

Principles of career growth of employees of the Security Service of Ukraine

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Abstract. *The article examines the principles of career growth of employees of the Security Service of Ukraine. It is indicated that among the means of ensuring the effectiveness of the activities of the employees of the Security Service of Ukraine, a special place is occupied by career growth, which is manifested in the transfer of an employee who shows high results in work, demonstrates organizational abilities, to a higher position. The possibility of career growth and the correct application of transfer to a higher position depends not least on understanding the principles of career growth of employees of the Security Service of Ukraine. The acquisitions of scientists regarding the essence and varieties of the principles of career growth of employees are studied. The current state of national legislation regarding career regulation in the Security Service of Ukraine is considered.*

The principles of career growth of employees of the Security Service of Ukraine have been defined. Thus, the principles of career growth of employees of the Security Service of Ukraine are the following: the principle of optimality of personnel selection for the Security Service of Ukraine; the principle of fair career growth; the principle of unlimited career growth within the Security Service of Ukraine; the principle of gender parity in career growth in the Security Service of Ukraine; the principle of continuity of career growth in the Security Service of Ukraine; the principle of harmonious combination of the goals of the Security Service of Ukraine and the goals of its specific employee; the principle of taking into account the peculiarities of the career potential of a specific employee of the Security Service of Ukraine, his needs, interests and opportunities; the principle of proportionality and optimality of career growth. The essence of the mentioned principles of career growth of employees of the Security Service of Ukraine is revealed.

Key words: *employee, Security Service of Ukraine, principle, career growth, position, legal regulation.*

Problem statement. Today, the scientific study. component of ensuring the legal regulation of social relations is of great importance. Determining the principles on which certain relations are built is a priority task of legal science because they are the basis of any relations and determine their further development. Among the means of ensuring the effectiveness of the employees of the Security Service of Ukraine, a special place is occupied by career growth, which is manifested in the transfer of an employee who shows high results in work and demonstrates organisational abilities to a higher position. The possibility of career growth and the correct application of transfer to a higher position depends not least on understanding the principles of career growth of employees of the Security Service of Ukraine. Considering the above-mentioned, the problem of determining the principles of career growth of employees of the Security Service of Ukraine is relevant and requires modern research.

State of the study. Problems of the principles of career growth of employees were investigated by such scientists as: O. M. Bandurka, S. M. Bortnyk, V. S. Venediktov, M. A. Voronina, O. Yu. Drozd, V. V. Zhernakov, M. I. Inshin, Kaganovska, M. M. Klemparskyi, D. O. Lagodienko, V. T. Lozovetska, K. Yu. Melnyk, O. V. Melnyk, P. D. Pylypenko, L. Platoshkina, S. M. Prilypko, V. I. Prokopenko, O. I. Protsevsky, S. O. Silchenko, D. I. Sirokha, G. I. Chanysheva, R. I. Shabanov, V. I. Shcherbina, O. M. Yaroshenko and others. At the same time, insufficient attention is paid to the problems of the principles of career growth of employees of the Security Service of Ukraine in the legal literature, which determines scientific interest and the need to conduct a corresponding

Purpose and objectives of the study. The purpose of the study is to determine the principles of career growth of employees of the Security Service of Ukraine. The task of the research is to study the achievements of scientists regarding the essence and varieties of the principles of career growth of employees; to consider the current state of national legislation regarding career regulation in the Security Service of Ukraine; to investigate the essence of the principles of career growth of employees of the Security Service of Ukraine.

Presentation of the main material. Certain guiding ideas or principles, which are traditionally called principles in legal theory, are the basis of any social relations. As M. A. Voronina notes: "since ancient times, the principle was considered the basis, the foundation of any social system (including the legal one), the requirements of which extended to all phenomena belonging to this system. The principles do not formulate specific rights and obligations and are not always provided with specific legislative sanctions, however, the principles on which the legal order is based can be largely judged by the nature of the state itself (democratic, totalitarian, etc.)" [1, p. 197].

The following approaches to the principles of building a professional career can be identified in the scientific literature. Thus, V. T. Lozovetska points out: "The main principles of personnel career development include:

– a harmonious combination of the organisation's goals and a specific employee;

- taking into account the specifics of the career potential of the staff, their specific needs, and opportunities;
- openness and accessibility of personnel career development, in particular, its management and implementation;
- focus on career development of personnel on openness to changes and innovativeness;
- systematic improvement of individual career development plans of personnel;
- the validity of a realistic assessment of the career potential of personnel;
- an outline of specific proposals for personnel career development" [2, p. 98-99].

L. Platoshkina considers the following to be the principles of a career strategy: "Setting real goals is the first rule of building a career strategy. The goals should be relevant to your major. After all, if you are a manager in a company and your ardent dreams are to become the director of the company, then you can hardly count on success. Let your goals be ambitious, high, and purposeful, but they should rely on your already completed professional experience. Awareness of opportunities and assessment of resources is the second rule. If you haven't done it yet, then we seriously recommend that you undertake your own review and assessment of your own resources and opportunities. This will help not only to assess your own strengths but also to understand what prevents you from moving on your own desired path. The presence of leadership qualities makes it clear that you are ready for a managerial position, etc. Self-study, self-development, and self-analysis are the three rules of building a career strategy. Constantly expanding one's own knowledge, abilities, and skills and improving one's character helps to move forward. It is a driving force that helps you understand where you are going professionally. Always have the desire to attend lectures, conferences, courses, etc. In addition, this is another opportunity to get and acquire useful acquaintances. Such interest in the profession will not leave you without success. Prepare for risk, fight with fears – the fourth rule. It is quite difficult to be become better every day and improve yourself, and still not be what others expect. Understand your own risks and their alignment with your goals. Sometimes you have to change your job or even your field of activity in order to follow your intended professional path. Sometimes you have to take risks to get what you want. For this, you need to not be afraid to be different, outside the framework of templates and other people's expectations" [3].

The tasks of career planning and implementation formulated in the scientific literature are also of some interest for our research. Thus, O. V. Melnyk writes: "The tasks of career planning and implementation are the following:

1. To connect the goals of the organisation and the goals of an individual employee.
2. To plan the career of a specific employee, taking into account his specific needs and production situation.
3. To ensure the openness of the career management process.

4. To eliminate "dead ends," from which there are actually no opportunities for further development of the employee.
5. To study the career potential of employees.
6. To form clear and understandable criteria for official growth, which is used in specific career decisions.
7. To use reasonable assessments of the career potential of employees in order to reduce unrealistic expectations" [4, p. 122].

In the course of research conducted in the field of public service and service in individual law enforcement agencies, the following approaches to the career growth of the relevant employees were formed. Thus, T. E. Kaganovska indicates that a career strategy in the civil service should become a way of managing the professional and personal resources of a civil servant in order to realise his intended official, legal, and social status. The scientist notes: "To achieve the specified goal, it is necessary to be guided by the following administrative principles of career strategy formation and implementation:

- the principle of career continuity, which implies that none of the achieved career goals can be final and cannot be irreversibly interrupted;
- the principle of expediency (meaningfulness) of career. An important condition of an official career is the combination of the meaning of personal life, the meaning of collective life, and the meaning of public service as a whole;
- the principle of proportionality. The speed of advancement should be proportionate and optimal. The promotion process must be stable;
- the principle of career economy, which requires achieving maximum career growth with minimal expendable resources;
- the principle of manoeuvring movement, which means the ability to master the art of career manoeuvring" [5, p. 141-142].

D. O. Lagodienko notes: "The principles of legal regulation of the career growth of police officers are the initial principles, the starting ideas that underlie the implementation of the relevant activity. It is also worth noting that the principles form not only the ideological basis of such regulation, they determine the vectors of its further development" [6, p. 182]. D. O. Lagodienko refers to the following relevant principles: legality, equality, objectivity, unlimitedness, career planning and its development, and optimisation [6, p. 183].

Based on the findings of scientists and taking into account the peculiarities of serving in the Security Service of Ukraine, related to the specifics of the performed tasks and functions, the career growth of employees of the Security Service of Ukraine should be based on the following principles:

1. The principle of optimality of personnel selection for the Security Service of Ukraine. The recruitment process for the Security Service of Ukraine should be structured in such a way as to ensure that this law enforcement agency is staffed with well-trained citizens of Ukraine. On the one hand, this will ensure the proper performance of the tasks and functions of the Security Service of Ukraine and lay the foundation for the career growth of employees.

It is well known that one of the main conditions for career growth is the optimal choice of work function, which

contributes to success in a person's career in many ways. Thus, each person possesses a certain set of both existing and potential properties and qualities, which ensures successful mastery of knowledge and skills in the relevant profession, further effective performance of job duties, and the development as well as the self-improvement of the employee.

It is clear that the level of relevant properties and qualities is different for each person. Therefore, the main task of selection for service in the Security Service of Ukraine is to identify applicants with the maximum level of attributes and qualities necessary for the service. Such qualities and properties, we believe, are honesty, decency, decisiveness, purposefulness, the ability to analyse, sociability, ambition, and the ability to make timely decisions in non-standard situations. Also, during the selection, special attention should be paid to determining the level of special knowledge and skills of the candidate for the position. It is necessary to hire candidates with the highest indicators for the Security Service of Ukraine.

2. The principle of fair career growth. Justice is one of the eternal and basic values of civil societies and developed legal states. For the most part, when we evaluate the attitude towards us from friends, parents, managers, teachers, employers, the state, or any specific situation we find ourselves in, we are guided by the categories of "fair" and "unfair."

In legal literature, the category "justice" is defined as follows: R. M. Minchenko writes: "Justice should be defined as a morally justified and correct standard accepted by society and recognised by the state for comparing the actions or behaviour of a certain social subject and the corresponding return for them from other subjects (including, first of all, the state, state authorities, public figures, politicians, political parties, and officials) or society as a whole" [7, p. 24]. As M. Tsybalyuk notes: "justice contains the requirement of correspondence (reasonable balance) between the real importance of different individuals and their social status, between their rights and obligations, between an act and its retribution. Such a balance (the striving for social equilibrium) determines the content of justice, which in each specific case acquires its appropriate specification" [8, p. 214]. M. A. Voronina points out: "As a special legal category, justice is considered in the scope of correspondence, proportionality, balance, and a certain harmony between the expenses, efforts, and achievements of people and the corresponding reaction to this society, expressed in the form of reward, encouragement, or condemnation" [1, p. 200].

O. F. Skakun points out: "The principle of justice includes the requirement of correspondence between the practical role of various individuals (social groups) in the life of society and their social position, between their rights and obligations, crime and punishment, merits of people, and their social recognition." [9, p. 224].

We believe that today in Ukraine the principle of justice should permeate all spheres of the state's functioning, in particular, it should be actively used to ensure the career growth of employees of the Security

Service of Ukraine. Thus, in the investigated aspect, the principle of justice is that the transfer to higher positions should take place on the basis of an objective assessment of the employee's merits, his authority among colleagues, length of service, the level of his knowledge, abilities, and skills, and his desire for self-development and self-improvement. Those who have higher indicators from the above should be appointed to higher vacant positions as a matter of priority.

3. The principle of unlimited career growth within the Security Service of Ukraine. The career growth of employees of the Security Service of Ukraine should be based on the principles of access to positions of any level, even the highest. And citizens of Ukraine who are appointed to this law enforcement agency should set the highest career goals. None of the career ladders can be the last, except for the position of Head of the Security Service of Ukraine.

Legal literature indicates certain limiting factors for this principle. For example, D. O. Lagodienko writes: "Using the available skills, knowledge, and physical and psychological capabilities, every police officer has the right to reach the highest management levels of the police structure. The exception is limiting factors that are directly provided for by the legislation of Ukraine, for example, a police officer committing a disciplinary offence, which prevents his appointment to a higher position within a certain period" [10, p. 104].

Agreeing with the existence of certain obstacles in the way of an employee's career growth, we note at the same time that the essence of this principle is: firstly, in the possibility of unlimited career growth of an employee within the framework of a certain law enforcement structure established by law, secondly, in the desire and setting goals by the employee to reach the highest career ladders.

Given the above, we cannot agree with L. Platoshkina, who writes: "Setting realistic goals is the first rule of building a career strategy. The goals should be relevant to your major. After all, if you are a manager in the company and your ardent dreams are to become the director of the company, then you can hardly count on success" [3].

4. The principle of gender parity in career growth in the Security Service of Ukraine. Today, the entire civilised world builds social relations in all spheres of life, in particular in the field of labour relations, on the basis of equality, including gender, as well as the prevention of discrimination in all its manifestations.

Ukraine, together with the entire civilised world, is trying to introduce the principle of gender equality and the prohibition of gender discrimination in the field of work, among all the other fields. Thus, the Constitution of Ukraine provides for the specified principle in Part 3 of Art. 24, namely: "The equality of the rights of women and men is ensured by: giving women equal opportunities with men in social, political, and cultural activities; in obtaining education and professional training; in work and remuneration for it; special measures regarding labour protection and women's health; establishment of pension benefits; creation of conditions that give women the opportunity to combine work with motherhood; legal

protection; material and moral support for motherhood and childhood, including the provision of paid vacations and other benefits to pregnant women and mothers" [11].

The basic comprehensive law in the field of labour - the Code of Labour Laws of Ukraine enshrines the principle of equality and prohibition of discrimination in the field of labour in Art. 2-1 with the title: "Equality of labour rights of citizens of Ukraine, prevention of discrimination in the field of labour" [12]. In addition, a comprehensive law on countering such a negative phenomenon as discrimination will be adopted - the Law of Ukraine "On Principles of Prevention and Counteraction to Discrimination in Ukraine" dated September 6, 2012, No. 5207-VI. In Art. 1 of the Law in particular, it defines: "Discrimination is a situation in which a person and/or a group of persons, based on their race, skin colour, political, religious, and other beliefs, gender, age, disability, ethnic and social origin, citizenship, family and property status, place of residence, linguistic or other features that were, are, and may be valid or assumed (hereinafter - certain features), is subject to restrictions in the recognition, exercise, or use of rights and freedoms in any form established by this Law, except in cases where such a restriction has a legitimate, objectively justified goal, the means of achieving which are appropriate and necessary" [13].

It should be noted that even with the existence of such dense legal protection of the principle of gender equality in Ukraine, there are still problems in this area, which are connected with the existing stereotypes of women as domestic workers and educators of their own children, with the existing division of professions for women and men, with the frank reluctance of employers to hire women who could potentially leave their jobs by going on long social leaves, etc.

O. M. Balakireva, Y. M. Galustyan note: "Under the influence of gender stereotypes that exist in society, the sphere of employment remains divided into the sectors of "male" and "female" professions, which, in turn, forms the structure of job hierarchies. Professional segregation based on gender is one of the most important factors contributing to the consolidation of an unequal position on the labor market, and it manifests itself in two forms: 1) horizontal segregation – the tendency to ensure the employment of men and women in different professions; 2) vertical segregation – a tendency when men and women within the same profession or professional group occupy mostly different positions [14, p. 11].

Service in law enforcement agencies traditionally refers to "male" professions, and if at the beginning of 2010 law enforcement agencies began to equalize gender parity, then in the conditions of Russia's military aggression, men again began to be given preference when it came to deciding who to hire. Perhaps in modern conditions this is justified, at the same time, we believe that when it comes to the career growth of an employee of the Security Service of Ukraine, gender parity should be observed, and gender should not be of decisive importance for this.

5. The principle of continuity of career growth in the Security Service of Ukraine. The career growth of

employees of the Security Service of Ukraine should be permanent. There can be no irreversible and groundless interruption of career growth.

There should be no "dead ends" in the career, from which there are no opportunities for further career growth of the employee. Such a state depends on both the employee and the leadership of the Security Service of Ukraine. Yes, a citizen of Ukraine who has not correctly chosen the place of exercise of the right to work sooner or later understands this, the service ceases to satisfy him, he or she does not receive positive emotions at work, and such an employee performs functional duties automatically. This creates conditions for the loss not only of motivation for career growth but also of interest in work in general. Such persons should be identified at the stage of personnel selection during recruitment. True information about working and rest conditions, about the specifics of service in one or another position, and about the leadership style in the body of the Security Service of Ukraine is important here.

On the other hand, the leadership of the Security Service of Ukraine can create "dead ends" in the career, not noticing the successes in the performance of official duties or the long-term conscientious service of the employee in the same position, as well as constantly overloading the employees in the service. This can lead to "burnout" of the employee, that is, a state perceived by him as a "dead end" in his career, from which there is no way out. Such an employee's work performance will gradually decrease, sooner or later he will begin to treat his duties in a formal (negative) manner. To prevent this from happening, the leadership of the Security Service of Ukraine should evaluate employees based on their performance and give preference in promotion to persons with better performance and to employees with more work experience. It is also necessary to clearly plan working hours, observing the rules of the internal work schedule, to provide timely and full rest and to promote the recovery of the employee in physical, emotional, and moral terms.

6. The principle of a harmonious combination of the goals of the Security Service of Ukraine and the goals of a specific employee. The Security Service of Ukraine, like any state body, has been created with a specific purpose. The general purpose of the functioning of this law enforcement body was determined by the state in Art. 1 of the Law of Ukraine "On the Security Service of Ukraine," namely: ensuring the state security of Ukraine. Along with the general goal of the functioning of this law enforcement body, specific goals are set in each aspect of the activities of the Security Service of Ukraine, in particular in the field of management and organisation of work with personnel.

In accordance with the objectives of the operation of the Security Service of Ukraine, the development strategy of this law enforcement agency is formed, action plans are developed for certain periods of time and in separate areas of activity, and the results of the implementation of the relevant plans and the achievement of the goals of management decisions are evaluated. Thus, goal setting serves as the core around which the activity of the Security Service of Ukraine is formed, tasks are set and performed, and their implementation is monitored.

When defining and setting goals, it is necessary to clearly establish: 1) the tasks that must be performed to achieve the goal; 2) the result to be obtained upon achieving the goal; 3) measures and means that must be carried out and applied to obtain the appropriate result; 4) deadlines for achieving goals.

A person sets various goals for himself throughout his or her life, in particular, such goals are set in work activities to achieve career results, ensure the appropriate material level, maintain health, ensure quality rest, recognise one's achievements, etc. In general, goal setting is one of the signs of every person's life activity, which occupies one of the leading places in the process of formation and development of personality.

Career growth should be based on a harmonious combination of the goals of the Security Service of Ukraine and the goals of a specific employee, so that there is an optimal relationship and interdependence between the achievement of the goals of the body of the Security Service of Ukraine and the goals of a specific employee of the relevant body.

7. The principle of taking into account the peculiarities of the career potential of a specific employee of the Security Service of Ukraine, his needs, interests, and opportunities. Here we are talking about an individual approach to each employee, about identifying their qualities, what they are good at, needs, interests, and opportunities. On this basis, measures are taken to plan an employee's career.

Focussing on the employee, his development, and his career growth is important, especially in an organisation such as the Security Service of Ukraine, where the preservation of state secrets and the security of state interests are at the top of the activity priorities. Thus, employees who have served for a certain time in the Security Service of Ukraine have already adapted to the team of the relevant body or unit, know the specifics of their activities, possess both specific knowledge and relevant skills, and have shown loyalty to the law enforcement body. This makes the work of active employees of the Security Service of Ukraine more productive and predictable. Those who come to a law enforcement agency for the first time, so to speak, "from the street," need time for all of the above, and it is not assured that they adapt to the team of agencies or units they interact with and do not get fired after a month or two of work.

Planning the career of an employee of the Security Service of Ukraine, taking into account his specific qualities, skills, needs, interests, and opportunities, makes it possible to "grow" a professional specialist or manager within the law enforcement agency.

As V. Lozovetska notes: "management of an employee's business career is an active interaction of three parties: the employee, the management, and the personnel management service. The manager formulates the needs of the company in the development of an employee and often acts as a mentor in the process of managing an employee's career. The employee himself bears the main responsibility for the development of professionally important qualities and the successful implementation of his or her own career, even under unfavourable conditions of the professional environment. And the personnel management service of the organisation coordinates the entire process of career management" [2, p. 100].

For proper career planning, it is important to determine the professional knowledge, abilities, and skills that are necessary for an employee to achieve career results, as well as the ways of obtaining them. These can be trainings, webinars, advanced training courses, learning foreign languages, new computer technologies, encryption of information, training of negotiators, etc. Employee education and self-improvement are important for planning and implementing career strategies.

8. The principle of proportionality and optimality of career growth. The essence of this principle is that the time intervals between an employee's occupation and the career ladder should be optimal. On the one hand, the employee must have time to prove himself in a certain position, to show high-quality work results, on the other hand, the time of occupying one position should not be too long, so that the employee does not get used to the position too much and thus, does not lose the desire to move to higher positions of the Security Service of Ukraine. The speed of promotion to higher positions should be commensurate with the effort that an employee spends on acquiring new knowledge, skills, and abilities, and the promotion process should be stable.

Conclusions. The principles of career development of employees of the Security Service of Ukraine are the following: the principle of optimality of personnel selection for the Security Service of Ukraine; the principle of fair career growth; the principle of unlimited career growth within the Security Service of Ukraine; the principle of gender parity in career growth in the Security Service of Ukraine; the principle of continuity of career growth in the Security Service of Ukraine; the principle of harmonious combination of the goals of the Security Service of Ukraine and the goals of its specific employee; the principle of taking into account the peculiarities of the career potential of a specific employee of the Security Service of Ukraine, his or her needs, interests and opportunities; the principle of proportionality and optimality of career growth.

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