

# Personnel Security System in the Context of Public Administration

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## Summary

The main purpose of the study is to analyze the main aspects of personnel security in the context of the public administration system. Today the civil service is the central link in increasing the efficiency of the public administration system. One of the most important directions of reforming the civil service is strengthening personnel security, since the level of formation and implementation of managerial decisions depends on the staff of professional employees with the necessary qualities, competencies and competencies. As a result, the main aspects of personnel security in the context of public administration were analyzed.

### Key words:

*personnel security, security, threats, management, public administration.*

## 1. Introduction

Providing the state (public) service with highly qualified and professionally trained personnel is impossible without the use of effective tools for personnel selection, promotion and training and information technology. Solving the problems associated with the formation of the staff and the strengthening of its security requires from the management and personnel services of public authorities to significantly modernize the methods of working with personnel on the basis of the latest scientific and practical achievements, synthesized and enriched by the experience of personnel practices of government and commercial structures. Taking this into account, in recent years, more and more attention has been paid to studying the practice of applying the latest and innovative personnel technologies, as well as identifying the main trends in strengthening personnel security in the public administration system.

In the context of an unstable economic and political situation in the world arena, the problem of security becomes extremely urgent. According to the processes of globalization, on the one hand, there is an exacerbation of problems in personnel security, on the other hand, the possibility of attracting qualified personnel to government

bodies, regardless of territorial affiliation, is growing. In these conditions, it is necessary to change the attitude towards a professional person (civil servant) in order to strengthen personnel security in state authorities in the public administration system.

Modern science considers the organization's security system as a complex of organizational and managerial, economic, legal, socio-psychological, preventive, propaganda, security and engineering-technical measures aimed at ensuring the safety of the organization and its personnel. It includes the following elements (types of security): physical security of objects, physical security of personnel, economic security, information security, legal security, intellectual security, environmental security, personnel security.

The targeted approach considers personnel security as a state of protection of the socially progressive interests of an organization for the development and improvement of its human capital, maintaining an effective human resource management system and minimizing the company's risks associated with its component.

The process approach interprets personnel security as a process of preventing negative impacts on economic security due to risks and threats associated with personnel, their intellectual potential and labor (i.e., supporters of this approach consider personnel security as a dynamic rather than static phenomenon).

The structural approach defines personnel security as the most important component of economic security, which aims to identify, neutralize, prevent, prevent and prevent threats, hazards and risks aimed at personnel and their intellectual potential, and those that come directly from them, which should be manifested in human resources management system and personnel policy.

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## 2. Methodology

The theoretical and methodological basis of the study was the dialectical method of cognition, the fundamental provisions of economic theory and management of organizations, scientific works of scientists on the problems of personnel management and personnel security. In the course of the research, the following methods were used: monographic (when studying the experience and features of the formation of personnel security management systems), the method of analysis and synthesis; abstract logical; theoretical generalization and comparison (when performing theoretical generalizations and formulating conclusions, improving the conceptual and categorical apparatus of the research); structural and logical (in the study of the main threats to personnel safety), graphic interpretation.

## 3. Results

The civilizational development of the world is acquiring new features and trends, which are due to the innovative and informational type of development of society in the 21st century. Thanks to innovative technologies, traditional systems of production and exchange of goods are being destroyed, structural changes are taking place in the sphere of employment and consumption, and there are rapid and short-term changes in the economic and social organization of people's activities. In the context of deepening globalization processes, it is impossible to ensure the competitiveness of the national economy in the world market without the introduction of innovations. The main institution of the motivational mechanism of information technology is the state, which produces the rules of conduct for private and public economic entities. The rapid development of the Internet and the digital economy paved the way for the introduction of network systems, which are gradually beginning to destroy the hierarchical structures of social governance. On the one hand, the indignation of innovative activity puts forward new requirements for the organizational and legal forms of the economy and the management of society. On the other hand, the state, through the mechanism of public administration, develops and implements a favorable institutional environment for the development of informatization and the economy. For each country, studies of the dialectics of direct and reverse mutual influences of informatization of society and changes in public administration, taking into account the national specifics of the resource, technological and social potential for ensuring the personnel security of the state, are relevant.

Modern society is a very dynamic social system, which is characterized by multi-vector changes in the political, economic, social, cultural and other spheres. Despite different national models of economic development, all of them are united by the objective processes of deepening globalization, information revolution and the need to switch to an innovative type of development. The era of the information society is characterized by pronounced processes of globalization. Information resource and knowledge have become a "special type of production" that does not recognize borders between countries, industries and firms, where "... discoveries are part of a certain unified developing process in which a myriad of people participate". Information at the present stage has become a leading factor in the development of society in comparison with such economic factors of production as land, labor, capital and entrepreneurship. Technologies for delivering information to the consumer have made radical changes in the system of relationships between people, firms, between different levels of the hierarchical management structure, between consumers and producers, between managers and subordinates, and have also revolutionized the systems of education, healthcare and other components of the public sector of the economy. Undoubtedly, new trends and patterns of development of the modern economy require a change in the paradigm of managing firms and the state, since "the world, which is rapidly emerging from the collision of new values and technologies, new geopolitical relations, new lifestyles and means of communication, requires completely new ideas and analogies, classifications. and concepts ". In this context, scientists and politicians face the problem of comprehending modern complex information, technological, resource, financial, economic, food, environmental and other challenges that threaten the further existence of mankind. The enesis of security as a socio-economic phenomenon originates in the natural essence of man, which is the universal basis of any life activity. The starting point of development is the fundamental biological instinct for self-preservation [1-3].

The rapid development of the Internet and the digital economy paved the way for the introduction of network systems, which are gradually beginning to destroy the hierarchical structures of social governance. The era of the information society is characterized by pronounced processes of globalization. Deepening globalization leads to increased interdependencies between national economies, to the emergence of new risks, which was confirmed by the global financial crisis of 2008-2009. The need for the safety of life of members of society is a prerequisite for their creation of such a form of joint activities of people as a state that defends the interests of both an individual and national interests in the international arena. The problem of ensuring national security in the context of modern international financial

and economic challenges directly depends on the effectiveness of public administration of the country.

The crisis taking place in the public administration system, in the executive authorities, is directly related to the personnel management system in public administration. Personnel is the main resource, potential, the basis for the formation of the entire public administration apparatus, and therefore play an important role. The quality of the reform process, the quality of the public administration system, as well as the formation of a positive image of the state depend on the quality, professionalism, continuous development of personnel and human potential. Today, unfortunately, there are no systemic technologies for the development of human resources in the public administration system, which directly affects their disinterest in working in government bodies, and often devote a lot of energy to solving important problems, without receiving the appropriate "return" from the state. Therefore, today the problem of analyzing the problem of the formation of personnel potential has arisen through the prism of the formation of personnel security in the public administration system.

Personnel safety is a combination of such components as: life safety (health, physical safety), socially motivational safety (financial, career, aesthetic, administratively independent), occupational safety (labor safety, pension and insurance, safety of possession of modern knowledge), anti-conflict safety (patriotic, psychological and communication security) is technological. It is clear that all these components operate separately from each other, they are interconnected by various connections and influences. It is impossible to imagine an employee today who would not think about his own health, financial support for his family, career growth, pension and insurance security. Establishing effective interaction of all these components is the key to the stability of the company. This stability is ensured by personnel influencing all aspects of its life, as well as inherently related to its economic security. Taking into account the above, the mechanisms for ensuring personnel security should be such instruments that are aimed at developing and ensuring the personnel potential of the public administration system. The mechanisms for ensuring personnel security in the public administration system are a set of methods, techniques, tools, means aimed at ensuring security both for personnel in the public administration system, and for forming a system of protection from professionally unprepared or potentially dangerous personnel for the public administration system itself [4-7].

Thus, we will consider two types of mechanisms for ensuring personnel security in the public administration system: external (ensuring protection from external factors) and internal (ensuring security within the system). It is advisable to consider personnel security in

the public administration system through the following main mechanisms (Table 1).

**Table 2: Main mechanisms**

| <i>№</i> | <i>Mechanisms</i>  |
|----------|--|
| 1        | internal mechanisms for ensuring personnel security (ensuring the protection of an employee in the public administration system (healthcare, social protection, legal guarantees); professional development of a specialist in the public administration system (adaptation, motivation, training, professional development, assessment))  |
| 2        | external mechanisms of personnel security (ensuring the formation of a unified personnel policy for the development of personnel in the public administration system; implementation of high-quality selection of personnel in order to form a high-quality personnel composition of the public administration system). To date, some experience has been accumulated in organizing activities to ensure personnel security. For example, in the United States, programs for the prevention and counteraction of economic crimes are becoming widespread in the interaction of the country's law enforcement agencies with public and private security agencies and detective bureaus. This form of joint activities of the police with non-governmental organizations has become quite effective. Programs to combat crime have been worked out, including measures to prevent a wide range of business security violations |

The UK is characterized by the desire of entrepreneurs to minimize unwanted publicity of the illegal activities of their subordinates and, thus, the slightest damage to the reputation of the company. For this reason, numerous cases of economic violations, fraud, computer crimes, information theft, investigated by employees of commercial (banking) security services, remain unattainable for law enforcement agencies and the public.

Problems at the level of failure to ensure the personnel security system can lead to undesirable consequences, such as:

- dismissal of qualified employees;
- insufficient or inadequate qualifications of employees;
- destruction of reputation potential and capital;

- decrease in the number of innovations in the public administration system;
- orientation of employees to solving internal tactical problems to the detriment of long-term development;
- protection by employees of the interests of their unit to the detriment of the general goals of the public administration system.

Reforming the civil service puts forward increased requirements for human capital, which is its main resource. The priority direction in the formation and implementation of personnel security in public administration should be to improve professionalism, the fullest use of the knowledge and abilities of civil servants in the interests of society and the state. In addition, improving the organizational culture in government bodies will stimulate labor efficiency, the demand for professionalism. In this case, such a concept as a personnel security mechanism becomes relevant.

The institutional development necessary for the evolution of any state in order to develop economic and social well-being entails the need to transform the existing system of political governance. The stability and sustainability of the socio-economic political system is associated with ensuring the national security of the state, where the main component is personnel security. In enhancing the activities of public authorities, it is important to develop professional and personal human resources, which is effective for realizing their potential. Practice action

The quality of public authorities testifies to the need to use innovative management technologies, the introduction of which is impossible without changing the stereotypes of thinking and development of public service. Stability, reliability, professionalism, efficiency of functioning of public authorities are necessary factors to reduce threats to personnel security. An important role in this is assigned to the formation of high-quality personnel security mechanisms for public authorities. In a transformational environment, the reform of the public service takes place through the implementation of complex tasks and projects, primarily in front of the management corps, and it is on him that the solution of these tasks depends. Personnel security is a relatively new concept, and it has been studied mainly in the framework of the organization's management. The incompleteness of the processes of institutional development of the state personnel policy creates real threats to personnel security, the problem of cybersecurity arises especially acutely within the framework of a hybrid war. In the activities of public authorities, special attention should be paid to the formation of personnel security mechanisms.

The personnel security of public authorities should be considered as one of the global problems of our time.

After all, security is a necessary condition of life, and therefore the need of every person. Accordingly, the system of protection against external and internal threats should be provided on the basis of national responsibility, where the state plays a key role. The modern personnel situation requires serious attention from managers of all levels, scientific and public institutions, scientists, practitioners of the application of modern innovative approaches to the development and implementation of personnel security at the state, regional and local levels.

The personnel security mechanism should be created for two purposes (Table 2).

**Table 2:** The personnel security mechanism

| <i>№</i> | <i>Two purposes</i>   |
|----------|---|
| 1        | coordination of the activities of state bodies in solving the following issues: admission to the civil service; formation of a personnel reserve; passing and termination of public service; maintaining the Consolidated Register of Civil Servants; use of the personnel reserve for filling positions in the civil service; training, retraining, advanced training and training of civil servants |
| 2        | the embodiment of non-departmental control over the observance in state authorities of regulatory legal acts on the civil service   |

The effectiveness of the formation and implementation of personnel security mechanisms will contribute to the monitoring of risks and legal monitoring, especially the corruption-generating nature of regulatory legal acts in the field of public service. The purpose of the formation of personnel security mechanisms is recognized as improving the quality and efficiency of the personnel, in particular, overcoming corruption in public authorities. The structure of personnel security mechanisms should contain the following elements:

- values and principles of ensuring personnel security; promising (strategic) goals and objectives;
- subjects of personnel security; effective means and methods of achieving the goals of personnel safety;
- resource support for the activities of subjects of personnel security, management decisions.

For the effective work of a public authority, it is important that its strategic goals and forms of their achievement are proportionate to the values and development strategies of the region, oblast, district, etc. However, today a number of problems of the activities of public authorities are being monitored, which directly affect the effectiveness of the formation of personnel security mechanisms in the context of institutional development, in particular, the isolation of local self-government bodies from the population and their corporatization, closed and non-transparent activities, ineffective use of communal property, land resources, corruption, paternalism in relations with the population, ineffective policies that do not stimulate the community to self-development and the manifestation of local initiative [8-10].

The basis for the implementation of the technology for assessing the institutional development of public authorities is the personnel aspect, aimed at decentralization and deregulation of the personnel service. Also, the capabilities of the proposed technology should include a number of practical tasks, in particular: assessment of the efficiency and productivity of activities; control of the tension of the work plans of the bodies; optimization and management of organ recruitment; implementation of motivating cases; the fight against nepotism, etc. The use of technology for assessing the institutional development of public authorities will help reduce staff turnover, coherence in the implementation of the internal policy of the body, and improve the quality of the administrative process. The requirements for public service do not remain something constant, they change along with the social, economic and technological development of the state and society. Today, the issue of the quality of the provision of public services is relevant, which, in turn, is accompanied by the efficiency and effectiveness of the professional activities of public servants. Therefore, the issue of assessing the performance of public officials should become an effective tool for objective control over the performance of public authorities.

#### 4. Discussions

The key difference between the state sphere and the business sphere is that in the state sphere they solve personnel issues, and in the sphere of business - human capital management. In the public sphere, there is a rigid hierarchy that leads to the fulfillment of the assigned tasks in specifically designated conditions. The main mechanism for making and implementing decisions goes purely from top to bottom, which, in turn, leads to lack of initiative and formality in the implementation of tasks. That is why the

activities of public authorities on the part of society do not inspire confidence, the public sphere is not attractive to potential candidates. And the key criteria for this are closeness and inadequacy to modern requirements. However, the main goal of the effectiveness of the activities of public authorities is future development, and development, in turn, is ensured by the formation of effective mechanisms for personnel security. Therefore, in order to activate the public sphere, it is necessary to be confident in current actions and future plans. Knowledge management can be an effective tool in this direction. The main advantage of knowledge management is that information is easily shared among employees, and knowledge is not lost when it becomes necessary to replace an employee.

Public authorities must become intelligent, expanding monitoring of the internal and external environment and the relationship between them. The analysis of the internal environment of public authorities is aimed at the ability to achieve a balance between its participants and increase the efficiency of the adopted managerial decisions. The study of the external environment should be accompanied by the desire and ability to meet the needs of the public, defend the interests of the development of the state and increase the efficiency of interaction with the international environment. Only by understanding their capabilities and relationship with the participants in the external environment, government bodies will be able to work effectively. Public authorities not only need to learn, but also need to do so rather than changes occurring in their field of activity. It is necessary to understand the nature and processes of structured learning and management of this kind of knowledge in order to increase the rate of development of structured knowledge and increase the quality and volume of knowledge available. Knowing what the learning process is, through the formalization of procedures and knowledge management structures, government agencies can both optimize the time required for training and increase the quality and volume of available knowledge. The intelligence of government bodies is characterized by the quality of training and management [11-17].

Communicating the basic functions of the department to employees helps them analyze relationships, find answers to questions, create better strategies, and fulfill their responsibilities. Consequently, the introduction of a knowledge management system allows you to unite the structural unit and increase the efficiency of decision-making. Recommendations for effective knowledge management in the public sphere in the context of the formation of personnel security mechanisms:

1. It is necessary to systematize all information and knowledge in the unit and organize storage. Particular attention is paid to architecture and access. Most of the employees only need to view the document, a small part of

them needs to edit, and the store is one person. It is important in knowledge management that there should be one source of knowledge storage. Duplication is unacceptable, which will lead to loss of control over the system, and employees cease to experience its significance.

2. Establish rules for entering and updating information and knowledge. Such a procedure involves the development of an appropriate regulation and a special process. In this case, knowledge will be checked for the correctness of execution (the standards of working documents provide for the obligatory indication of the owner of the file, as well as the last one to update it), and is entered into the repository. The next step is to inform all employees that new knowledge has been added to the system - a presentation, an article, a book, etc.

## 5. Conclusions

Thus, summarizing the results of the analysis of scientific literature on personnel security, the following conclusions can be drawn. Personnel security is one of the most important components of the overall security system of any structure or organization and occupies a dominant position in relation to other security elements. However, the only point of view that comprehensively reveals the concept of personnel security, its place in the integrated security system and the scheme of its management process, is still missing.

The overwhelming majority of researchers consider personnel security from the standpoint of target, process, structural and functional approaches in the context of ensuring economic security. At the same time, personnel security in the sphere of state defense, first of all, is called upon to solve the problems of national security, which imposes its own specific requirements for its study. In this context, personnel security in the field of public administration should be considered in a narrow and broad sense. In a narrow sense, it is the protection of the personnel of government bodies and the security forces of the state, ensuring its development, self-realization, and self-improvement. In a broad sense, it is a set of methods, mechanisms, techniques that ensure the security of power structures and the state itself as a whole from the threats of unprofessionalism, destructive professionalism, manifestations of corruption, abuse of office, persons who have latent negative motives for joining military or public service, illegal (unauthorized) connections with institutions of hostile states, representatives of terrorist organizations and the criminal environment, drug or alcohol addiction, are prone to disclosure of information constituting state secrets, proprietary or confidential information, etc. Despite the different approaches of scientists to determining the structures of security personnel, both depending on the specifics and goals of the

organization, the overwhelming majority of them note the importance of its psychological component, as one of the leading, which directly affects the level of personnel security. At the same time, the psychological aspects of personnel security remain, today, the least studied and insufficiently disclosed in domestic and foreign scientific literature.

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