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# A STABLE BEHAVIORAL MODEL FOR THE USE OF ORGANIZATIONAL PSYCHOLOGY IN THE FRAMEWORK OF ENSURING FINANCIAL AND ECONOMIC SECURITY

## ABSTRACT

The main purpose of the article is the formation of a new model for the use of organizational psychology in personnel management in the framework of ensuring financial and economic security. The object of research is the personnel management system. Within the framework of the study, a modern approach to the processes of using organizational psychology in personnel management in the system of ensuring financial and economic security was used. As a result of the study, a model for the use of organizational psychology in personnel management was presented. The innovativeness of the results obtained is presented in the form of a methodical approach to the formation of a stable behavioral model for the use of organizational psychology in personnel management in the framework of ensuring financial and economic security. The study is limited by not taking into account all aspects of organizational psychology. Thus, the prospects for further research will be devoted to expanding the use of organizational psychology in personnel management within the framework of a systematic approach. The difference between our results lies not only in the combination of psychology and safety but also in the use of a new modeling method.

**Keywords:** management, personnel, personnel management, psychology, psychology organization, behavior, stability, security, model

**JEL Classification:** A20, I22

## INTRODUCTION

Management from the psychological point of view is an activity aimed at creating an effective environment for people to work. This is the process of interaction of the leader with other people to ensure the active coordinated participation of all in achieving the goals. Such activity implies the influence of the psychology of an individual and a group on the management process and, conversely, the influence of managerial relations on the psychology of an individual and a group. In this regard, the figure of the manager is crucial for effective management. The success of his work is directly related to the ability to work with people and captivate them with his ideas. The leader must be competent not only in the field of managerial functions, due to the specifics of the enterprise, but also in the field of "human relations". His strength lies in the knowledge of the psychological aspects of working with people, and the use of forms and methods that determine his authority and reputation. Not every manager understands what psychological elements in management should be used. Only a qualified and experienced leader knows that orders and the cult of the leader will not lead to the desired result in the framework of ensuring financial and economic security.

Organizational psychology is an applied field of psychology that studies all aspects of mental activity and human behavior within the framework of a personnel management system. The problem is that ensuring financial and economic security is closely related to the formation of a security environment, both external and internal. This is realized through the personnel, their protection, and their actions aimed at improving the key indicators of ensuring financial and economic security.

Personnel management methods form the basis of enterprise management as a whole and personnel management, incl. The application of a system of management methods involves the implementation of certain measures, techniques, and methods of direct/indirect coercion of employees to perform the activities necessary for management. The result of the application of administrative, economic, organizational, and socio-psychological methods of personnel management is the formation of an able-bodied, efficient team with an optimal moral and psychological climate in the framework of ensuring financial and economic security. The staff of the enterprise is entrusted with actions to improve its performance. Without a modern personnel management system, we cannot talk about a high level of security. For example, a key component of economic security is personnel, which is closely related to personnel management. Efficient work gives a financial effect and, as a result, increases the level of financial security.

Socio-psychological methods of management in their composition and content are the unity of social and psychological impact on labor collectives in general and individual workers in particular. It should be noted that these methods contribute to the creation of positive relationships between team members, the satisfaction of social and spiritual needs, and increase the activity and initiative of employees, forming a favorable psychological climate in the team. It is clear that the role of socio-psychological methods is constantly growing and will continue to grow. According to sociologists, depending on the mood, the desire of a person to work, and the moral and psychological climate in the team, labor productivity can significantly increase or decrease. It should be noted that the use of psychological methods of management is possible with the creative initiative of managers and their awareness of the characteristics of human psychology. It has been established that the successful use of socio-psychological methods requires the manager's knowledge of the psychological characteristics of the individual, his behavior, and relationships in the work team.

The method of personnel management is understood as a method of influencing the team and co-workers in order to coordinate their activities in the process of the enterprise. So, with the help of personnel management methods, the main task of the entire field of personnel management is realized - the search for the most effective incentives and influence on employees in order to reveal the potential of employees and, accordingly, to improve the company's performance.

Specifically, the staff is now becoming a long-term factor in the competitiveness and survival of the company. One of the most difficult, but at the same time vital and necessary tasks is the task of ensuring effective personnel management. The improvement of production, information, and management technologies, as well as a global reassessment of individual and universal values, made it possible in the near future to approach the solution to the central problem of mankind: overcoming the contradiction between a person and an organization since the strength of an organization is primarily in human capital. People behave differently, they have different abilities, and different attitudes to their work, to the organization, and to their duties; people have different needs, and their motives for activities can differ significantly. All this suggests that the management of a person in an organization is extremely complex, but at the same time, a responsible and important matter for the organization in the framework of ensuring financial and economic security.

There is a rather difficult task for business leaders to maintain corporate morale at a sufficiently high level, and to motivate staff, given the above crisis phenomena both in the economy and in the labor market. Thus, in order to motivate the most significant workers, it is often necessary to introduce additional payments for performing tasks within the framework of an anti-crisis program, which complicates the process of cost optimization. The size of the bonus or the variable part of the salary should be such as to make it possible to show the guidelines for the activities of each in case of maximum application of efforts and professional skills. But it must be taken into account that the same workers can remain working at the enterprise after the crisis.

An appropriate system of incentives to work should be an effective means of influencing the behavioral activity of people. The leader must take into account the motivation of people, which is the driving force that is based on the satisfaction of certain needs and makes a person act with maximum effort to achieve certain goals. There are no universal incentives for motivation to work, but they can be found if you put a person with his aspirations and desires, talents, and hidden opportunities at the center of the philosophy of management. The formation of an effective personnel management system is impossible without taking into account the primary composition of the team: the professional qualifications of workers, their work experience, education, age, and even gender. Yes, women are more conformal, cautious than men. Older people are less quick to respond to innovations. Young people easily learn everything new. More active people with a high level of education, with flexible thinking, people are sociable, independent, and with high intellectual potential. The use of psychological aspects of management is, in fact, an innovative component of management. Innovative activity, like no other, is based on the disclosure of the deep properties of the human personality, and the creative intellectual capabilities of each person in the framework of ensuring financial and economic security.

The scope of psychological methods is very wide. It includes the regulation of intergroup and intragroup relations, the management of group dynamics, the management of individual phenomena and aspects of collective life, in which social

consciousness is formed, psychological ties in the team, and a conscientious attitude to work. So, as practice shows, there is a need for a manager to use socio-psychological methods at all levels and stages of management. This will contribute to the formation of a highly qualified effective team, each member of which will realize his potential at the highest level, as a result of which the performance of the enterprise will increase.

## LITERATURE REVIEW

As Boikivska (2021), Widiger, (2019), and Bruno (2017) note that in psychological studies it was noted that high labor motivation and professional or status achievements significantly reduce the conflict of personnel in enterprises. High motivation in some cases even smooths out psychological incompatibility. Boikivska (2021) notes that if the manager inefficiently manages the team, is not a recognized leader, does not enjoy respect and authority among subordinates, uses an unsuccessful form of psychological influence, then it will be impossible to ensure personnel, and even more so economic security. This situation requires changes in the organization, achieved by organizational psychology.

Sajko, (2022) and Wendt, (2020) show that consequently, a favorable psychological climate in the team is a factor that has a significant impact on the efficiency of the enterprise as a whole in the framework of ensuring financial and economic security. As Kryshtanovych notes (2020), only in psychology can a high level of personnel security and, as a result, economic security be achieved. In his opinion, the thesis that the staff is a consequence of the high work of organizational psychology is appropriate. The scientist notes that financial security is closely related to the results of the enterprise, which are the result of the work of its employees. By forming an appropriate psychological climate, a security environment is also formed. Kuznyetsova et al., (2021) investigated organizational and psychological aspects and the importance of the influence of effective management techniques and methods on the formation of a positive climate in the formation of the structural paradigm of innovation and investment partnership.

According to the scientific literature like Pasko, (2021), Bycroft (2012), and Lobanova (2009) noted, management theory and practice as a system of knowledge, skills, and abilities is a cultural phenomenon, which allows us to assert the existence of a management culture based on the relevant socio-cultural and ethno-psychological characteristics. Each organization has its own specific culture, which is formed throughout its development and takes into account the socio-historical, socio-cultural, socio-psychological, political, economic, legal, and international influence. The ethno-psychological context of the activities of the participants in the management process requires taking into account the national psychological characteristics of people's behavior in the sphere of business relations. Shtangret, (2021), Dznyy (2020) noted that to study these features in the managerial activity of a leader means to identify the essential characteristics of a particular managerial culture, first to see its national specifics.

In the scientific literature like Drou, (2020), Ju (2016), and Krasivskyy, (2023) noted it is noted that the main task of the management of labor psychology is the creation of appropriate working conditions. Working conditions are physiological and psychological factors of labor efficiency and the development of the organization. The efficiency of production, the motivation of the employee to achieve the goal, and comfortable psychological relations in the team directly depend on working conditions. Analyzing the issues of working conditions, it is practically impossible to separate their physiological and psychological components, it is impossible to separate the physiology of labor and the psychology of labor in its pure form in the framework of ensuring financial and economic security.

Like Ibrahim, (20210), Pykh, (2016) and Salovey, (2004), Kryshtanovych, (2021) said, one of the most important conditions for the success of a leader is his communicative competence, determined by how he knows how to attract other people to himself, arouse their sympathy; to interest them in timely and useful information; convincingly convince of the importance of certain actions; to influence others in order to direct their efforts to achieve their goals, to win and maintain trust through their actions. The professional formation and development of a leader is associated with the growth of his communicative capabilities, the disclosure of his communicative potential, and the formation of stable communicative ties and relationships that ensure his effective managerial activity. The maximum realization of the manager's communicative potential depends on his communicative competence (realization of the importance of communicative activity, communicative knowledge, and management skills), knowledge of his own communicative capabilities and communicative characteristics of communication partners, systematic replenishment of knowledge of the theory and practice of communication technological and methodological tools of communication).

Like Saleh, (2020), Ahammad, (2017) and Zhang, (2015), Nikonenko, (2021) said personnel management is gaining more and more importance as a factor in increasing the competitiveness of the enterprise, achieving success in implementing its development strategy.

## AIMS AND OBJECTIVES

The main purpose of the article is the formation of a new model for the use of organizational psychology in personnel management in the framework of ensuring financial and economic security. The object of research is the personnel management system. The scientific task includes characterization of the key theses of the research problem, presentation of one's vision for the methodical approach to achieving the goal; formation of a model that will make it possible to present the use of organizational psychology in the personnel management system in the graphic form.

## METHODS

In this article, the IDEF3 method was used, which is a method that has the main goal of enabling top management to describe a situation where processes are performed in a certain sequence, as well as to describe objects that participate together in one process in the framework of ensuring financial and economic security. A question arises that should be answered: how can the proposed IDEF3 method be useful precisely in the framework of financial and economic security? The answer can be divided into two parts: it allows you to present the steps within the security framework in a graphical language in a way that is understandable to all personnel; IDEF3 gives flexibility in presenting management decisions and practically through step-by-step instructions to present a particular process.

The IDEF3 dataset description technique is part of structural analysis. Unlike some process description methodologies, IDEF3 does not restrict the analyst to an overly rigid syntax that can lead to incomplete or inconsistent models.

IDEF3 can be used as a method for creating processes within the framework of ensuring financial and economic security. IDEF3 complements the current management system and contains everything you need to build models that can later be used for simulation analysis as part of ensuring financial and economic security.

The stages of modeling are shown in Figure 1.

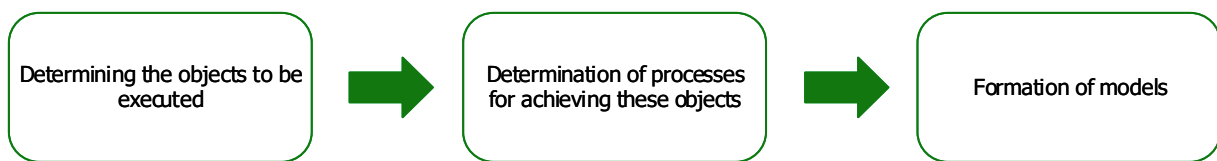


Figure 1. The stages of modeling.

Any work in IDEF3 describes any scenario of a business process and can be an integral part of another work. Since the scenario describes the goals and scope of the model, it is important that the works are referred to by a verbal noun denoting the process of action, or a phrase containing such a noun.

## RESULTS

Human resource management involves improving the performance of the organization through their effective selection, optimal use, and systematic encouragement. The main tasks of personnel management most often include the search, selection and socialization of employees; training, development, and evaluation of personnel activities, creation of a system of their objective certification; development of organizational structures, image of personnel and organization; management of changes and innovations, provision of communications, reward system, favorable social and psychological climate for the staff of the organization in the framework of ensuring financial and economic security.

In the context of our study, first of all, it is important to give a clear definition of the key terms in order to further better understand the results. So, a stable behavioral model is a set of behavioral indicators that are stable and relatively stable in separately significant periods of time.

At the same time, a stable behavioral model in the context of organizational psychology of personnel management should be interpreted as a set of behavioral indicators and management vectors from management bodies or structures, the basis of which is stable and practically does not change in the process of implementing management strategies or its local changes, due to external or internal influences.

To begin with, an object-oriented model is formed. The objects are J1, J2, and J3 and are represented by graphical block forms. Objects of achievement in the framework of modeling are shown in Figure 2.

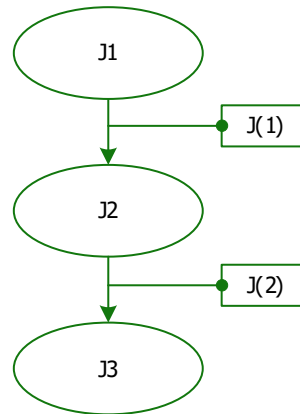
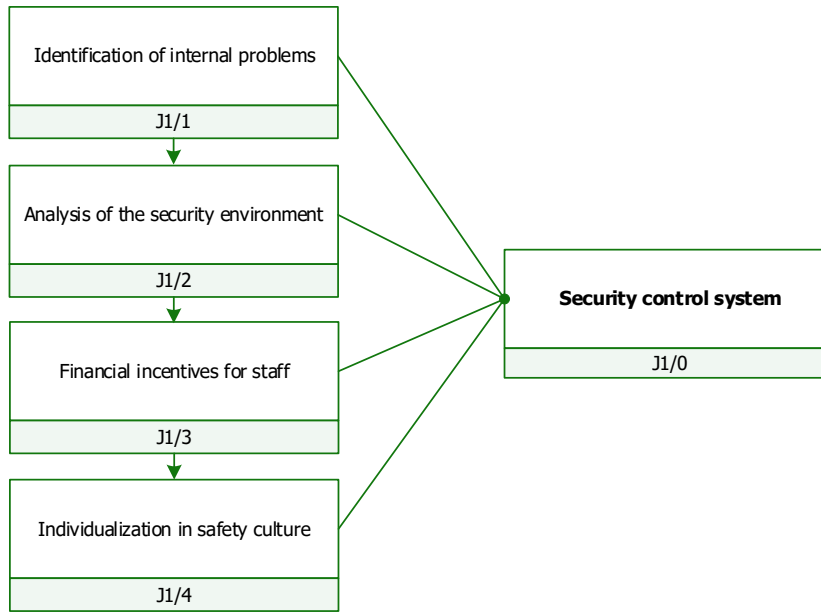


Figure 2. Objects of achievement in the framework of modeling.

Symbols are set according to the requirements of the chosen modeling technique. It requires objects to be reduced to conditional full notation, this is better visualized. Each element J1, J2, and J3 is part of a stable behavioral model. Let's describe blocks J1, J2, J3:

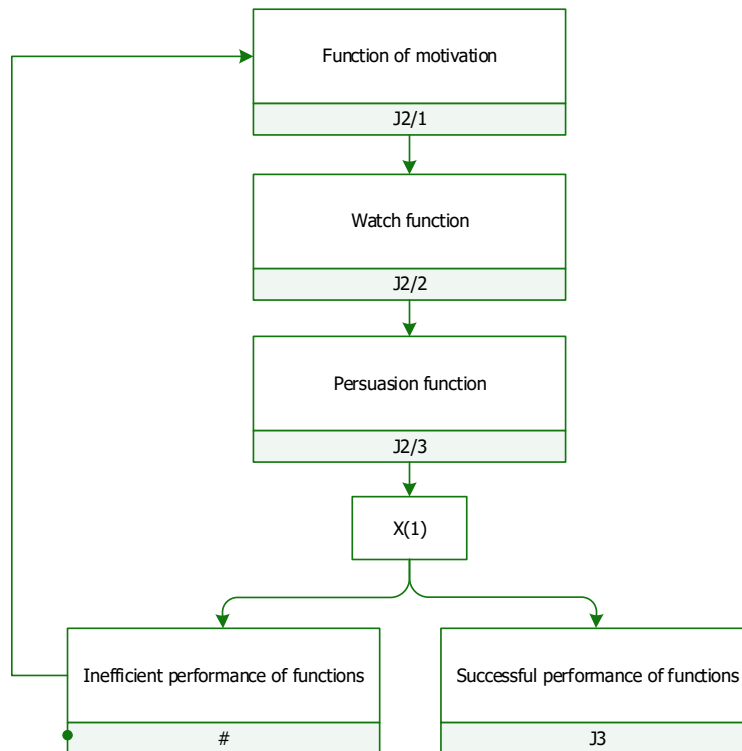
1. *J1. Formation of the psychological climate.* The psychological climate forms the basis of the internal environment and preservation. Ensuring a high level of financial and economic security of enterprises, maintaining their leading positions in the market, and increasing the scale of activities in modern conditions is achieved to a large extent through progressive organizational changes. The quality and effectiveness of the implementation of organizational changes in the divisions of enterprises significantly depend on the competence of the personnel involved in the processes of organizational changes, and on the socio-psychological microclimate of the team, capable of activating or inhibiting the expected progressive transformations. That is, the conclusion arises that it is impossible to increase the efficiency and competence of personnel and, as a result, to make appropriate changes in the safety of an appropriate psychological climate. Without changes, it is impossible to increase financial and economic security. The socio-psychological climate is a significant factor in the life of an individual and a company as a whole, which affects the entire system of social relations, people's lifestyle, their daily well-being, performance, and the level of creative and personal self-realization. It is clear that such an ambiguous phenomenon can be interpreted in different aspects. It is also obvious that behind the variety of approaches to understanding the psychological climate is the vision of its versatility, and its complex structure. However, the level of general managerial culture is such that now only in some organizations and enterprises such an effective method of increasing the productivity of employees as a study of the psychological climate of the team is used.
2. *J2. Professional adaptation.* The professional adaptation of an employee today is an important condition for the success of professional activity in all areas, but among many professions, those in which the importance of adaptation is very high. It is to such professions that the profession of an organization manager should be attributed. The professional activity of an organization manager is a continuous process of solving problems aimed at ensuring the success of the organization as a whole. Therefore, the problem of successful professional adaptation of the manager of the organization is of great practical importance. The manager often has to work in constantly changing conditions, provide competent assistance in non-standard situations and interact with different people. Therefore, he needs the ability to be flexible, quickly respond to external changes, recover from a period of maximum return of strength and activity, as well as the ability to find benefits from problem situations that require a restructuring of standard behavior and reactions. The manager must have the ability to implement and change socio-psychological roles in the framework of ensuring financial and economic security.
3. *J3. Strengthening the motivation of employees.* Managers are faced with the task of convincing other people to work better, creating in people internal motivations for active work, maintaining an interest in work, creating a need for active work, creating a situation of satisfaction from the results obtained, convincing people to make the necessary efforts and make a commitment. the solution of participation in the labor process, which is the basis for the effective operation of the organization. The definition of motivation as the main function of the theory and practice of management is determined by the growth of the role of the individual in the organization's activity system, the requirements of scientific and technological progress, the urgent need to find approaches to the definition of motivation that are suitable for the current stage of business and management development and the development and implementation of practical models of motivation in the framework of ensuring financial and economic security.

Modeling of J (1) achievement processes is shown in Figure 3.



**Figure 3. Modeling of J (1) achievement processes.**

We will consider modeling the processes of achieving J (2) in more detail (Figure 4).



**Figure 4. Modeling of J (2) achievement processes.**

*J2/1. The function of motivation.* First of all, remember that most of the staff work with people. Since people are different, it is impossible to create equal working conditions in the framework of ensuring financial and economic security. While some employees meet problem customers, others have loyal ones. So, in this case, the competition conditions will be different for competitors, which can lead to a deterioration in the psychological climate in the company, because the reward will be unfair. In general, such a motivation has the right to exist, but the inventor should not be big, so that other workers do not take offense at such injustice, but have an incentive to receive the so-called prize.

*J2/2. Watch function.* In the company under study, managers discuss the results of their work with subordinates every day. Such excessive attention may not please employees, because it causes a feeling of constant control and does not make subordinates feel comfortable. Such educational conversations should be held twice a month, so the employee will see his statistics and better understand his problematic working moments in the framework of ensuring financial and economic security.

*J2/3. Persuasion function.* This method is undeniably important because the subordinate's sense of respect for the leader is stronger than fear or indifference. If there is respect, employees will work with a positive mood and a desire to approach the level of their manager. Some organizational leaders idealize the notion of imitation, where the narcissist comes from. Such a moment causes irritation among subordinates and worsens the attitude toward the leader as a whole.

According to the methodology, X means that the subsequent block should involve the execution of one of the processes. Within the framework of our study, block J3 is the end of the model and does not require detailing like the previous ones.

One of the reasons for the failure of subordinates to fulfill their tasks, the emergence of conflicts in the organization (between the leader and subordinates between subordinates), and the deterioration of the socio-psychological climate in it is the lack of mutual understanding, primarily between the leader and subordinates. That is, there is a problem in achieving the unity of the positions of the manager and the subordinate. In order for subordinates to perceive the position of the manager, it is necessary to show them that the actions that he must take will not only not contradict the fundamental views of subordinates, but will also contribute to the satisfaction of their specific needs. The key to the development of the team at this stage is the strong position of the leader, clearly formulated goals and objectives of the team, discipline, and exactingness in the work of all participants. At the stage of growth, the level of wear and tear of the team increases, stable relationships are formed between the participants, the level of conflict significantly decreases, a role structure is built, and informal micro-groups are formed. This will bring financial and economic results.

Therefore, for effective personnel management in the system of financial and economic security, personnel and psychological factors should be taken into account, first of all, a sufficient number of personnel involved in security issues, their professionalism, intellectual - the involvement of highly qualified specialists and scientists in psychology, which allows the introduction of new security systems. It should be noted that these tools need a complex phased application and not simultaneous implementation. It should be noted that not all methods of organizational psychology that improve personnel security are suitable for financial and economic security. Let's highlight the methods of organizational psychology that will help ensure financial and economic security:

- observation (under observation in organizational psychology is understood as direct, purposeful perception and registration of organizational phenomena and processes that threaten financial and economic stability);
- analysis of financial and economic documents.

The global economic crisis provoked by the coronavirus epidemic has become one of the challenges both for the Ukrainian economy in general and for business leaders in particular. The spread of crisis phenomena requires each manager to increase the flexibility of personnel policy and the formation of effective anti-stress tools for managing subordinates and motivating them, taking into account their psychological state and health status, and from employees to increase consciousness, greater adaptability in new realities, and carefully follow their health status, to minimize the negative consequences of the crisis both for the economy of the enterprise and for the economy of the country and the well-being of citizens, which will create conditions for sustainable economic growth in the framework of ensuring financial and economic security.

The stable-behavioral model got its name as a result of the presented processes focused on achieving stability in the personnel management system. Personnel management is aimed at changing and securing the behavior of subordinates. In our opinion, due to the stability and behavior of the staff, it is possible to contribute to an increase in financial and economic security.

## DISCUSSION

Discussing, it should be noted that the creation of an effective environment for the work of people determines, first of all, the need to form an appropriate socio-psychological climate in the team. After all, the psychological climate of any organization is the mood of the workforce, its relatively stable psychological state, reflecting the characteristics of its life, moral atmosphere, and relations between employees in the team.

We agree with Kramer, (2019), Nelis, (2011), and Hoi, (2021) thesis, that the «complication of the content of organizational activity (the development of technology, technology, production, and organizational relations), the structuring of the production environment (labor is becoming more specialized and interconnected), fundamental changes in the philosophy of labor (changes in relation to a person, his needs) have led to the emergence of new values in organizations. The most important among them are the values of managerial interaction based on humanization and democratization, joint activities, strengthening the requirements for managers and their activities, and rethinking managerial motivation». There is an active introduction of new information and educational technologies, expansion of international contacts, optimization of forms of interaction, and business communication with foreign partners. All this actualizes the importance of psychological and socio-psychological factors in personnel management.

As Krasivskyy (2023) correctly noted, organizational work on the psychological support of the professional activities of security specialists should be aimed at the formation, preservation, support, and restoration of optimal performance of specialists both in everyday and crisis conditions as part of ensuring financial and economic stability. However, in our vision, there is also a lack of a new approach to depicting this type of work and, in general, how personnel management should be combined with organizational psychology in the framework of ensuring financial and economic stability.

We agree with Gavrysh, (2023), Ogirko, (2018) and Bazylouk, (2019) thesis, that «Psychological methods play a very important role in working with personnel, as they are aimed at the specific personality of a worker or employee and, as a rule, are strictly personalized and individual. Their main feature is the appeal to the inner world of a person, his personality, intellect, feelings, images, and behavior in order to direct the inner potential of a person to solve specific problems of the enterprise. Each sphere of human activity has its own specific rules and methods».

Discussing the results obtained by us, it is necessary to determine the innovativeness of the article. The innovativeness of the results obtained is presented in the form of a methodical approach to the formation of a stable behavioral model for the use of organizational psychology in personnel management in the framework of ensuring financial and economic security.

The difference between our research and others lies in the approach itself and its application. We identified the key blocks and marked them as J, which, in our opinion, will contribute to increasing the efficiency and safety of management and presented in graphic language the processes of their achievement, marked by  $J_{n/m}$ .

## CONCLUSIONS

In conclusion, we would like to note that labor cannot be reduced to biomechanics and physiology. In particular, the severity and heaviness of work do not depend on its physical parameters, but on the subjective psychological attitude to the labor process. Therefore, one of the tasks of managers is to create conditions for increasing the attractiveness of labor activity for a person, enriching him with creativity and positive emotions.

As a result of the study, a model for the use of organizational psychology in the personnel management system was presented. Let's single out several main results of our research: a methodical approach to the model of using organizational psychology in personnel management in the framework of ensuring financial and economic security is given. Graphical elements are defined and the results are presented as a value in the form of a process-object approach, which allows a better understanding of all areas of improvement.

The study is limited in that it does not take into account all aspects of organizational psychology. Thus, the prospects for further research will be devoted to expanding the use of organizational psychology in personnel management within the framework of a systematic approach.

Psychology and security are very broad concepts within the personnel management system, which is why there were a number of limitations. In the future, it is necessary to narrow down precisely on economic security and its components such as personnel and information in order to build a model for increasing the efficiency of human resources through information technology.

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## ADDITIONAL INFORMATION

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## СТАБІЛЬНА ПОВЕДІНКОВА МОДЕЛЬ ВИКОРИСТАННЯ ОРГАНІЗАЦІЙНОЇ ПСИХОЛОГІЇ В УПРАВЛІННІ ПЕРСОНАЛОМ У РАМКАХ ЗАБЕЗПЕЧЕННЯ ФІНАНСОВО-ЕКОНОМІЧНОЇ БЕЗПЕКИ

Основною метою дослідження є формування нової моделі використання організаційної психології в управлінні персоналом у рамках забезпечення фінансово-економічної безпеки. Об'єктом дослідження є система управління персоналом. У рамках дослідження було використано сучасний метод моделювання процесів використання організаційної психології в управлінні персоналом у системі забезпечення фінансово-економічної безпеки. У результаті проведеного дослідження представлено модель використання організаційної психології в управлінні персоналом. Інноваційність отриманих результатів представлено у вигляді методичного підходу до формування стабільної поведінкової моделі використання організаційної психології в управлінні персоналом у рамках забезпечення фінансово-економічної безпеки. Дослідження має обмеження у вигляді врахування не всіх аспектів організаційної психології. Таким чином, перспективи подальших досліджень – розширення використання організаційної психології в управлінні персоналом у рамках системного підходу. Особливість отриманих результатів полягає не лише в поєднанні психології та безпеки, але й у використанні нового методу моделювання.

**Ключові слова:** управління, персонал, управління персоналом, психологія, організація психології, поведінка, стабільність, безпека, модель

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