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Formation of a security environment for personnel management of socio-economic systems before and during the war: Legal aspect

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Abstract

The aim of the research was to examine the legal aspects of formation of a security environment for personnel management of socio-economic systems, before and during the war in Ukraine. The following methods were used to support the set objective: induction and deduction, comparison and systematization. Military actions on the territory of Ukraine create a valuable information base for considering changes in personnel management through further external influences, in particular, in terms of transformation of the labor market due to the strengthening of labor migration processes, because after February 24, 2022 there is a significant number of refugees and internally displaced persons. The processed information allows to conclude that, the nature of certain threats in January 2022 and January 2023, together with the formation of a holistic view of the sources of occurrence and intensification of the impact of each threat based on the generalization of analytical materials, allowed to form the basis for making changes to personnel management, to maintain the viability of enterprises despite the materiality of legal changes in the labor market in the framework of the war.

Keywords: security environment; personnel management; legal aspects; socio-economic systems; war in Ukraine.

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Formación de un entorno de seguridad para la gestión del personal de los sistemas socioeconómicos antes y durante la guerra: Aspecto legal

Resumen

El objetivo de la investigación fue examinar los aspectos legales de formación de un entorno de seguridad para la gestión del personal de los sistemas socioeconómicos, antes y durante la guerra en Ucrania. Como soporte del objetivo planteado se emplearon los siguientes métodos: inducción y deducción, comparación y sistematización. Las acciones militares en el territorio de Ucrania crean una base de información valiosa para considerar cambios en la gestión del personal a través de mayores influencias externas, en particular, en términos de transformación del mercado laboral debido al fortalecimiento de los procesos de migración laboral, porque después el 24 de febrero de 2022 hay un número significativo de refugiados y desplazados internos. La información procesada permite concluir que, la naturaleza de ciertas amenazas en enero de 2022 y enero de 2023, junto a la formación de una visión holística de las fuentes de ocurrencia y la intensificación del impacto de cada amenaza basada en la generalización de materiales analíticos, permitió formar la base para realizar cambios a la gestión de personal, para mantener la viabilidad de las empresas a pesar de la materialidad de los cambios legales en el mercado laboral en el marco de la guerra.

Palabras clave: entorno de seguridad; gestión de personal; aspectos legales; sistemas socioeconómicos; Guerra en Ucrania.

Introduction

The high dynamism of economic processes entails the transformation of the activities of each enterprise, which is directly manifested in a change in emphasis in personnel management as the most valuable resource, the qualitative parameters of which determine not only the possibility of achieving the set tactical and strategic goals, a competitive position in the market, but also trends in the existence and development.

At the same time, we are not talking about a labor force that is endowed with certain professional skills and is passive in performing certain tasks. For modern socio-economic systems, only highly qualified employees are valuable who are ready to pay significant attention to the development of their personal human capital, show creative thinking, are able to solve previously non-existent problems, and are able to actively participate in the development and adoption of managerial decisions not only of an operational, but also of a strategic nature.

The above fully corresponds to the nature of the changes caused by the direction towards the development of Industry 4.0, when there is a decrease in the need for physical unskilled labor, but there is a growing demand for intellectual and involving the use of information technologies for deep interaction with machines within the limits of increasing the pace of robotization. and automation.

Along with an attempt to attract and create favorable legal and security conditions for creative work, the fact that the labor force is not only the most valuable resource, but also the main source of threats to the economic and legal security of the socio-economic system remains out of focus. Technological advancement has not contributed to the reduction of such threats, but has provoked a modification of their content, an example of which may be an increase in losses due to the disclosure of trade secrets and the damage from the release of workers who are carriers of human capital, the development of which the employer has contributed to (Ashenden, 2008; Kormych *et al.*, 2020).

The active phase of hostilities that began on February 24, 2022 on the territory of Ukraine is quite an interesting moment to track the changing security aspects in relation to personnel management in the face of a sharp increase in external threats that directly affect the labor market due to a significant number of refugees and internally displaced persons. After COVID-19, the improvement of personnel management should be carried out based on the possible consequences of a military confrontation not only in Ukraine, but also in other countries based on the experience gained.

1. Materials and methods

The issues of adapting personnel management of socio-economic systems in conflict situations, in particular external large-scale and prolonged aggression using means of destruction and destruction of civilian infrastructure, have been little studied, but it is necessary given the increased instability in human development under the pressure of irreversible changes in the natural environment, population and reduction of natural resources necessary for the continuation of the existence of mankind (Mishra, 2021; Sopilnyk, 2020; Zhavoronkova, 2016).

To determine the aspects of security with the further development of management technology, the following methods were applied: induction and deduction, comparison and systematization - to characterize the modern understanding of the essence of personnel management; synthesis and analysis - to identify key threats related to the management of socio-economic systems; morphological analysis - to clarify the directions in personnel management regarding the main stages of interaction between an

employee and socio-economic systems; graphic - for clarity of presentation of the results of the study; abstract-logical - for the formation of theoretical generalizations and conclusions of the study.

2. Literature review

Technological advancement, manifested in the strengthening of trends and acceleration of robotization, automation and the more active use of artificial intelligence, did not overshadow, but provided a new impetus for theoretical research in the field of personnel management. The labor force has been and remains a key tool for ensuring the competitiveness and development of every socio-economic system.

Not the quantity of standardized products produced, but the ability to meet individual demand, which requires creativity and creative approach, becomes the basis for the competitive position of socio-economic systems in a geographically unlimited market. Therefore, there is a growing need to improve the efficiency of personnel management, taking into account all the requirements, the key of which were and remain those related to business security (Diorditsa, 2021; Shevchuk and Mentuh, 2020; Adil, 2020).

Today's understanding of personnel management is based on certain points cited with some clarification, including: 1) process; 2) activities; 3) systems (a set of actions). In accordance with the first approach, we are talking about constant changes in the interaction of socio-economic systems and the employee, contributing to the achievement of goals (Topolewski, 2020; Kopetyuk, 2013; Podobnij, 2015).

As scientists note, management is characterized by a number of specific moments, one of which is the object of management itself, that is, the applicant for the workplace and the employee. The complexity of management is determined by the very nature of a person as a living being, whose behavior in each situation is unpredictable, and personal interests act as an impetus for action or inaction. In such conditions, personnel management should be flexible and involve the constant formation of a holistic picture of the changes that take place both in the socio-economic system itself and in the labor market (Waolowski, 2022).

3. Research Results and Discussions

It can be argued that, taken together, all three approaches create the necessary basis for understanding personnel management and we have used them to detail the socio-economic systems focused on the manufacture of competitive high-tech industrial products (Fig. 1).

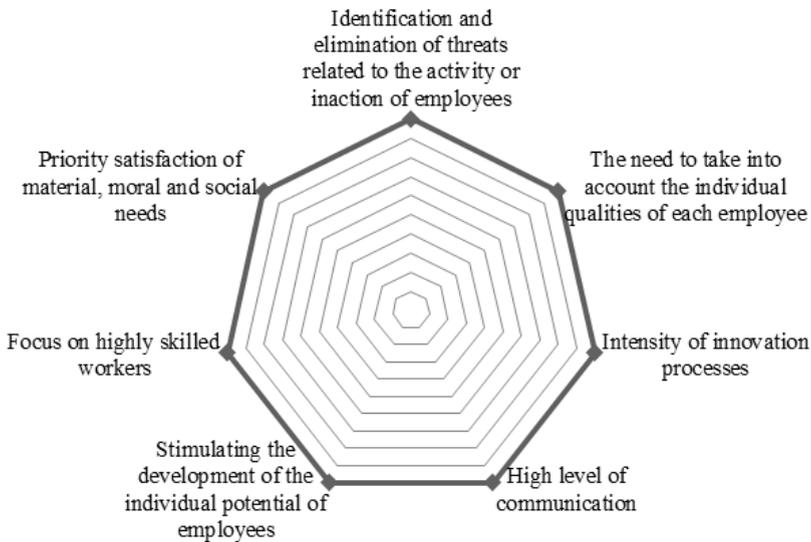


Figure 1. Subsystems corresponding to the main stages of interaction between socio-economic systems and an employee. Source: Authors.

In a graphical form, we both detailed the main priorities of personnel management that are relevant in the conditions of the formation of Industry 4.0, and supplemented with several important points that lead to the consideration of security aspects. The conditional division of workers into several groups according to their activity in the development and production of high-tech industrial products is substantiated. Such a division may include the following groups:

- employees («valuable»), endowed with professional and intellectual competencies, able to generate new ideas, creative in solving problems, aimed at self-improvement, interested in career growth, etc.;
- workers («useful»), characterized by activity, high labor productivity, the ability to acquire new skills;
- the passive part of the personnel (“necessary”), focused on the fulfillment of the tasks set for receiving material rewards.

Such a conditional division is aimed at differentiation in the application of personnel management methods, and, consequently, a more rational use of resources in achieving the goals. It is expedient to apply the maximum stimulation (moral and material) to the first group of workers (“valuable”),

who actually play the role of a locomotive. The second group (“useful”) imitates the actions of the leaders, while the third group is passive and in its actions is guided only by the possibility of satisfying its own interests. Such a classification also contributes to the consideration of security aspects, when each employee not only benefits, but can also be a source of threats, and therefore cause losses and damage by their actions or inaction.

To clarify this important point, in January 2022, a survey was conducted among employees of 50 industrial socio-economic systems (the number of employees is from 50 to 200 people), who operate in different cities of Ukraine. The total number of people interviewed was 260, since within each socio-economic system responses were received from different groups of workers, including managers at all levels of management. The result of the survey was the identification of those threats that arise in the field of personnel management (in % of the total number of respondents):

- losses due to fraud and abuse of office (54%);
- lack of personnel reserve (31%);
- the absence or low efficiency of the personnel certification system (28%);
- imperfection of the employee development program (32%);
- low effectiveness of the career development system (30%);
- high level of staff turnover (35%);
- gender incompatibility and inequality in the team (24%);
- low level of qualification of workers (48%);
- insufficient level of labor motivation (73%).

Among labor migrants, the majority were men under 40 who had a secondary technical or higher technical education. The main motive was a significant difference in wages in Ukraine and other EU countries. The basic model of labor migration involved leaving for short periods of time, that is, seasons, to perform specific work under prearranged conditions with a foreign employer. A labor migrant spent three to four months outside the country, returned to Ukraine for one to two months, and then left to do other work.

During the year, up to five cycles occurred, which made it possible to receive a higher average annual income than in Ukraine and at the same time maintain contact with family members. The massive nature of such a process changed the Ukrainian labor market in terms of the limited supply of skilled labor for men at the most active age for work, which hampered industrial production not only within a separate socio-economic system, but in the country as a whole.

A negative consequence of labor migration was also its transformation into emigration. In 2021, Ukraine lost a record number of its population due to migration abroad, when 600,000 people left and did not return. He had the fact of family reunification by introducing their children and other family members, that is, younger and able-bodied persons, to labor migrants, which increased pressure on the domestic labor market in Ukraine due to a decrease in supply.

Along with labor migration, the labor market is also negatively affected by the decrease in the population of Ukraine. The largest number of Ukrainians was recorded on January 1, 1993 in Ukraine, when there were 52.2 million people, but over the next thirty years there was a decrease by 16.8 million, that is, by 32.2%. Economic instability, social and political tension, the military aggression of the Russian Federation, which began in 2014, led to a demographic crisis, in particular, in 2021 the birth rate was 7.5 per 1,000 people, when the death rate, respectively, was fixed at 14 ,8.

Summarizing, it can be argued that until February 24, 2022, the primary source of most threats was a combination of demographic changes in the external environment and the inability to respond to their impact within each socio-economic system. The availability of the opportunity to travel outside the country for work, the level of payment for which is 7-10 times higher, with a decrease in the population, and, accordingly, in the supply of labor, created the prerequisites for the existence of a labor market dominated by the interests of employees.

Employers, who for the most part were focused on the production of products and the provision of services in the domestic market, were not able to significantly raise the level of wages, that is, to compete for highly qualified and young workers with foreign companies. Under such conditions, the majority of participants in the domestic market were: inexperienced beginners who acquired the necessary skills with subsequent consideration of the possibility of leaving the country; older persons who had certain physical limitations or family circumstances that prevented them from participating in labor migration. The above is not only a statement of fact, but rather the basis for understanding the conditions of personnel management, which needed maximum flexibility in countering threats, the sources of which were the external environment.

We propose to single out such subsystems within the framework of personnel management that correspond to the main stages of interaction between socio-economic systems and an employee (Fig. 2).

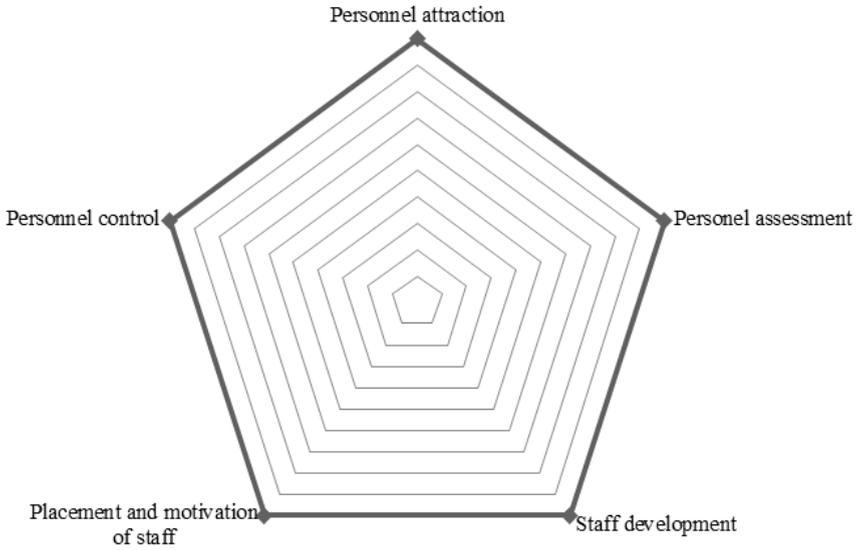


Figure 2. Subsystems corresponding to the main stages of interaction between socio-economic systems and an employee. Source: Authors.

It should be emphasized that such structuring allows considering possible threats at a higher level, that is, at the highest level of detail. We took as a basis the threats that took place before the active phase of hostilities, and were also updated after February 24, 2022. In addition, we identified those that occur in individual cases, that is, of a less massive nature, but before the elimination of which you need to be prepared in the conditions of each socio-economic system.

Accordingly, in the future, as a technology within each subsystem, we present a list of possible threats to specify areas in personnel management, which allows them to be neutralized. In addition, within the limits of each subsystem, certain measures should lie, the implementation of which should ensure differentiation with respect to individual groups of personnel (“valuable”, “useful”, “necessary”), as noted above.

Engagement of staff. Threats: selection of applicants and selection; shortage of qualified personnel; lack of a personnel reserve Directions of personnel management: changes in personnel policy, changes in the personnel management strategy, adjustment of personnel planning taking into account security aspects; development of a comprehensive system for checking candidates for jobs; analysis of personnel needs of socio-economic systems and monitoring of the regional labor market.

Personel assessment. Threats: appointing candidates who do not meet the qualifications; lack of incentives for self-improvement and maintaining the required qualification level. Directions of personnel management: development and improvement of the personnel assessment system (knowledge, skills, mastery); personnel loyalty analysis; periodic review of the set of competencies for the displacement of positions.

Staff development. Threats: low level of qualification of workers; inefficient system of personnel training and development; decrease in labor and creative activity; inhibition of innovative processes. Directions of personnel management: organization of training and advanced training of personnel; development of a system of incentives for self-improvement; organization of a system of service and professional promotion of employees.

Placement and motivation of staff. Threats: decrease in loyalty; workers' dissatisfaction with the level of wages; decrease in labor productivity; negligent attitude to the performance of official duties; lowering the level of organizational culture. Directions of personnel management: improvement of the personnel motivation system through the development of material and moral incentives; development of social protection of workers.

Personnel control. Threats: financial loss due to fraud and malpractice; loss of human resources; the spread of the negative impact of employees belonging to the risk group; lowering labor discipline and internal control; the emergence and aggravation of conflicts between employees. Directions of personnel management: management of industrial conflicts; socio-psychological diagnostics; detection of facts of fraud, theft, abuse of official position.

Release of staff. Threats: disclosure of trade secrets; loss of links between generations; loss of heredity transfer of knowledge; non-replacement of posts. Directions of personnel management: development of technology for the dismissal of employees; reduction of risks of loss of confidential information.

Despite significant changes in the labor market before and after February 24, 2022, personnel management should be focused both on creating favorable conditions for the effective use and development of personnel, in particular those persons who belong to the "valuable" and "useful" groups, as well as opposition threats arising from the actions or passivity of individual workers.

Conclusions

The military actions in Ukraine provide the necessary analytical basis for tracking changes in the labor market with further improvement in

personnel management. Until February 24, 2022, the Ukrainian labor market was characterized by the dominance of the positions of the labor force due to the demographic crisis and active labor migration to the EU countries, where the level of wages was 7-10 times higher when performing work of a similar complexity.

The hostilities provoked a significant number of refugees and internally displaced persons with a sharp increase in unemployment, but also a shortage of highly skilled labor for industrial socio-economic systems. These two stages are partially characterized by similar threats, which requires a revision of the foundations of personnel management based on the developed technology, which is based on the classification of employees into groups (“valuable”, “useful”, “necessary”) and the allocation of the main subsystems (“attraction of personnel”, “Personnel assessment”, “Personnel development”, “Staff placement and motivation”, “Personnel control” and “Personnel release”). Integrity in understanding the processes associated with the emergence and impact of key threats contributes to the maximum flexibility of personnel management with the subsequent maintenance of competitive advantages due to this.

The consequences of the hostilities in Ukraine were also reflected in the changes in the labor market in the EU countries due to the influx of a significant number of refugees and the return of men in the opposite direction in accordance with the mobilization program for the defense of their country. Therefore, the results obtained regarding the list of threats to the Ukrainian industrial socio-economic systems can be used to adjust the personnel management policy of employers in the EU countries.

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