

## INNOVATIVE MODEL OF PUBLIC ADMINISTRATION PERSONNEL SECURITY SYSTEM

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**Abstract.** *The article substantiates that the problems of personnel security in the public administration system are important and timely, as important transformational problems in modern society, reform of the judiciary, constitutional system, decentralization reform, formation of innovative public authorities are related to the human factor. levels of government adopt and implement policies, officials, employees. The quality of such decisions and the quality of such important reforms for the state depend on the quality of human resources. Personnel security, the system of formation of personnel security is often considered by scientists as part of the economic security of the enterprise and is determined taking into account economic categories. Although personnel security is the basis of Ukraine's national security. The purpose of the study is to substantiate the model of the personnel security system of public administration. The theoretical and methodological basis of the study are the fundamental and modern provisions of the system of public administration, the development of scientific schools of human capital theories of foreign and domestic scientists and specialists in the field of personnel management. To achieve this goal in the work used a set of methods and techniques of scientific knowledge. The method of logical generalization is used to theoretically substantiate the importance of the tasks and clarify the key concepts of the study. Using the methodology of system analysis and synthesis, a study of approaches to the formation of a model of the personnel security system of public administration was conducted. Methods of theoretical generalization, grouping and comparison are used to study the constituent elements of the model of personnel security system of public administration. The author substantiates the innovative model of the personnel security system of public administration. The main elements of this model include: first, personnel policy in the public administration system; secondly, threats to personnel security: physical; financial, intellectual, career, administrative, technological, social, conflict, psychological, informational, image; thirdly, modern mechanisms for ensuring personnel security: organizational, legal, motivational, economic, control, selection; fourth, the Ministry of Human Resources of the Public Administration System in Ukraine; fifth, staff; sixth, civil society institutions.*

**Keywords:** *public administration, personnel policy, personnel security, personnel potential, system of public authorities, threats, mechanisms of public administration.*

**JEL Classification:** H11, H76, F72, J28

**Formulas:** 0; **fig.:** 1; **tabl.:** 0; **bibl.:** 8

**Introduction.** Today, important transformational problems are taking place in modern society, the judiciary and the constitutional system are being reformed, decentralization reform is being implemented, innovative state authorities are being formed, and so on. All these transformations are related to the human factor, as decisions at the state level are made and implemented by politicians, officials and civil servants. And the quality of such decisions and the quality of such important reforms for the state depend on the quality of human resources of officials.

Today, there is a change in the activities and the system of work of employees in the system of public administration - this is primarily due to globalization challenges, the COVID-19 pandemic. And therefore there is a question of personnel development taking into account new challenges and opportunities of activity. That is why the

problem of ensuring personnel security in the system of public administration is relevant.

**Literature review.** Personnel security, the system of personnel security formation, threats to personnel security, the formation of personnel security mechanisms are often considered by scientists as part of the economic security of the enterprise and are determined taking into account economic categories. Although personnel security is the basis of Ukraine's national security and is closely linked to threats to the public administration system.

The conceptual and categorical apparatus of personnel security, including personnel security in the system of public administration is analyzed by B. Gorodnytsky, E. Horowitz, and scientists L. Balabanov, O. Bandurko, T. Vasylytsiv, V. Danyuk, F. Evdokimov, O. Kirichenko, G. Kozachenko, I. Mihus, L. Mironov, V. Mutiyan, V. Panchenko, O. Parkhomenko-Kutsevil, V. Petyukh, S. Tsymbalyuk, and others. However, there are no system approaches to the formation of a model of personnel security system of public administration.

**Aims.** The purpose of the study is to substantiate the model of the personnel security system of public administration.

**Methods.** The theoretical and methodological basis of the study are the fundamental and modern provisions of the system of public administration, the development of scientific schools of human capital theories of foreign and domestic scientists and specialists in the field of personnel management. To achieve this goal in the work used a set of methods and techniques of scientific knowledge. The method of logical generalization is used to theoretically substantiate the importance of the tasks and clarify the key concepts of the study. Using the methodology of system analysis and synthesis, a study of approaches to the formation of a model of the personnel security system of public administration was conducted. Methods of theoretical generalization, grouping and comparison are used to study the constituent elements of the model of personnel security system of public administration.

**Results.** The personnel security system of public administration has its own structure.

The first element of personnel security is personnel policy in the public administration system.

Personnel policy is a conscious purposeful activity aimed at creating a workforce that would best help combine the goals and priorities of the company and its employees [1-3]. According to this definition of personnel policy, its main purpose is to provide each job and each position with staff of appropriate professions, specialties and qualifications, to create favorable conditions for high productivity and social protection. In our interpretation, personnel security is a component of economic security of the enterprise, the priority of which is protection against threats in order to create conditions for the most effective personnel management as a determining resource to ensure a high level of competitiveness [4].

The next element of personnel security is to identify the system of threats that may arise in the personnel security system. These include:

- physical threats - threats to external dangers of personnel related to their official activities or members of their families;
- financial threats - threats associated with an inadequate level of material support, which must correspond to the volume, qualifications, quality of work performed; this is due to the insecurity of employees in their workplace, the stability of wages,
- intellectual threats - the outflow of professionally trained personnel or the dismissal of professional personnel from the public service;
- career threats - lack of career growth of professionals, lack of realization of their careers in accordance with qualifications, experience, work experience; lack of support from the management of professional training of employees, their passing of general seminars, conferences, group discussions;
- administrative threats - ensuring biased evaluation of work results and identifying the potential of each employee, the possibility of appointing untrained and incompetent staff who are in a family relationship with the head of the institution (institution, organization) to management positions for which promising and experienced employees;
- technological threats - the lack of modern workplace equipment, the latest technologies, the use of best practices;
- social threats - lack of social protection of employees, their insurance, preferences for quality medical care;
- conflict threats - inconsistency, conflict of communication at the social and personal levels, lack of friendly assistance;
- psychological threats - lack of adequate interpersonal communication, lack of favorable microclimate, disregard for the interests and wishes of employees vertically and horizontally, aggressive communication style "supervisor-subordinates";
- information threats - the circulation of many false, distorted information, lack of objective sources of information, formation and maintenance of gossip and false information, which hinders the activities of both the organization and each employee individually;
- image threats - the formation of intolerant relations between state organizations, coexistence within the framework of constant conflicts, failure to provide relevant objective information, lack of cooperation, which significantly affects the image of public authorities.

The next - the third element of the model of personnel security in the system of public administration are modern mechanisms for personnel security.

These include the following:

- organizational mechanism for personnel security - is a set of different in nature specific organizational elements in the mechanism that should organize regulation, management in the interests of state power, the effective operation of the public administration system "[5, p. 39];
- legal mechanism for personnel security - complexes of interconnected legal means, which are objectified at the regulatory level [6, p. 423];

- motivational mechanism for personnel security - is the technology that provides the process of motivating employees to work [6, p. 422];

- economic mechanism of personnel security - a set of financial and economic management methods, tools and incentives through which the state regulates economic processes in the personnel security system. According to the principles of economic policy, they can be both direct and indirect influence [6, p. 421-422];

- control mechanism for personnel security - is the stinginess of methods that control the quality of human resources, the quality of staff, compliance with the results of the work of public authorities and more.

Control as an element of personnel security is aimed at eliminating opportunities to cause damage. To do this, a monitoring system should be formed, transparent, acceptable and understandable for employees on the basis of such elements of corporate business ethics as regulations, restrictions, regimes, administrative processes, etc. [7, p. 58];

- Selection mechanism to ensure personnel security is a set of methods of personnel selection to ensure the professionalism of personnel and compliance with the qualifications of personnel for their future job responsibilities.

No less important is the choice of methods and techniques of selection, because they allow you to properly place emphasis on the study of documents and test results, interviews with applicants. They should be based on scientifically substantiated professional qualification requirements for employees, professional charts, competency maps, job descriptions. When recruiting staff, it is advisable to use as an element of security of the public administration tools such as the conclusion of agreements and contracts, which clearly prescribe the responsibilities and rights of the parties, liability for non-compliance, and preferences for high efficiency (bonuses, additional points of the social package, etc.) [7, p. 59].

The next important element of the model of personnel security of the public administration system is organizational support. Thus, in our opinion, the Cabinet of Ministers of Ukraine through the relevant ministry should deal with the problems of personnel security. We consider it expedient to create a Ministry for Human Resources of the Public Administration System in Ukraine.

The main functions of this public authority include:

1) forms a unified state policy on personnel potential of the public administration system in Ukraine and ensuring personnel security in the public administration system;

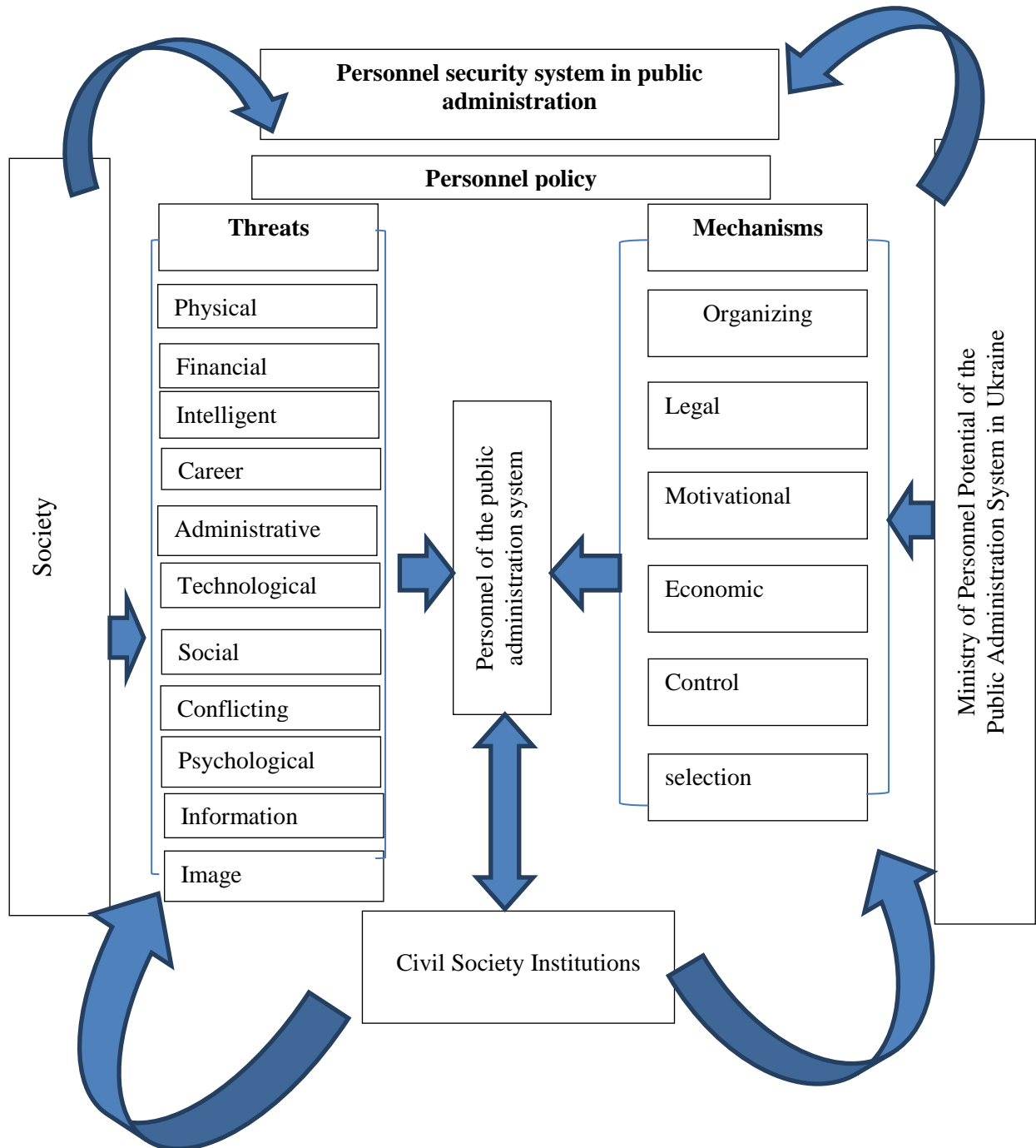
2) participation in the formation of state policy in the field of service in local governments;

3) implementation of functional management of the public service;

4) ensure cooperation of public authorities in the field of human resources of the public administration system in Ukraine and ensure personnel security in the public administration system.

**Discussion.** The justified innovative model of the system of personnel security of public administration have created. The main elements of this model include: first, personnel policy in the system of public administration; secondly, threats to

personnel security: physical; financial, intellectual, career, administrative, technological, social, conflict, psychological, informational, image; thirdly, modern mechanisms for ensuring personnel security: organizational, legal, motivational, economic, control, breeding; fourth, the Ministry of Personnel Potential of the Public Administration System in Ukraine; fifth, frames; sixth, civil society institutions.



**Figure 1. Innovative model of public administration personnel security system**

**Conclusions.** The article substantiated an innovative model of the public administration personnel security system. The main elements of this model include: first, personnel policy in the system of public administration; secondly, threats to

personnel security: physical; financial, intellectual, career, administrative, technological, social, conflict, psychological, informational, image; thirdly, modern mechanisms for ensuring personnel security: organizational, legal, motivational, economic, control, breeding; fourth, the Ministry of Personnel Potential of the Public Administration System in Ukraine; fifth, frames; sixth, civil society institutions. In the future, further intelligence provides for a generalization of international experience in the formation of personnel security in the public management system, highlighting patterns of development of the public administration personnel security system.

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