

**ESTABLISHING AND CONTROLLING A STABLE MORAL AND PSYCHOLOGICAL
CLIMATE IN FOREIGN DIPLOMATIC INSTITUTIONS AS A KEY SECURITY
COMPONENT**

**ФОРМУВАННЯ І КОНТРОЛЬ СТІЙКОЇ МОРАЛЬНО-ПСИХОЛОГІЧНОЇ АТМОСФЕРИ
У КОЛЕКТИВАХ ЗАКОРДОННИХ ДИПЛОМАТИЧНИХ УСТАНОВ ЯК СКЛАДОВОЇ ЇХ
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***Abstract.** This article addresses the issues of forming and controlling a stable moral and psychological atmosphere in the foreign diplomatic institutions (FDI) of Ukraine, as well as preventing and localizing potential negative markers in FDI and their impact on security. The role of management and security officers (FDI SO) is emphasized.*

Modern negative global trends such as increased competition for natural resources, sustained tension in certain states and regions, acceleration of the arms race, manifestations of terrorism, organized crime, smuggling, drug and arms trafficking, illegal migration, human trafficking, the threat of escalation of frozen conflicts, and the emergence of new sources of international tension, including the undeclared aggressive hybrid war by the Russian Federation against Ukraine and the activation of its intelligence services, impose on Ukraine's special bodies the task of most effectively ensuring the national security of the state, including the security of Ukrainian foreign diplomatic institutions, their staff, and family members, as well as Ukrainian state secret holders sent abroad.

The comprehensive nature of addressing security issues in FDI, especially the potential impact of negative signs within diplomatic teams on their security, necessitates thorough scientific analysis. The results of such work will serve as a foundation for further improvement of state political and legal acts, departmental orders, instructions, and relevant practical recommendations for leadership and FDI SO for the proper fulfilment of their duties.

***Keywords:** moral and psychological climate of FDI, state of security, safety of FDI personnel, security officers.*

Анотація. Стаття присвячена розгляду проблем формування і контролю стійкої морально-психологічної атмосфери у колективах закордонних дипломатичних установ (ЗДУ) України, попередження й локалізації можливих негативних проявів у ЗДУ, їх впливу на стан забезпечення безпеки, ролі керівництва й офіцерів безпеки (ОБ ЗДУ).

Сучасні негативні тенденції світового розвитку як посилення боротьби за природні ресурси, збереження напруженості в окремих державах і регіонах, прискорення гонки озброєнь, прояви тероризму, організованої злочинності, контрабанди, розповсюдження наркотичних засобів і зброї, нелегальна міграція, торгівля людьми, збереження загрози ескалації заморожених конфліктів і поява нових джерел міжнародної напруженості, зокрема, неоголошене ведення щодо України агресивно-гібридної війни РФ та активізація розвідувальної підривної діяльності її спецслужб, покладають на спеціальні органи України завдання найефективніше забезпечувати національну безпеку держави, зокрема українських закордонних дипломатичних установ, їх співробітників і членів сімей, а також відряджених за кордон українських володільців державної таємниці.

Саме комплексний характер вирішення проблем забезпечення безпеки ЗДУ, передусім можливого впливу негативних проявів у дипломатичних колективах на стан їхньої безпеки, диктує необхідність їх глибокого наукового опрацювання. Результати такого роду роботи стануть підґрунтям для подальшого вдосконалення державних політико-правових актів, відомчих наказів, вказівок, інструкцій та відповідних практичних рекомендацій керівництву й ОБ ЗДУ для належного виконання ними своїх службових обов'язків.

Ключові слова: морально-психологічний клімат ЗДУ, стан безпеки, безпека персоналу ЗДУ, офіцери безпеки.

Introduction. Modern negative global trends such as increased competition for natural resources, sustained tension in certain states and regions, acceleration of the arms race, manifestations of terrorism, organized crime, smuggling, drug and arms trafficking, illegal migration, human trafficking, the threat of escalation of frozen conflicts, and the emergence of new sources of international tension, including the undeclared aggressive hybrid war by the Russian Federation against Ukraine and the activation of its intelligence services, impose on Ukraine's special bodies the task of most effectively ensuring the national security of the state, including the security of Ukrainian foreign diplomatic institutions, their staff, and family members, as well as Ukrainian state secret holders sent abroad.

The comprehensive nature of addressing security issues in FDI, especially the potential impact of negative signs within diplomatic teams on their security, necessitates thorough scientific analysis. The results of such work will serve as a foundation for further improvement of state political and legal acts, departmental orders, instructions, and relevant practical recommendations for leadership and FDI SO for the proper fulfilment of their duties.

The purpose of this article is to study the problems of establishing and controlling the moral and psychological atmosphere in the foreign diplomatic institutions of Ukraine and preventing and localizing potential negative signs in FDI and their negative impact on security.

To achieve this goal, the following **tasks** were formulated and solved:

to analyse scientific approaches to defining the subject of research and its characteristics;

to summarize the causes of negative displays in FDI and their impact on security;

to analyse the organizational actions of FDI management and security officers and their role in ensuring comprehensive security.

Literature review. Recently, Ukrainian scientists have paid adequate attention to the issues of establishing and controlling a stable moral and psychological atmosphere in the institutions and departments of Ukraine. However, this issue has not received adequate attention from departmental researchers (Decision of the Collegium of the Foreign Intelligence Service of Ukraine, 2021). The theoretical basis for this scientific study of potential negative signs in the Ukraine's FDI and their impact on security includes legislative and regulatory acts, scientific works of domestic and foreign authors related to the analysis and assessments of the security situation in accreditation countries,

including Ukrainian diplomatic missions abroad, and the role of FDI management and security officers in identifying, preventing, and localizing of negative displays.

Main results of the research.. The nature of the moral and psychological microclimate in diplomatic institutions abroad largely depends on the level of group development. There is a systemic positive relationship between the state of the climate in a developed team and the effectiveness of the public activities of its members and their cohesion. *Relevant management of the activities and climate of the collective requires special knowledge and skills, including those of the management of diplomatic missions and their security officers* (Decision of the Collegium of the Foreign Intelligence Service of Ukraine, 2021).

To address the problems of forming the moral and psychological climate in the FDI, it is important to consider the factors that influence it. By identifying such factors, we can regulate their markers and impacts (National Security Strategy 2022). These factors can be divided into *macroenvironmental and microenvironmental factors*.

The macroenvironment refers to the social space in which the institution operates. The microenvironment refers to the social space in which an individual operates.

What circumstances or conditions of daily life shape the worldview and mood of the personnel, and the moral and psychological climate in the team?

Several factors influence this. Notably, the organization of work, such as shifts, rhythm, degree of employee interchangeability, level of autonomy, etc., and sanitary and hygienic working conditions, such as temperature, humidity, lighting, noise, etc., play significant roles (Trukhin, 2005).

Another division of factors influencing the activity of an organization is the consideration of its *dependence on external and internal environments*.

The *internal environment* of the organization is determined by internal variables, i.e., situational factors within FDI. The main internal variables in the institution are goals, structure, tasks, technology, and people.

Regarding the *external environment*, scientific thought recognized the importance of considering its influence on the activities of institutions as early as the late 1950s. This became one of the most important contributions of the systems approach to management science, as it necessitates that the management of FDI view their organization composed of interrelated parts, which are also linked to the outside world. The external world is variable, impacting the institution, which depends on the external world for resources, energy, and personnel supplies.

Thus, it is necessary to identify existing factors around FDI that influence the institution and propose ways to respond to their external impacts (National Security Strategy 2022). *Accounting for all such factors would be a waste of time. FDI management should prioritize those factors that decisively determine the overall success of organizational activities.*

Ukrainian scientists divide *external environment factors* (Ishmuratov, 1996) into two groups:

direct action factors, which directly influence the institution's activities and depend on these activities (suppliers, materials, capital, labour resources, consumers, legislative acts, state bodies);

indirect action factors, which influence through certain mechanisms and relationships (technology, economic conditions, socio-cultural circumstances: attitudes, life values, traditions, political conditions, international environment, etc.). Indirect action factors objectively influence through direct action factors.

The social and psychological climate in the collective is a stable psychological mood inherent in each collective, significantly affecting people's relationships, their attitude to work, and the surrounding environment (Matsko, Pryshchak, & Pervushyna, 2016).

Therefore, *the social and psychological climate* is the result of people's joint activities and their interpersonal relationships. It is represented as group effects such as general mood and collective opinion, individual well-being within the frame of a team, etc. These effects are reflected in relationships related to the production process and the resolution of the team's general tasks (Ishmuratov, 1996).

The moral and psychological climate, as a state of group psyche and a set of attitudes of staff members towards the conditions and nature of joint activities, colleagues, and management, is a *qualitative aspect of interpersonal relationships* represented as a set of psychological conditions that contribute to or hinder joint productive activities and the comprehensive development of individuals in the group (Trukhin, 2005).

According to the authors' generalizations, the problem of achieving cohesion in a diplomatic collective is complicated by the conditions of personnel staying abroad. These conditions are *characterized by crucial circumstances and factors* (Balitskyi, 2021):

separation from the Homeland and everything familiar, including various family concerns (school-aged children, elderly parents left at home, family traditions, etc.);

some employees of Ukrainian diplomatic missions seek communication with foreigners, often colleagues from partner diplomatic missions accredited in the host country, finding a kind of "consolation" after daily routine, sometimes sharing their problems, troubles, and possible difficulties, characterizing their colleagues in the process;

local population often significantly differs from our compatriots in faith, national traditions, and mentality. Therefore, Ukrainian diplomats, from the very beginning of their long-term missions abroad, find themselves in an entirely unfamiliar environment, prolonging their adaptation process to new conditions;

limited freedom of movement both within the country of accreditation and beyond;

employment issues for the wives and adult family members of FDI employees, especially those with higher education who worked in prestigious institutions and high positions in Ukraine;

increased negative environmental influence due to potential exacerbation of internal political situations in the host country or the activation of criminal elements or groups, especially international terrorist and organized crime structures;

presence of intriguants, gossipers, provocateurs, and others among FDI personnel or family members of employees.

Instances of criminal acts by our fellow citizens (theft of items and products in supermarkets, etc.) occur. Some FDI employees, sometimes on their own initiative, cooperate with local or other foreign intelligence services. Timely prevention and avoidance of negative manifestations undoubtedly contribute to strengthening the moral and psychological atmosphere and ensuring collective and personal safety of the personnel of Ukraine's diplomatic missions abroad (Balitskyi, 2021).

The most important signs of a stable social and psychological atmosphere in FDI are (Balitskyi, 2021):

objective:

high performance indicators;

low staff turnover;

high labour discipline;

lack of tension and conflict in the collective;

subjective:

trust and high demands among collective members, assertive and businesslike criticism;

free expression of opinions when discussing issues concerning the entire FDI collective;

lack of pressure from management on subordinates and recognition of their right to make significant decisions;

adequate awareness of staff members about tasks and current affairs;

satisfaction of each FDI member with their teamwork and environment;

high degree of emotional involvement and mutual assistance in situations causing frustration for any staff member;

taking responsibility for the staff situation by each member.

The character of the moral and psychological climate in the collectives of FDI depends on the level of group development. There is a systematic positive correlation between the state of the psychological climate of staff and the effectiveness of the social activities of its members, as well as

their cohesion. *Optimal management of the activities and climate of the staff requires special knowledge and skills from the management and security officer of FDI*s (Decision of the Collegium of the Foreign Intelligence Service of Ukraine, 2021).

Special measures recommended by scientists for FDI

s include:

scientifically grounded selection, training, and re-certification of the management;

formation of primary diplomatic collectives and subsequent rotation of personnel taking into account psychological compatibility;

application of socio-psychological methods that promote the development of effective mutual understanding and interaction skills among the members of the staff.

*The moral and psychological climate in FDI*s also depends on the management style. To improve and optimize it, the leadership of FDI

s should rely on the most active, conscious, and authoritative members of the collective (Decision of the Collegium of the Foreign Intelligence Service of Ukraine, 2021).

As a vivid demonstration of the importance of the moral and psychological atmosphere in FDI, it is appropriate to cite an example that occurred over a long period in the Embassy of Ukraine in one of the European countries (Balitskyi, 2021).

Almost the entire staff of the specified diplomatic mission was divided into three groups due to objective reasons: the first group supported the Ambassador, the second supported the head of the trade and economic mission, and the third tried to gain personal benefits by playing on their contradictions, siding with one or the other depending on the situation. The reason for such a division was the attempt by the head of the trade and economic mission, after the next rotation of the Ambassador, to take up this position, but eventually, another person was appointed to it. This personnel move by the Ministry of Foreign Affairs of Ukraine was perceived by the head of the trade and economic mission as a personal insult. He began to do everything possible to prove the professional incompetence and incapability of the newly appointed ambassador.

The head of the trade and economic mission incited the Embassy staff against the newly appointed Ambassador. Then, taking advantage of the fact that he had been working in the host country for several years and was acquainted with many foreign diplomats by virtue of his position, he began spreading various rumors among the foreign diplomatic corps. Instead of reporting the situation to the Ministry of Foreign Affairs of Ukraine, the Ambassador decided to restore order in the diplomatic mission on his own. However, all his attempts to rectify the situation gradually turned into an exact copy of the actions of the head of the trade and economic mission.

The result of such competitive confrontation, according to the authors' research (Balitskyi, 2021), *was that the employees of the Embassy of Ukraine in this country could not properly perform their official duties, constantly receiving personal insistent requests from one side or the other. Foreign partners also began to use the internal embassy contradictions for their own benefit. At the same time, rumors about the incompetence and unprofessionalism not only of these officials but also of the diplomatic staff and the Ministry of Foreign Affairs of Ukraine, which failed to timely control the work of its foreign mission, spread among the entire foreign diplomatic corps.*

This situation was resolved only due to the planned rotation of the head of the trade and economic mission. The security officer of the diplomatic mission took the necessary measures to regulate the interpersonal relations of these diplomats, based on the primary need to preserve Ukraine's image. After unsuccessful attempts, the entire history of this conflict was reported to the leadership of the Ministry of Foreign Affairs of Ukraine, emphasizing the need to make an administrative decision to minimize the negative consequences in the work of this Ukrainian Embassy in a foreign country. However, timely warnings and recommendations from partners were ignored by the state's foreign policy management (Trukhin, 2005).

In another case, a young Ukrainian diplomat, while on a business trip in a foreign country without her family, entered an intimate relationship with an accredited diplomat of a foreign state who turned out to be an intelligence officer (Balitskyi, 2021)].

The wife of one of the Ukrainian diplomat "D", while being in the country of accreditation, committed theft in a supermarket. The law enforcement agencies of the host country initiated a

criminal case against her. Despite having a diplomatic passport, the local police insistently demanded that she appear for interrogation. Only due to the decisive actions of the security officer was it possible to urgently send the diplomat's wife back to Ukraine (Balitskyi, 2021).

As we can see, there are many factors negatively affecting diplomatic teams, and there are no ready-made recipes for their correction. It is quite evident that timely organizational and managerial, preventive measures can minimize possible negative signs in diplomatic institutions and significantly improve the moral and psychological atmosphere and microclimate in the Ukraine's FDI abroad (Trukhin, 2005)

In matters of adultery (violation of marital fidelity), if intimate relations with foreign citizens are established or if a serious scandal arises within the institution that threatens the overall FDI, the decision to terminate the secondment of such persons should be unequivocal. At the same time, there are cases when two people (a man and a woman) enter a fictitious marriage solely to go abroad, and then, after returning to their homeland, may get divorced. Sometimes, even while in a marriage, the couple no longer lives a real-family life, but they go abroad together to improve their financial situation, living separately (Djelali 2016).

The normalcy of the moral and psychological climate in a diplomatic institution directly depends on the work of the human relations department of the Ministry of Foreign Affairs of Ukraine at the stage of selecting and preparing employees for long-term foreign assignments. Based on the materials of personal files of candidates and the recommendations of the heads of relevant departments, the business and personal qualities of candidates for such tasks are determined. Family relationships, the ability of the candidate and family members to stay on long-term trips abroad, particularly in terms of health, are clarified. The readiness of the spouse (husband or wife) to work in the diplomatic institution in auxiliary non-diplomatic positions (cleaner, janitor, gardener, cook, duty commandant), actively participate in the life of the diplomatic collective, and provide necessary assistance if needed (preparing official receptions in the diplomatic institution, official celebrations, etc.) is also considered. It is necessary to foresee even the possibility of supporting family members by the diplomat, their employment abroad, continuing the education of children, and so on.

The main role in the process of establishing the moral and psychological climate in the FDI is generally played by the head of the diplomatic mission. Since ensuring the security of foreign institutions is one of the most important areas of activity not only of the Ministry of Foreign Affairs but also of Ukraine's intelligence agencies, security officers and other employees are obligated to assist the ambassador in maintaining a healthy moral and psychological microclimate in the diplomatic institution. All negative processes and phenomena occurring within the collective of fellow citizens abroad pose a real threat not only to the security of diplomatic institutions but also to the activities of foreign intelligence and, overall, to the foreign policy and national interests of our state (Balitskyi, 2021).

Therefore, preventive and prophylactic work in this direction should include measures to counter the efforts of foreign special services, international terrorism, and transnational organized criminal structures by monitoring processes occurring within the collectives of fellow citizens, identifying individual negative signs and their potential serious consequences to ensure the security and normal functioning of the FDI, conducting necessary operational and investigative measures of opposition, as well as continuous individual work, in which an important place is given to uniting the collective, creating a favourable microclimate of relationships, and a healthy moral and psychological atmosphere (Balitskyi, 2021).

The planning and implementation of a range of security measures in the countries of accreditation, the security of their employees and family members, and some other categories of Ukrainian citizens seconded abroad significantly impact the stable functioning of Ukraine's diplomatic institutions abroad. Effective functioning of each Ukrainian diplomatic institution abroad is possible only by forming a friendly atmosphere and establishing business interpersonal relationships among all members of the collective.

For achieving this task, the FDI urgently needs the timely creation and continuous maintenance and strengthening of a favourable moral and psychological microclimate (a system of relevant political, educational, and preventive work), as the specificity of FDI employees' work is their professional activity in a foreign environment, where the usual circle of communication is significantly narrowed. Practically, employees of diplomatic institutions, considering their specific status, are forced to communicate primarily with their colleagues even after working hours, and hierarchical relationships remain between them even in informal environment after work. Therefore, official relationships often blend with personal ones, and the specific work rhythm and the need to adapt to new living conditions create certain preconditions for forming an unfavourable moral and psychological atmosphere (microclimate) in the diplomatic collectives of Ukraine's FDI.

Thus, it is essential to ensure that no factional groups or any kind of party activities, which inevitably turn into a struggle among representatives of different political forces, are created within diplomatic staff. During a long-term foreign assignment, all mission employees are required to suspend their membership in any party. This is customary worldwide. Serving only one "party" – the state – is considered legitimate. After returning to the homeland, every diplomat, official, or employee can return to the desired party activity (Balitskyi, 2021).

At the same time, according to the authors, it is quite evident that timely implementation of relevant organizational and managerial, political, educational, and preventive measures can minimize negative manifestations in the FDI and significantly improve the moral and psychological atmosphere and microclimate in the diplomatic collectives of Ukraine abroad, particularly concerning the fundamental strengthening of their comprehensive security.

Unfortunately, there are many factors negatively affecting the staff of the FDI and their security, as well as problematic issues regarding the establishing and maintenance of a stable moral and psychological atmosphere in the Ukraine's diplomatic institutions abroad in modern conditions (Balitskyi, 2021), and there are no ready-made recipes for timely resolution. Therefore, these issues require further scientific research.

Conclusions. The management of the FDI needs to constantly monitor signs of potential negative processes within the FDI, such as gossip or intrigue. As these phenomena develop, they begin to undermine the integrity and unity of the staff. It is advisable for the security officer to initiate preventive measures concerning such individuals and inform the entire team, clearly and convincingly arguing the grounds for even a possible early termination of their foreign assignment.

As is known, nothing unites a team more than children. Therefore, it is important to frequently organize children's events, competitive activities, and festive evenings in the FDI, inviting all fellow citizens, including the management and diplomatic staff of the institution, and to aid in arranging children in kindergartens, educational institutions, and clubs.

Special attention should be paid to the families of diplomats, especially wives, who, in most cases, do not work in the host country and are solely engaged in household management. Such women can unbalance or even dismantle a cohesive collective. This issue can be partially or entirely resolved if they are employed, even in auxiliary positions.

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