

# Personnel Security: Personnel Addictive Behavior

N. S. Mikhailova<sup>a</sup>, V. A. Lyubina<sup>b</sup> and S. A. Verkhoturov<sup>c</sup>

*The Zabaikal'sk Institute of Rail Transport – the branch of Irkutsk State Transport University, Chita, Russian Federation*

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**Abstract:** The article deals with the issues of personnel security related to the problems of addictive behavior of personnel who ensure the organization's activities in the implementation of production processes. The study aims to determine the influence of addictive behavior on the management process and the efficiency of the use of personnel in production activities. The authors set the task of reducing and limiting the presence in the production and in management structures of persons who are potentially and actually included in a certain risk group associated with the use of alcoholic beverages or being in the workplace in a state of alcoholic intoxication. We conducted theoretical and empirical studies, reflecting statistical data on the drunkenness of workers, alcohol dependence of personnel, and facts of alcohol consumption for the first time among employees of railway enterprise divisions. The results of the study allowed us to determine the vector of measures that ensure the reduction of personnel risks associated with deviant behavior.

## 1 INTRODUCTION

The classical theory of management defines the main resources that support the activities of the enterprise, which include financial, material and technical, human, and information resources. The efficiency of the use of resources depends more on the level of competence of the manager. The executor of the functional processes is the personnel who have the necessary qualifications. Human resource management is part of a special risk area called personnel risks. Unlike other types of risks, personnel risks are quite difficult to calculate in advance, since human actions are unpredictable, and actions and motives are determined both at the conscious and unconscious levels (at the level of emotions). The elements of uncertainty inherent in the functioning and development of many processes cause the emergence of situations that do not have an unambiguous outcome.

In risk-based management, personnel risks are considered at the entry to the organization, during the performance of direct functional duties, and at the stage of dismissal of employees from the

organization. Depending on the degree of uncertainty, there are situations of risk and situations of uncertainty. At the same time, the situation of risk, being a kind of uncertainty, is characterized by the fact that each action can have different results. Most managers are concerned with risk minimization and strategic risk planning processes.

The anti-crisis policy is developed in conditions of full or partial uncertainty. Human behavior is difficult to imagine in the form of any prescribed management algorithm since personnel risks are manifested in two ways. On the one hand, the personnel affects the efficiency of doing business and ensuring its safety, on the other hand, personal well-being and safety. Under such conditions of interaction, both wins and losses can be observed on the part of the organization and the employee. The company can thrive due to the presence of a person with specific competencies, or vice versa, become bankrupt when making an incorrect management decision. The human factor is very often the cause of any losses. Therefore, risk orientation enables to find, eliminate or protect the most vulnerable places in the management field (Melnyk, Shuprudko, and

<sup>a</sup> <https://orcid.org/0000-0002-0316-2879>

<sup>b</sup> <https://orcid.org/0000-0002-1976-8488>

<sup>c</sup> <https://orcid.org/0000-0002-9775-3097>

Kolosovska, 2020). Back in the early 20th century, Henry Ford said that if all his car factories were taken away from him but people were left behind, he could rebuild his car empire. And if he only had factories without people, then he couldn't do anything (Ford, 1993).

Today, Russian companies implement a variety of employee management tools: adaptive technologies, certification system, competence-based approach, grading system, and many other personnel policy tools. The use of personnel management technologies is not enough for efficient personnel management. The work process is of great importance in terms of the resources used by employees, presented professional qualifications, motivation and ability to adapt to changes in the environment, and factors affecting people's behavior.

The entry of society into the information phase of its development, market globalization and competition, and many other factors have significantly influenced people's behavior. The ideas of experts and scientists about human behavior received a particularly successful and rapid development in the early twentieth century when behaviorists declared it a subject of psychological science. Behavior was initially understood as any observed external reactions: motor, vegetative, speech, which function according to the stimulus-response scheme. In general, behavior can be defined as "inherent in living beings, interaction with the environment mediated by their external and internal activity" (Mendelevich, 2016). Behavior that corresponds to the rules accepted in society is considered the norm, and non-compliance is considered a deviation.

## 1.1 Problem Statement

One of the tasks of a modern enterprise is to limit the presence in the production and in management structures of persons who are potentially and actually included in certain risk groups. In the modern world, many scientific fields are engaged in the study of interdependencies, or addictions, including medical, sociological, psychological, and other schools. On the edges of such studies, an unusual science has formed – addictology, or the science of addictions. Currently, the science of addictology studies a wide range of human addictions, such as alcohol, narcotic, toxicological, tobacco, pharmacological, chemical, computer, gambling, including computer games, various types of labor addictions, as well as food, sexual, dependence on people, objects, actions, and many others. The basis of addictive behavior is the

desire of a person to change the state of their consciousness and thereby escape from reality. The types of specific addictions differ depending on the mechanisms used to escape from reality (Figure 1).

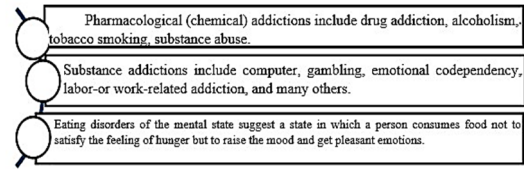


Figure 1: Types of human addictions.

When a person leaves reality, they experience strong emotional overload and experiences, and at the same time, their inner state actually depends on emotions. That is, emotions, conventionally called individual indicators of personnel security, are an integral part of the dependence (Karzaeva and Davydova, 2020). Is it legitimate to consider the presence of people with addictions in the company as an opportunity to develop personnel risks? Yes, it is possible since the risks of personnel security can lead to the following consequences:

- external management of a dependent employee who is at risk can lead to the destabilization of the company by disclosing secrets, luring customers, losing vigilance, etc.;
- ability of a dependent employee to spread their habits and addictions to the internal environment of the company by organizing a group of like-minded people and sympathizers;
- satisfaction of personal addictions through the use of various material and stratification resources of the organization;
- destabilization of the work of a well-coordinated team, destruction of team spirit;
- tendency to commit offenses and criminal acts both for the sake of achieving their goals and as a result of the consequences that have arisen.

Let's consider the most common form of human addiction – alcoholism. Alcoholism is the use of alcohol-containing beverages, that is, a mental and physiological craving for alcohol. People with such an addiction are a great danger to society, especially when applying for a job. One can detect signs of alcohol intoxication in a candidate for a vacant position or a full-time employee both with the help of medical and psychological methods and by external signs.

Typical signs of alcoholism of a person are represented by a fairly wide range of examples:

- uncontrolled consumption of alcoholic beverages at business meetings and entertainment events;

- appearance of external signs in preparation for alcohol consumption: increased fussiness, irritability or emotional elation, rubbing of hands and nose;

- changes in certain facial features (redness of the nose tip, swelling of the face, swelling of the eyelids, changes in the color of the face skin);

- speech signs, such as loss of sentence meaning, limited vocabulary, stuttering, etc.;

- memory lapses, changes in external behavior, loss of "human appearance" and much more.

To determine the predisposition of people to alcoholism, various medical methods are used. Alcohol abuse negatively affects the entire system of the human body, and at the same time, the negative influence of an alcoholic on the organization is expressed mainly in characteristic changes in their personal qualities, their physical and emotional state. The consequences of such changes are quite obvious:

- significant losses of working time and, consequently, economic losses;

- constant threat to industrial and information security, including the threat of accidents;

- collapse of the team, involvement in the drinking of alcoholic beverages of young people, colleagues;

- committing criminal acts or omissions, causing bodily harm to colleagues and other persons, etc.

Studies have found that a person who abuses alcoholic beverages has a demoralizing effect on people from the immediate environment. Despite this, it is possible to exclude the harmful influence of such employees on the organization. It all depends on the degree of alcoholism. The more acute the stage of alcoholism, the more obvious the reason for getting rid of such an employee becomes. As a rule, the dismissal of such an employee with a negative attitude of the team to alcoholics does not carry a social danger.

## 1.2 Results of Theoretical and Empirical Studies

The basis for the formation of any addiction is a clear sequence of non-standard psychological states, which are the source of replacing various negative feelings in a person with positive ones; for example, the feeling of loneliness and anxiety is replaced by a positive feeling of solidarity. At the same time, the path of acquiring a new sensation and eliminating

troubles remains in the person's mind for a long time, and the person feels safe and quite calm. Such a subjective tactic of a person is called an addictive reaction.

The negative consequences of drunkenness and alcoholism are multidimensional and widely known. These are millions of broken destinies, a huge number of victims, violent crimes, motor vehicle accidents (drunk drivers are the culprits of every fourth road accident), increased mortality, injuries, degradation, unfavorable heredity, loss of the health of the nation. From 2010 through 2019 only, Russia has lost about 1 million people due to reasons related to drunkenness and alcoholism. About 40 thousand people die from ethanol poisoning every year. Factors that contribute to the drunkenness of workers (Figure 2) were developed during the Soviet era, and they are still relevant today.

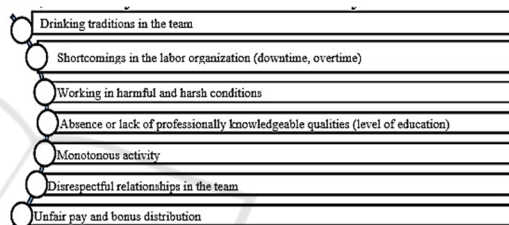


Figure 2: Factors contributing to personnel deviant behavior.

This problem has been around for a century. Statistical data on the drunkenness of workers in 1935 (Figure 3).

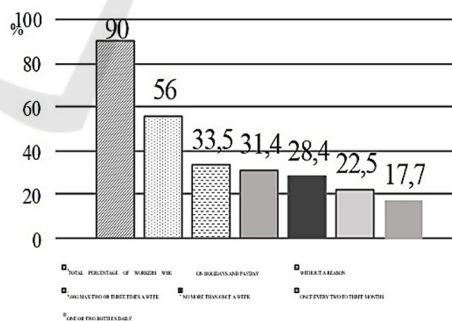


Figure 3: Statistical data on the drunkenness of workers (1935).

According to a survey conducted by the Russian Statistics Office in 2019, the use of alcoholic beverages in 73% of Russian citizens is associated with the tradition of celebrating holidays with alcohol. The second most popular answer was "pleasure experienced as a result" according to 27.8% of respondents. The feeling of calmness and

carelessness was indicated by 25.3% of respondents. 2.4% of respondents mentioned the cause of alcohol consumption as they simply could not imagine their lives without alcohol.

## 2 MATERIALS AND METHODS

There are many tests available to identify employees who are prone to deviant behavior. To determine this behavior, in particular, to identify deviations from normal behavior, predisposition to alcoholism, the collection questionnaire by K.K. Yakhin and V.D. Mendelevich is used for detecting earlier signs of alcoholism (Mendelevich, 2016). This questionnaire is aimed at conducting diagnostic studies to determine the levels of alcoholization of the individual – domestic drunkenness, when the constant use of alcoholic beverages is a habit in a person but has not yet led to the development of addiction and chronic alcoholism, when the body is intoxicated with alcohol and there is a persistent psychological and physical dependence on it.

To keep a person from developing alcoholism and from consequences in case of constant alcohol consumption – serious health problems, inability to build a career and achieve success in life, loss of human appearance, and early death, it is necessary to reveal the content of this disease and indicate safe ways to have a sober lifestyle.

To identify the proportion of people who are prone to deviant behavior, we conducted testing among the persons of one of the structural divisions of the Trans-Baikal Railway.

The survey involved 120 employees, of which 40 people are "managers, specialists, employees" and 80 people are "workers".

The level of propensity to alcoholism is as follows:

- the level of development of alcoholism is below -12.8 points;
- the level of development of domestic drunkenness ranges from +12.8 to -12.8;
- the level of health status is above +12.8 points.

According to the results of the survey to identify early signs of alcoholism, it was found that:

- 57% of respondents are healthy;
- 16% of respondents suffer from a domestic form of drunkenness;
- 27% of respondents have alcoholism.

As we can see, from the data in Figures 4, 5, the category of "domestic drunkenness" makes up a

larger percentage of respondents (16%), and those suffering from alcoholism come second (27%).

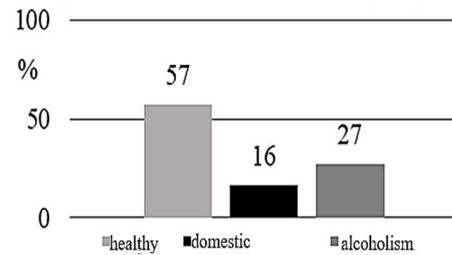


Figure 4: Results of the survey on alcoholism of personnel.

Such data confirms that the problem of alcoholism is present in the organization and requires a solution.

The analysis of the specialized questionnaire allowed us to formulate the following results. Alcoholism in adolescence can develop due to dissatisfaction with modern living conditions and everyday life. According to the survey, the proportion of young people who drink alcohol during their school years is 65%, but this was not considered drunkenness.

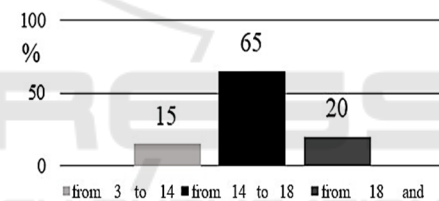


Figure 5: Results of the "Age when you first tried alcohol" survey.

By drinking alcohol, young men tend to weaken their characteristic state of timidity, uncertainty and get rid of excessive indecision. Often parents, friends, and peers show negative examples related to drinking. One of the reasons for the use of alcoholic beverages is the poor organization of recreation and leisure activities of young people, family relations, domestic problems, financial difficulties, lack of employment opportunities, etc. (Yakovleva, Gaponenko [et al.], 2020). Such circumstances as prolonged illness, loss of relatives and friends, and conflicts in the family can also lead to domestic drunkenness.

In the organization, as well as in society as a whole, it is possible to identify many different factors that lead to alcoholization of personnel, such as a wide range of wine and vodka products, low level of anti-alcohol policy at the enterprise, development of negative traditions, for example: when meeting friends and acquaintances to drink alcohol, "pop the

cork" for the appointment to a new position or the birth of a child, etc.

According to scientists, since there is no obvious pronounced predisposition to alcoholism at a young age (although foreign scientists do not agree with this), the assimilation of alcohol habits is carried out mainly in small groups, such as family, social circuit, and friends. Alcoholism is recognized in the modern world as one of the most tragic and dangerous forms of deviant behavior, which poses a serious threat to the life of the population, the health and creative well-being of both individual employees and the workforce as a whole. The consequences of the development of drunkenness are enormous, it negatively affects all aspects of human activity, including labor discipline, performance of official duties, etc.

The appearance of an official at the workplace in a state of alcohol or drug intoxication negatively affects the reputation of the enterprise, hinders its normal functioning, entails organizational and production risks, and also affects the success of the company.

### 3 RESULTS AND DISCUSSION

A set of psychological, organizational, and other measures aimed at preventing alcoholism is carried out by the organization's officials. In addition, work is being carried out to identify the circle of subordinates who are prone to this form of behavior.

Team conversations are held about the negative consequences of drinking alcoholic beverages during working hours, which can lead to both downtime in the work of the organization and more serious consequences (loss of a workplace or, even worse, health or death, both in the workplace and outside it).

These activities should be carried out within the framework of social work and should be attributed to one of the current important tasks.

The main types of preventive measures against alcoholism (Figure 6) include:

- primary prevention aimed at reducing the risk of alcohol consumption by non-drinkers, especially young people. This type of prevention of alcoholism can be carried out among the circle of people with mental disorders, prone to depression and mood swings, since they are often prone to various addictions;

- secondary prevention, which consists of helping people with alcoholism. These activities are aimed at making people aware that they should give up alcohol. Most often, people suffering from alcoholism do not understand that they are sick and

do not take this problem seriously. They are sure that they have everything under control, and they can give up this addiction at any time. At the same time, they perceive such obvious signs of addiction as an unhealthy appearance, an unpleasant smell and fumes, and inappropriate behavior as normal;

- tertiary prevention, which consists of helping people who have given up alcohol. This type of preventive measures is aimed at reducing the risks of returning to this addiction. Although it is important to note that this type of activity is less efficient than the previous two since any stressful situation can return a former alcoholic to drinking alcohol.

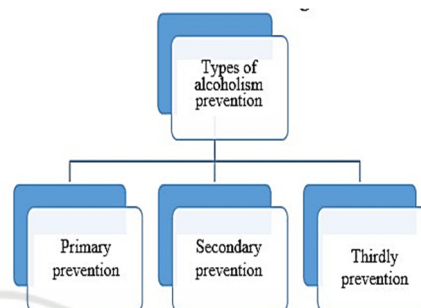


Figure 6: Types of alcoholism prevention.

As a solution to the problem of deviant behavior at the enterprise, the authors propose a set of measures aimed at reducing the factors and minimizing the risks that affect the occurrence of employee behavior deviations (Figure 7).

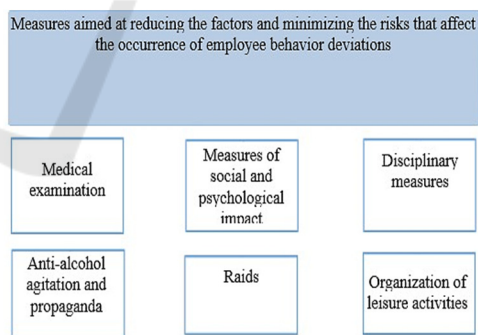


Figure 7: Set of measures aimed at reducing the factors and minimizing the risks that affect the occurrence of employee behavior deviations.

One of the most efficient measures, in our opinion, is the conduct of medical examinations aimed at identifying alcohol and drug intoxication. The labor legislation allows for mandatory daily medical examinations for employees engaged in the harmful and dangerous production, which includes the railway transport industry. The algorithm for conducting a medical examination is shown in Figure 8.

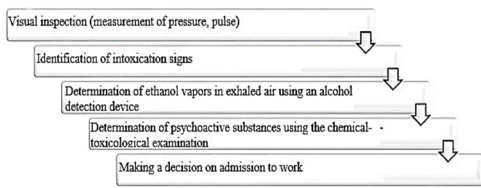


Figure 8: Algorithm for conducting a medical examination.

The periodic medical examination includes the measurement of the pulse and blood pressure, the general assessment of the person's state of health, the clarity of consciousness, and is conducted during the working time. If alcohol or drug intoxication is suspected, the employee is obliged to pass an express test, and in case of positive results, he/she is suspended from work. In addition, the reason for suspension from work may be general malaise or pressure drops.

Disciplinary measures include the method shown in Figure 9. This method is used in practice by one of the Far Eastern companies. At the initial appearance at the workplace in a state of alcoholic intoxication, the employee is reprimanded, and he/she is deprived of 50% of the bonus. In case of repeated violation of labor discipline, the employee is already deprived of 100% of the bonus, and the next time he/she will be dismissed. This method is efficient in those industries where there is an acute shortage of personnel, and there is no possibility of dismissal of employees.

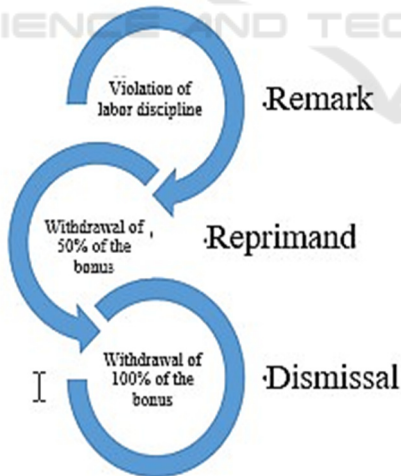


Figure 9: Disciplinary measures.

Figure 10 shows the methods of socio-psychological impact.

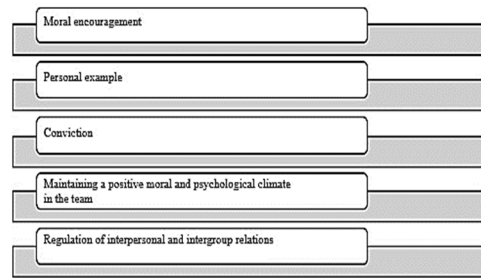


Figure 10: Methods of socio-psychological impact.

One of the most efficient tools related to measures of socio-psychological impact is the prosecution of persons who have allowed the use of alcoholic beverages in the workplace, with the analysis of such cases at the general meeting of the team to create intolerance to such violations of labor discipline.

Raids are also an efficient method for preventing alcoholism. In this case, the employees of the organization responsible for conducting this event periodically go around the workplace and check the labor discipline in terms of drinking alcoholic beverages. Raids and medical examinations are carried out at different times, without warning the organization's personnel.

Anti-alcohol agitation and propaganda of a healthy lifestyle is a fairly efficient method of preventing alcoholism. This method helps to reduce alcohol consumption among low-drinkers and may encourage an employee with alcoholism to seek treatment. This method is quite efficient in visual agitation with the use of medical knowledge (one can give an example of the harmful effects of alcohol on the human body, show photos or videos on this topic). To implement this method, doctors, psychologists, social workers, or representatives of the Alcoholics Anonymous Society can be invited to the company.

The development of organizational culture and the organization of leisure time for employees is also an important method of preventing alcoholism (Osetrova, Prykhodko and Glazunov [et al.], 2019). Properly organized leisure time of the organization's personnel contributes to team cohesion, the realization of the needs of the organization's personnel in rest.

Game is the most common form of leisure. Based on the conducted research, experts distinguish the game in the broad and narrow sense of the word. The game form of activity is a simulation and reproduction of any actions or practical activities of a person that contribute to their development and improvement as an employee of a particular organization (Hussain, Qazi, and Ahmed [et al.],

2018). The functional orientation of games is shown in Figure 11.

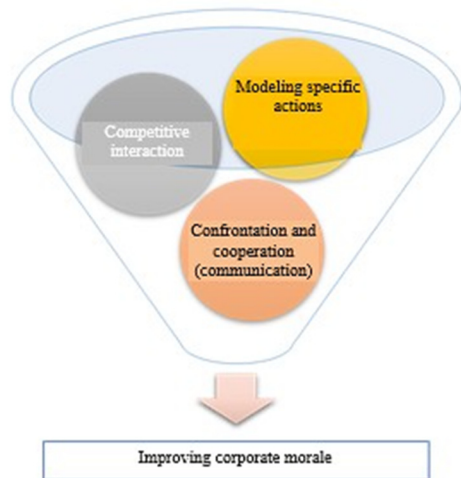


Figure 11: Functional focus of games.

Thus, using the game as an organization of corporate leisure, one can create a healthy and creative atmosphere, provide the team with active, interesting, and healthy rest.

## 4 CONCLUSIONS

The use of modern mechanics in personnel management allows developing a set of personnel strategies to prevent or minimize risks by changing the perception of employees about the ideal model and trajectory of behavior in the labor market, as well as about the career strategy. By creating conditions for the implementation of preventive measures to minimize the factors that contribute to the manifestation of negative addictions, it is possible to get an efficient employee who meets the requirements of the company.

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