
Characteristics of Indicators of Professional and Personal Development of Modern Leaders of Law Enforcement Agencies

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Abstract. The importance of studying the professional and personal development of management level of law enforcement officers is due to the fact that scientific research today must take into account the constant complexity and updating of the content of official activities and the growing role of the human factor in a new, technically and information-intensive reality. The leader of the system of police organizations must be a professional, a leader who directs the activities of subordinate personnel by personal example, is ready for balanced risk, decision-making and self-development. Therefore, a research that would relate to the essential content of professional and personal development of a specialist becomes relevant, and the presented research is devoted to these aspects. The purpose of the research is to study the psychological characteristics of professional and personal development of leaders of law enforcement agencies in a comparative analysis with employees who do not perform managerial functions. The research is based on the use of a number of methods of psychological diagnosis, with the help of which 844 people, including 385 leaders and 459 employees of law enforcement agencies were examined. The obtained results were processed using the methods of mathematical statistics. It is proved that the indicators of professional and personal development of management level representatives of law enforcement agencies differ from similar indicators of non-leaders in terms of quality and content, which is focused primarily on the implementation of managerial functions. Experimental data will contribute to the improvement of management theory and practice within the system of police organizations functioning.

Keywords: Law Enforcement Agencies, Professional and Personal Development, Personality of the Leader, Professional Management Activities

INTRODUCTION

Traditionally, psychology is dominated by the approach of moving from activities to personality, where first and foremost any professional activities are investigated, the qualities and abilities that determine the effectiveness of their implementation are determined, and only then specialists who have certain parameters are selected. It is worth talking not only about the movement from activities to personality, but also about the movement of personality to activities, i. e. about the combined interaction of activities and personality on the way to professional acme, where professional and personal development is an important resource for improvement and qualitative condition for enhancement of human resourcing and perfection of theory and practices of management.

Professional and personal development of a specialist plays an exceptional role in the process of personality development and success of his professional activities. The basis of a specialist is his personality, which provides his professional and personal development with a bright personal meaning, a unique individual trajectory and professional activities that fills him with a unique character, sometimes even unexpected results. Therefore,

indicators of professional and personal development of a specialist, especially in a specific field of applied activities, require scientific research and argumentation.

The studies of professional and personal development of police bodies and units employees [5; 10; 11; 14; 30; 33; 34; 39; 42] are now becoming ever more relevant because in the period of the law enforcement system reforming, in particular the active transformation of the National Police into a multipurpose law enforcement agency of the European standard, the existing approaches to management psychology, labour psychology, psychology of specialist development, updating the principles of improving the human resourcing of police activities, especially of management level need to be reconsidered.

This is due to the fact that the personality of the leader is manifested in professional management activities, because the personality is formed only during such activities. The study of the psychological side of the leader is nothing more than the study of the psychology of the personality of the manager in the process of his activities. Personality is both a prerequisite and a result of activities. That is, professional development occurs during the performance of professional tasks, where personal development determines the individuality and originality of this process. If activities development occurs, then there is a parallel development of the personality of the leader. Hence, it is worth talking about the interdependent system of personal and professional development of the management level, which does not occur separately from each other, but is strongly intertwined with constant interact.

Since the basis of professional and personal development of management level police officers is formed by activities and personality as basic categories, which are reflected in the block of professional development and the block of personal development, each block is manifested in specific components, namely activity, behaviour, work, communication as a block of professional development; orientation, abilities, character, reflection as a block of personal development. In addition, the components are disclosed in the relevant criteria: career motivation, professional aspiration (activity), metasystem of relations in activities, conflict competence (behaviour), managerial identity of the leader, management decision as a product (work), socio-psychological competence, emotional and volitional regulation (communication) as a block of professional development; attractiveness of professional activities, orientation of professional activities (orientation), leadership tools, capacity for management activities (ability), individual and psychological features, attitude of the leader to himself (character), mechanism of self-analysis of the manager, vector of personal development (reflection) as a block of personal development. That is, the professional and personal development of the leader of law enforcement agencies is a system of dialectical unity of activities and personality in the process of their gradual crystallized transition into professional management activities and an executive specialist personality on the way to acme as the end point of transformation of professional activities into professional management activities with the parallel conversion of the employee's personality into the leader of the system of the Ministry of Internal Affairs [8].

LITERATURE REVIEW

The works of well-known scientists, including Aleksandrov, Okhrimenko, & Drozd (2017); Bandurka (1996); Barko, Okhrimenko, Ostapovich, Medvediev, & Sprynchuk (2020); Boiko-Buzyl (2020); Bondarenko, et al. (2020); Gupton, et al., (2011); Hays, Regoli, & Hewitt (2007); Kisil (2014); Kolesnichenko, & Larionov (2020); Okhrimenko (2019); Osodlo (2012) and others are devoted to the issues of management psychology within the system of police organizations, professional management activities and personality of the police leader, his formation and development. However, many issues still remain controversial despite the thoroughness of research on various aspects of the personality and professional activities of the management level representatives of the police system. This primarily concerns understanding the importance of professional and personal development of representatives of the management level of police organizations within the human resourcing system, awareness of the relationship between personality profile and specifics of police activities, the existence of conceptual provisions for psychological support of professional and personal development of future police managers. The relevance of the presented research has been determined in particularly by the urgent need for further development of the psychological foundations of professional and personal development of modern police leaders and the insufficient development of their theoretical and applied provisions. Forasmuch as recent researches are more concerned with shaping the personality of the police officer in general [2; 21; 22; 39] and are insufficiently focused on the managerial potential of the management level representatives.

As for the direct study of the problems of professional and personal development of a specialist, the analysis of current scientific sources proved that the object of scientific research were: the general concept of development [19; Muliar, 2005), peculiarities of specialists development in pedagogical activities [12; 40], the originality of the process of development of social workers and psychologists [38], servicemen [26; 32], police officers [1; Paşniciuc, 2017; 41], however, the professional and personal development of primarily representatives of the management level of police organizations fell through the cracks of the scientists substantive consideration.

Given the above, *the purpose of the research* is to study the psychological characteristics of professional and personal development of leaders of law enforcement agencies in a comparative analysis with employees who do

not perform managerial functions. *The object of research* is professional and personal development of a specialist. *The subject of research* is the psychological content and peculiarities of professional and personal development of modern leaders of law enforcement agencies.

The results of the author's research significantly complement the existing publications, as for the first time they contain qualitative and quantitative psychological characteristics of indicators of professional and personal development of management level officers in a comparative context with similar indicators of police officers who do not perform managerial functions. In addition, the areas of psychological support for professional and personal development of management level representatives of police bodies have been expanded.

METHODOLOGY

The experimental study, which was conducted during 6 months of 2020, involved 844 people who were grouped into two groups depending on the performance (385 people – experimental group) / non-performance (459 people – control group) of managerial functions (all of them were men with the age from 17 to 44). The quantitative indicator of the sample is representative (the population of police bodies and departments leaders of different levels is about eight thousand people, therefore, with a confidence level of 0.95; the statistical uncertainty does not exceed 5%). The testing was carried out using the paper method in groups of 10-12 people in the morning. The respondents were motivated by preliminary information about the psychological study of indicators of their professional and personal development; the results were processed using “keys” to the methods, statistical data analysis was performed using ANOVA command of SPSS statistical program.

Research methods: theoretical analysis and generalization of scientific and methodical literature, observation, psychological diagnostics, methods of mathematical statistics.

The first stage of the research involved determination of the characteristics of indicators of professional and personal development of police organizations specialists. *The second stage* provided for a study of statistically significant differences in the characteristics of professional and personal development of police leaders compared to employees who do not perform managerial functions, using the procedure of analysis of variance, in particular, one-way analysis of variance by Fisher. The Brown-Forsythe test was used to determine the equality of cluster variances. *The third stage* involved a psychological analysis of the obtained empirical data.

The map of empirical research of professional and personal development of a specialist containing specific methods of diagnosis and indicators [4; 7; 9; 13; 17-19; 24; 25; 27; 28; 35-37] for psychological analysis carrying out are given in Table. 1.

Table 1: Map of empirical research of a specialist professional and personal development

Component	Criterion	Diagnostic method, source	Indicator
<i>Block of professional development</i>			
<i>Activity</i> Activity oriented position	Career motivation	Career motivation questionnaire [28]	Career profile of a personality
	Professional aspiration	Methods of research to assess the level of aspiration (V. Herbachevs'kyy)	Aspiration level of a personality
<i>Behaviour</i> Manifestation of social interaction	Metasystem of relations in activities	Questionnaire of a personality professional demand [18]	Professional demand of a personality
	Conflict competence	Methods of diagnosing the propensity of a personality to conflict behaviour (K. Thomas-R. Killman)	Conflict resolution style
<i>Work</i> Result of managerial ability	Managerial identity of the leader	Methods of professional identity researching [37]	Status of professional identity
	Management decision as a product	Methods of researching the style of managerial decision-making [17]	Decision making style
<i>Communication</i> Relations reconciling means	Socio-psychological competence	Methods of communicative and social competence researching [25]	Communicative and social competence
	Emotional and volitional regulation	Questionnaire for diagnosing the emotional and volitional sphere of a personality [13]	Emotional and volitional sphere of a personality
<i>Block of personal development</i>			
<i>Orientation</i> Personal direction of a manager's aspiration	Attractiveness of professional activities	Research methods of a profession attractiveness factors (N. Kuz'mina)	Occupational satisfaction index

	Orientation of professional activities	Methods of diagnosis of personality orientation (V. Smekalo-M. Kucher)	Personality orientation
<i>Abilities</i> Potentials to management	Leadership tools	Methods of researching strengths and professional limitations (M. Woodcocks, D. Francis)	Management skills
	Capacity for management activities	Methods of diagnosis of leadership skills (E. Zharikov-Ye. Krushelnytsky)	Leadership skills
<i>Character</i> Set of a personality traits	Individual and psychological features	Methods for determining the type of accentuations of character traits (K. Leonhard-H. Shmishek)	Personality traits
	Attitude of the leader to himself	Questionnaire to study the self-relationship of a personality (V. Stolin-S. Pantilev)	Self-relationship of a personality
<i>Reflection</i> Representation of one's own inner world	Mechanism of self-analysis of the manager	Methods for determining the level of reflection [17]	Professional activities reflection
	Vector of personal development	Methods of studying the readiness of a personality for self-development (Ye. Dendererya)	Readiness of a personality for self-development

The research was performed according to the requirements of the Regulations on Academic Honesty at the National Academy of Internal Affairs, which were developed on the basis of Ukrainian and world experience of ethical rulemaking. This document was approved by the Academic Council of the National Academy of Internal Affairs (Protocol No. 5 of 27.03.2018 and implemented by the order of the Rector of the Academy (Order No. 422 of 30.03.2018. According to its provisions, the members of the scientific community are guided by the rules of ethical conduct and professional communication; respect the principles, values, norms, rules, and conditions of academic honesty in their activities. The consent to participate in the study was obtained from all subjects.

RESULTS

The psychological characteristics of the indicators of the block of professional development of police bodies' leaders in a comparative analysis with similar indicators in non-leaders officers is provided below. Indicators of the career profile of police officers are given in Table 2.

Table 2: Indicators of the career profile of the personality of the law enforcement agencies specialists

Scale of the personality career profile	Experimental group	Control group	F	p
Career intuition	22.03±5.32	21.08±4.79	7.34	.007**
Career involvement	23.51±5.30	22.74±4.87	4.86	.028*
Career endurance	24.18±5.38	23.27±5.10	6.23	.013*

Note: * – $p \leq 0.05$; ** – $p \leq 0.01$.

The results show (Table 2) that police leaders have higher indicators of their career profile than respondents who do not perform managerial functions. Leaders are better able to overcome difficulties and adapt to work situations of professional activities, they like to take the initiative, they are persistent and easily respond to lack of resources and information (24.18 ± 5.38), adequately assess their professional abilities and prospects of their professional activities, they are effective and proactive (22.03 ± 5.32), they do their best and work for the realization of the goals of the police organization, they are capable of long-term professional management activities to the detriment of their own interests (23.51 ± 5.30). The results of the analysis of variance confirmed the differences, namely "Career intuition" ($F = 7.34$, $p = 0.007$), "Career endurance" ($F = 6.23$, $p = 0.013$) and "Career involvement" ($F = 4.86$, $p = 0.028$). That is, police leaders skilfully assess their professional abilities, are able to overcome professional difficulties, adapt to changing work situations and are willing to work productively to achieve the goals of the body or unit they represent.

Indicators of the level of aspiration of police officers' personality are presented in Table. 3.

Table 3: Indicators of the level of aspiration of specialists' personality of the system of the Ministry of Internal Affairs

Scale of the personality aspiration level	Experimental group	Control group	F	p
Internal motive	13.29±3.35	12.0±3.19	32.96	.000***

Cognitive motive	15.30±3.33	14.06±3.63	26.19	.000***
Motive for avoidance	13.11±3.23	12.64±3.39	4.26	.039*
Competition motive	14.19±3.73	13.02±3.68	20.90	.000***
Change of activities motive	13.41±3.52	13.69±3.32	1.32	.250
Self-esteem motive	14.61±3.18	13.19±3.68	35.13	.000***
Significance of results	10.52±3.38	11.67±3.32	24.64	.000***
Task complexity	6.94±2.60	7.24±2.62	2.86	.091
Volitional effort	12.99±2.84	12.39±2.51	10.54	.001**
Assessment of achieved results	9.43±2.57	9.35±2.66	.16	.682
Assessment of one's own potential	14.84±3.25	14.0±3.20	14.09	.000***
Planned level of efforts mobilization	14.91±3.68	13.91±3.14	17.90	.000***
Expected level of results	9.40±2.62	9.09±2.71	2.87	.090
Regularity of results	13.77±3.75	13.01±3.37	9.54	.002**
Initiativity	14.23±3.13	12.84±2.94	44.03	.000***

Note: * – p≤0.05; ** – p≤0.01; *** – p≤0.001

The obtained results (Table 3) show that the average profile of police organizations managers' aspiration level is characterized by the prevailing cognitive motive (15.30 ± 3.33) which exemplifies the positive desire for the results of their activities. The high indicators of the level of effort mobilization, which is extremely necessary to achieve successful results (14.91 ± 3.68) and assessment of one's own potential (14.84 ± 3.25) follow this. The lowest values were given to the assessment of the task complexity (6.94 ± 2.60), i. e. the managers sometimes are not able to adequately assess the complexity of the task and perceive it as either too easy or too complicated, which clearly harms the results of professional management in general. It was also found that the leaders, compared to non-leaders, are characterized by setting a number of difficult tasks (14.61 ± 3.18 of self-esteem motive), if necessary to be directive (14.23 ± 3.13 of initiativity), to show confidence in the performance of professional management activities (13.29 ± 3.35 of internal motive), strive for successful results of their work (15.30 ± 3.33 of cognitive motive), attach importance to high performance of their subordinate personnel (14.19 ± 3.73 of competition motive) and do not attach importance to personal assessment of performance (10.52 ± 3.38 of results significance).

Analysing the obtained indicators of the criterion of equality of average measures (Brown-Forsythe), it was found that criterion F exceeds the level of significance on the scales of "Change of activities motive" (p = 0.252), "Task complexity" (p = 0.091), "Assessment of achieved results" (p = 0.681) and "Expected level of results" (p = 0.089). It is on these scales that the ANOVA statistics did not identify significant differences between the respondents of the study groups. The statistically significant differences between the two study groups were found on the scales of "Initiativity" (F = 44.04, p = 0.000), "Self-esteem motive" (F = 35.14, p = 0.000), "Internal motive" (F = 32.96, p = 0.000), "Cognitive motive" (F = 26.20, p = 0.000), "Significance of results" (F = 24.64, p = 0.000), "Competition motive" (F = 20.90, p = 0.000), "Planned level of efforts mobilization" (F = 17.91, p = 0.000), "Assessment of one's own potential" (F = 14.10, p = 0.000), "Volitional effort" (F = 10.54, p = 0.001), "Regularity of results" (F = 9.55, p = 0.002) and "Motive for avoidance" (F = 4.26, p = 0.039). It turned out that modern police leaders have higher results with a statistical difference, except for the scale of "Significance of results". According to the scale of "Significance of results", the average highest score (11.67 ± 3.32) belongs to employees who do not perform managerial functions, as a necessary condition for their activities is the performance of the tasks set by their leaders.

Indicators of professional demand for police specialists are given in Table. 4.

Table 4: Indicators of professional demand of specialists of the system of the Ministry of Internal Affairs

Scales of professional demand	Experimental group	Control group	F	p
Satisfaction with the implementation of professional potential	25.61±5.18	23.55±4.7	36.47	.000***
Belonging to professional community	25.87±4.73	24.04±4.1	36.01	.000***
Experiencing professional demand	25.78±5.33	23.76±5.44	29.46	.000***
Professional competence	25.75±4.98	24.2±4.21	23.96	.000***
Professional authority	22.92±4.86	21.47±4.06	22.21	.000***
Evaluation of professional results	27.17±5.43	25.34±5.0	25.85	.000***
Other people attitude	26.46±5.41	24.96±4.82	18.18	.000***
Self-treatment	23.28±4.72	21.25±4.29	42.61	.000***
General indicator of professional demand	135.32±22.14	126.52±18.5	39.51	.000***

Note: *** – $p \leq 0.001$

The results presented in Table 4 show that police leaders received the highest scores on the assessment scale of professional performance (27.17 ± 5.43), which indicate a positive assessment of the professional activities performed by them, satisfaction with the results and expectations for positive approval. Such leaders are confident that they are valued and respected as professionals; they are convinced that their work makes a positive contribution to society and they are confident in their ability to apply professional skills. Other people attitude is the next indicator, which also received high scores (26.46 ± 5.41). Other people attitude characterizes the perception of the treatment by other people to oneself as a professional. The presence of high scores indicates the leaders' satisfaction with their attitude of other people as professionals. Such leaders are pleased that others treat them as authoritative professionals, listen to them, respect them, and appreciate them.

Comparing the values of the studied indicators in the groups of leaders and non-leaders of police bodies, a significant difference was found in the indicators of satisfaction with the implementation of professional potential, experiencing professional demand and self-treatment. The leaders are more satisfied with the degree of implementation of their professional potential, the available professional status and the achieved level of competence (25.61 ± 5.18 of satisfaction with the implementation of professional potential). They positively evaluate their professional self and perceive other people attitude towards themselves as a professional as positive (25.78 ± 5.33 of experiencing professional demand). At the same time, they treat themselves quite positively as professionals; feel their significance and importance (23.28 ± 4.72 of self-treatment).

The results of the analysis of variance show the differences between the two study groups at a high level of significance on all scales of the questionnaire ($p \leq 0.001$). Moreover, the average potential indicators of managers is higher on the scales: "Self-treatment" ($F = 42.61$), "General indicator of professional demand" ($F = 39.51$), "Satisfaction with the implementation of professional potential" ($F = 36.47$), "Belonging to professional community" ($F = 36.01$), "Experiencing professional demand" ($F = 29.46$), "Evaluation of professional results" ($F = 25.85$), "Professional competence" ($F = 23.96$), "Professional authority" ($F = 22.21$), "Other people attitude" ($F = 18.18$). Thus, leaders feel to full extent that they are fulfilling an important management mission and are proud of it; they treat themselves as professionals and an important part of the human resourcing system of police bodies and units.

Indicators of conflict resolution style by police officers are given in Table 5.

Table 5: Indicators of the style of conflict resolution by specialists of the system of the Ministry of Internal Affairs

Conflict resolution style	Experimental group	Control group	F	p
Rivalry	5.68 ± 2.92	4.76 ± 3.01	19.84	.000***
Cooperation	5.8 ± 1.57	6.07 ± 1.55	5.86	.016*
Compromise	6.93 ± 1.9	7.25 ± 1.87	5.89	.015*
Avoidance	5.75 ± 1.95	5.97 ± 2.0	2.48	.116
Adaptation	5.81 ± 2.2	5.94 ± 2.14	.67	.413
Mixed	1.19 ± 0.39	1.04 ± 0.21	45.46	.000***

Note: * – $p \leq 0.05$; *** – $p \leq 0.001$

The obtained data presented in Table 5 show that both police leaders (6.93 ± 1.9) and non-leaders (7.25 ± 1.87) often resort to compromise as a style of conflict resolution. At the same time, the leaders are also characterized by adaptation (5.81 ± 2.2), and non-leaders – cooperation (6.07 ± 1.55), as styles of conflict resolution. The obtained results can be explained by the fact that managers sometimes have to adapt to the existing work situations, when on the one hand, the leader makes management decisions, and on the other hand, he implements the decisions of senior management. As for non-leaders, they often perform joint activities with other employees of the organization. Avoidance (5.75 ± 1.95) has the lowest values for the leaders of police organizations, which is logical and understandable, since this style provides for avoidance and isolation from conflict situations, which is absolutely unacceptable in the professional management activities of the leaders. The obtained data show that rivalry, which is due to the desire to satisfy one's own interests, even to the detriment of others, is more characteristic of leaders (5.68 ± 2.92 of rivalry). The non-leaders seek to maintain the relationship and prefer the "at least something over nothing" option, so they choose more neutral positions, as evidenced by the highest compromise indicators (7.25 ± 1.87) among all conflict resolution styles.

The results of the analysis of variance show no statistically significant differences in both groups of respondents on the scales of "Avoidance style" and "Adaptation style" ($p > 0.05$). Higher indicators were set for police officers who do not perform managerial functions according to the scales of "Cooperation style" ($F = 5.86$, $p = 0.016$) and "Compromise style" ($F = 5.89$, $p = 0.015$). That is, non-leaders are characterized by the fact that they are willing to make certain efforts and yield in order to avoid a conflict situation. At the same time, police

units' leaders, the other way round, engage in directive interaction in order to save their own energy and time. Senior managers had statistically higher indicators on the generalized scale of "Mixed style in conflict situations" ($F = 45.46, p = 0.000$) and "Rivalry style" ($F = 9.85, p = 0.000$). Indicators of the status of professional identity of police officers are given in Table 6.

Table 6: Indicators of the status of professional identity of police officers (%)

Groups	Anticipatory	Diffusive	Freezing	Positive	Pseudo positive
Leaders	12.47	20.52	21.82	32.47	12.73
Employees	23.31	35.95	20.04	9.37	11.33

The results presented in Table 6 show that 32.47% of police leaders predominantly have the status of a positive professional identity. This type of professional identity indicates the formation of leaders' certain set of personally significant goals, values and beliefs that determine self-awareness in professional management activities, provide a sense of direction and suitability to perform managerial functions. Comparing the leaders and non-leaders of the system of police units, the difference on the scale of the achieved positive professional identity makes 23.10%. This confirms the fact that predominant number of leaders is presented by persons suitable for professional management activities. Diffusive professional identity of 35.95% and anticipatory professional identity of 23.31% are predominant among non-leaders. Indicators show that non-leaders depend on their own past experience which negatively affects the current state of their work tasks accomplishment and that they are more capable of dependent professional choices when someone is responsible for the outcome of their professional activities.

Direct and inverse identification with a professional and the status of professional identity were subject to statistical analysis, which is presented in Table 7.

Table 7: Indicators of professional identity of police officers

Scales of professional identity	Experimental group	Control group	F	p
Identification with a professional	22.17±9.75	17.35±9.17	54.58	.000***
Inverse identification with a professional	9.52±4.9	10.37±5.7	5.24	.022*
Status of professional identity	3.3±1.42	2.47±1.23	82.95	.000***

Note: * – $p \leq 0.05$; *** – $p \leq 0.001$

The results show (Table 7) that non-leaders have higher indicators on the scale of "Inverse identification with a professional" ($F = 5.24, p = 0.022$), and leaders – "Identification with a professional" ($F = 54.58, p = 0.000$) and "Status of professional identity" ($F = 82.95, p = 0.000$). That is, the leaders of the system of the Ministry of Internal Affairs identify themselves with professionals, in contrast to employees. The obtained results can be explained by the stereotypical image that the performance of managerial functions is identical to professionalism, and on the other hand, that appointments to leadership positions in the police generally take place in accordance with established requirements, when managerial functions are entrusted to professionals.

Indicators of the prevailing management decision-making style in the system of police are given in Table 8.

Table 8: Indicators of management decision-making by police specialists (%)

Groups	Laissez-faire	Marginal	Realising	Authoritarian	Situational	Neutral
Leaders	7.01	12.21	11.69	14.55	22.08	32.47
Employees	10.02	15.47	8.5	5.01	26.58	32.47

According to the analysis of the prevailing management decision-making style (Table 8), the majority of leaders (32.47%) use neutral style that combines the features of all styles. The second place (22.08%) in terms of frequency of application was occupied by situational, or adaptive style, which unites managers focused on participatory relationships with subordinates and situation-dependent form of decision-making, when the specifics of the decision-making process is determined not by the manager's inclinations individually, but by objective features of the production situation. The use of both of these styles is reasonable and appropriate in the implementation of professional management activities.

Table 9 presents a comparative analysis of scales for determining management decision-making styles in both groups of respondents.

Table 9: Indicators of management decision-making style by police officers

Scales of decision-making style	Experimental group	Control group	F	p
Power	105.45±15.12	102.53±13.69	8.667	.003**
Behaviour in a problematic situation	100.38±10.89	98.06±11.16	9.258	.002**
Decision making style	4.29±1.63	4.25±1.79	.149	.699

Note: ** – $p \leq 0.01$

Comparing the indicators in the experimental group and the control group (Table 9), the highest indicators were found in the leaders of police organizations on the scales of “Power” ($F = 8.67$, $p = 0.003$) and “Behavior in a problematic situation” ($F = 9.26$, $p = 0.002$). No statistical differences were found in both groups according to the generalized scale of “Management decision-making style”. That is, both police leaders and police officers make decisions in their professional activities, but the decisions of managers are of a different nature, they are more directive and conditioned by decision-making situations, and non-leaders are more liberal and avoid decision-making.

The average profile of communicative and social competence of police officers is given in Table 10.

Table 10: Indicators of communicative and social competence of police officers

Competence scales	Experimental group	Control group	F	p
Understanding the situation	3.77±1.51	3.28±1.44	23.43	.000***
Skilfulness	3.93±1.44	3.59±1.32	36.38	.000***
Moral principles	3.25±1.27	3.09±1.35	3.14	.076
Motivation for achievement	3.23±1.05	3.02±1.26	6.87	.009**
Emotional stability	3.59±1.6	3.31±1.40	7.11	.008**
Self-presentation	3.28±1.24	3.14±1.15	2.96	.085
Socio-psychological competence	3.74±1.34	3.14±1.37	40.29	.000***
Verbal competence	3.09±1.29	3.03±1.28	.47	.492
Operational and social competence	3.28±1.15	2.93±1.27	16.58	.000***
Ego-competence	3.86±1.24	3.57±1.33	10.28	.001**
Communicative competence	3.92±1.50	3.37±1.48	28.37	.000***
Confidence	3.8±1.41	3.2±1.38	38.42	.000***
Stability of human relations	3.75±1.19	3.62±1.27	2.31	.129
Motivation for approval	3.27±1.23	3.1±1.21	4.06	.044*
Communicative and personal potential	3.69±1.50	3.34±1.40	12.04	.001**

Note: * – $p \leq 0.05$; ** – $p \leq 0.01$; *** – $p \leq 0.001$

Table 10 presents the average profile of communicative and social competence of police units’ leaders (experimental group), where the greatest importance was given to skilfulness (3.93 ± 1.44) as the ability to quickly and easily find a way out of situations; communicative competence (3.92 ± 1.50) as the ability to behave freely and effortlessly in communicative and speech situations; ego-competence (3.86 ± 1.24) as self-identification and successful self-presentation; confidence (3.8 ± 1.41) as a decisive behaviour and a strong life position; understanding the situation (3.77 ± 1.51) as a quick orientation in interpersonal interaction; stability of human relations (3.75 ± 1.19) as the ability to successfully build long-term relationships with the environment; socio-psychological competence (3.74 ± 1.34) as a reflection of rapid orientation in situations of communication and activities. That is, managers are more focused on the proper organization of social interaction and have the appropriate skills and qualities in their arsenal.

Analysis of statistics shows that there are no differences on such scales of communicative and social competence as “Moral principles”, “Self-presentation”, “Verbal competence” and “Stability of human relations”, i. e. morality, ethics, ability to show and approve oneself, to be able of free and easy communication, to be the one who is trusted, in no way depends on the performance or non-performance of management functions within the system of the Ministry of Internal Affairs. The management level personnel showed higher indicators on the scales of “Socio-psychological competence” ($F = 40.30$, $p = 0.000$), “Confidence” ($F = 38.43$, $p = 0.000$), “Skilfulness” ($F = 36.37$, $p = 0.000$), “Communicative competence” ($F = 28.38$, $p = 0.000$), “Understanding the situation” ($F = 23.44$, $p = 0.000$), “Operational and social competence” ($F = 16.59$, $p = 0.000$), “Communicative and personal potential” ($F = 12.05$, $p = 0.001$), “Ego-competence” ($F = 10.28$, $p = 0.001$), “Emotional stability”

($F = 7.11$, $p = 0.008$), “Motivation for achievement” ($F = 6.87$, $p = 0.009$) and “Motivation for approval” ($F = 4.07$, $p = 0.044$). Thus, police leaders should be described as those who understand social situations, are prone to success, agile, sociable, able to analyse circumstances and situations of interaction, demonstrate themselves and make impressions, are emotionally balanced, interested in successful results and focused on social definition and positive evaluation.

Scales of emotional and volitional sphere of personality as an indicator of emotional and volitional regulation of a specialist of the police system are given in Table 11.

Table 11: Indicators of scales of emotional and volitional sphere of personality of police specialists

Scales of emotional and volitional sphere	Experimental group	Control group	F	p
Responsibility	15.47±4.37	13.84±3.95	32.15	.000***
Initiativity	16.86±3.53	15.05±4.35	42.69	.000***
Resoluteness	13.8±4.14	11.54±3.57	72.2	.000***
Independent behaviour	13.74±3.65	12.17±3.34	42.33	.000***
Endurance	17.86±4.58	16.45±4.1	22.19	.000***
Persistence	11.96±3.17	11.09±2.88	17.42	.000***
Vitality	19.08±5.07	17.19±4.53	32.50	.000***
Attentiveness	14.95±4.16	13.47±3.86	28.86	.000***
Purposefulness	17.91±5.08	15.82±4.33	41.56	.000***
Overall indicator	141.64±28.91	126.66±21.05	75.46	.000***

Note: *** – $p \leq 0.001$

Considering (Table 11) the average profile of scales of emotional and volitional regulation of police leaders and employees, the respondents from the experimental group are vital (19.08 ± 5.07), purposeful (17.91 ± 5.08), initiative (16.86 ± 3.53) and have good endurance (17.86 ± 4.58). Their vitality is manifested in personal activities in solving professional tasks, purposefulness determines professional mobilization, professional initiative determines personal energy in the performance of professional management activities, and endurance helps to control themselves. Statistical data confirmed the differences in the study groups, in particular, higher indicators in leaders ($F =$ from 17.43 to 75.47, $p \leq 0.001$) were revealed on all scales of emotional and volitional regulation. That is, the leaders are characterised with better emotional and volitional regulation than ordinary police officers.

Index of the profession satisfaction as an indicator of the attractiveness of the professional activities of police officers is shown in Table 12.

Table 12: Rating of the index of satisfaction with the profession among police specialists

Leaders	Employees
0.50 Opportunity for self-improvement	0.41 Importance of the profession
0.46 Social recognition, respect	0.39 Opportunity for self-improvement
0.39 Work corresponds to abilities	0.37 Great salary
0.38 Importance of the profession	0.37 Work corresponds to the character
0.37 Great salary	0.35 Social recognition, respect
0.29 Work corresponds to the character	0.30 Working with people
0.26 Working with people	0.26 Work corresponds to abilities
0.16 Work requires constant creativity	0.08 Work requires constant creativity
-0.07 Short working day	-0.07 Short working day
-0.12 Work does not cause fatigue	-0.10 Work does not cause fatigue
-0.35 Lack of frequent contact	-0.19 Lack of frequent contact

During the analysis of the rating of the index of satisfaction with the profession (Table 12) it was found that the first place specified by managers is occupied by “Opportunity for self-improvement in professional activities” (0.50), i. e. the activities carried out by managers is not only the area of life that provides them with financial independence but promotes their personal development and the formation of skills, qualities, abilities. The second place is occupied by “Social recognition, respect” (0.46), i. e. the leaders understand that their profession and professional activities determine their social status and respect of others. The indicator of “Work corresponds to abilities” (0.39) is in the third place and shows that the individual mental properties of leaders sufficiently meet the requirements of the profession and professional management activities. Thus, the leaders give their preponderance to personal factors, and only then to material ones in the distribution of factors of satisfaction with the profession. In contrast, the non-leaders prioritize the social factor, namely “Importance of

the profession” (0.41), i. e. its value and significance.

The results were subject to statistical analysis and significant differences are presented in Table 13.

Table 13: Indicators of the index of satisfaction with the profession of specialists of the Ministry of Internal Affairs

Index scales of satisfaction with the profession	Experimental group	Control group	F	p
Opportunity for self-improvement	1.5±0.67	1.39±0.69	5.59	.018*
Corresponds to my abilities	1.39±0.72	1.26±0.74	6.13	.013*
Lack of frequent contact with people	0.66±0.68	0.81±0.7	9.38	.002*
Opportunity to achieve recognition, respect	1.46±0.67	1.35±0.74	5.13	.024*

Note: * – p≤0.05

Table 13 shows higher indicators in the group of police officers on the scale of “Lack of frequent contact with people” (F = 9.39, p = 0.002), i. e. the employees who do not perform managerial functions, do not care much about the need for social contacts. At the same time, higher indicators were established for leaders on the scales: “Corresponds to my abilities” (F = 6.13, p = 0.013), “Opportunity for self-improvement” (F = 5.59, p = 0.018) and “Opportunity to achieve social recognition, respect” (F = 5.14, p = 0.024). Thus, both the frequency of social contacts and interaction, and their realization and personal recognition in the professional management activities are important for managers.

The results of the study of police officers focus are presented in Table 14.

Table 14: Average profile of police officers focus (%)

Groups	Mixed type of focus	Focus on professional activities	Focus on communication	Self-focus
Leaders	10.65	51.69	18.18	19.48
Employees	11.98	40.74	19.17	28.1

Data in Table 14 show that 51.59% of police bodies’ leaders are focused on achieving their professional goals. Such managers are interested in solving work situations and tasks, focused on their quality performance, on the professional position during the interaction, they are able to defend their own opinion for the good of the cause. At the same time, 19.48% of leaders are focused on themselves and 18.18% - on communication. It turned out that communication, as an establishment of social understanding, is of least interest at the police management level. The statistics confirmed the above analysis. No differences were found on the scale of “Focus on communication” (p > 0.05). Higher indicators were found on the scale of “Self-focus” (F = 21.06, p = 0.000) in the control group, and the scale of “Focus on professional activities” (F = 8.11, p = 0.004) in the experimental group, which is so necessary to combine theory and practice, the ability to implement the plans in real professional activities. Thus, police leaders are activity-oriented, because in performing their managerial functions, they must first and foremost be interested in making management decisions to implement them.

The average profile of managerial skills of police bodies’ specialists is given in Table 15.

Table 15: Indicators of managerial skills of police officers

Scales of managerial skills	Experimental group	Control group	F	p
Ability to control yourself	6.99±2.22	6.16±2.02	31.96	.000***
Presence of clear values and preferences	6.29±2.0	5.65±2.28	18.06	.000***
Presence of a system of goals in the activities	6.72±2.36	5.66±2.17	45.38	.000***
Tendency to self-development, growth	6.6±2.18	5.75±2.23	31.27	.000***
Ability to solve problems	6.66±2.26	5.84±1.98	31.46	.000***
Creative approach to leadership	6.37±2.13	5.17±2.25	62.40	.000***
Ability to influence others	6.81±2.56	5.89±2.17	31.47	.000***
Understanding of management activities	6.17±2.14	5.58±2.2	15.77	.000***
Ability to lead subordinates	7.09±2.46	5.92±2.26	52.13	.000***
Ability and skills to teach and educate	6.94±2.52	5.86±2.11	45.72	.000***
Ability to establish group work	6.47±2.54	5.66±2.13	25.39	.000***

Note: *** – p≤0.001

Considering the average profile in Table 15 we see that the leaders of the system of police organizations are able to allocate spatial and intellectual resources (time, energy, potential) and overcome stressful work situations, as evidenced by high self-control indicators (6.99 ± 2.22). Managers are also able to influence the people around them (6.81 ± 2.56), their decisions, thus acting in favour of professional management activities. It is expected that leaders have high indicators of the ability to lead (7.09 ± 2.46), i. e. the presence of practical abilities to help achieve the results of their subordinates. No less valuable is the indicator of the ability to teach and educate (6.94 ± 2.52), because it is very important and extremely necessary for the leader to develop and expand not only his own capabilities but also subordinate personnel ones. Differences were also found on all scales at a high level of reliability ($p \leq 0.001$). The officers who perform managerial functions i. e. in the groups formed by police bodies' managers have higher indicators on all scales.

The profile of manifestation of leadership skills of police officers is given in Table 16.

Table 16: Profile of manifestation of leadership skills of specialists

Groups	Weak	Moderate	Strong	Tendency to dictate
Leaders	31.43	61.30	7.27	0.00
Employees	56.43	41.61	1.96	0.00

As presented in Table 16, 61.30% of police leaders have moderate leadership skills, 31.43% have weak leadership skills, and only 7.27% have strong leadership skills. Non-leaders have a different picture: 56.43% of respondents have weak leadership skills, 41.61% have moderate leadership skills and only 1.96% have strong leadership skills. The difference between the criterion of “weak” on the scale of “leadership skills” in both groups is as much as 25%. However, there were no respondents with signs of tendency to dictate in both groups of respondents. Managers have higher indicators on the scale of “Leadership skills” ($F = 64.33$, $p = 0.000$), which indicates that managers have leadership qualities. Thus, abilities as an important component of professional and personal development of police units' leaders are better formed in managers. Leaders are able to control subordinates and themselves, able to teach, influence, supervise, solve problems and set up group work. Leadership skills are inherent in most leaders, which indicates their ability to organize.

The obtained indicators of the average profile of character traits are given in Table 17.

Table 17: Average profile of character traits of specialists of police organizations

Character accentuations	Experimental group	Control group	F	p
Hyperthymia	14.96±5.03	13.52±4.89	17.84	.000***
Dysthymia	10.62±4.35	11.75±3.88	16.00	.000***
Cyclothymia	10.15±4.65	11.64±5.12	19.33	.000***
Imbalance	9.0±5.76	10.88±5.71	22.47	.000***
Fixedness	12.52±3.55	12.37±3.75	.375	.541
Emotionality	10.97±4.15	12.88±4.34	41.83	.000***
Exaltation	10.9±5.43	11.9±5.99	6.33	.012*
Anxiety	7.93±6.34	10.2±5.45	31.42	.000***
Pedantry	11.59±4.27	11.5±4.56	.081	.776
Demonstrativeness	11.97±3.76	12.42±3.86	2.82	.093*

Note: * – $p \leq 0.05$; *** – $p \leq 0.001$

The average profile of character traits given in Table 17 clearly demonstrates that police leaders have dominantly features of hyperthymia (14.96 ± 5.03) which indicate a high mood in combination with a thirst for activities; fixedness features (12.52 ± 3.55) which show moderate sociability, propensity to teach others, sometimes boredom and intransigence; features of demonstrativeness (11.97 ± 3.76), namely the ability to displace, demonstrative behaviour and features of pedantry (11.59 ± 4.27) i. e. inertia, rigidity, fixedness on traumatic events. The obtained data were subject to statistical analysis. There are no differences on the scales of “Fixedness” and “Pedantry” ($p > 0.05$). At the same time, non-managers showed higher indicators on the scales of “Emotionality” ($F = 41.84$, $p = 0.000$), “Anxiety” ($F = 31.43$, $p = 0.000$), “Imbalance” ($F = 22.48$, $p = 0.000$), “Cyclothymia” ($F = 19.35$, $p = 0.000$), “Dysthymia” ($F = 16.00$, $p = 0.000$) and “Exaltation” ($F = 6.35$, $p = 0.012$). The leaders of the system of the Ministry of Internal Affairs have higher indicators on the scale of “Hyperthymia” ($F = 17.85$, $p = 0.000$) which indicates their vitality, expressiveness, speech activity and initiative.

The average profile of self-attitude of the personality of a specialist is given in Table 18.

Table 18: Indicators of self-esteem of specialists

Scales of personal self-attitude	Experimental group	Control group	F	p
S (integral)	18.44±4.53	17.05±4.22	21.37	.000***
Self-esteem (I)	10.14±2.87	9.35±2.78	16.27	.000***
Autosympathy (II)	9.5±2.52	8.83±2.28	16.35	.000***
Expectations of attitude from others (III)	9.44±2.23	8.93±2.55	9.56	.002**
Self-interest (scale IV)	5.75±1.69	5.27±1.7	16.61	.000***
Self-confidence (scale 1)	5.05±1.44	4.72±1.46	11.35	.001**
Attitudes of others (scale 2)	5.12±1.35	4.83±1.47	8.58	.003**
Self-acceptance (scale 3)	4.95±1.41	4.68±1.54	6.96	.008**
Self-guidance (scale 4)	4.22±1.22	4.19±1.33	.134	.714
Self-blame (scale 5)	3.57±1.65	3.84±1.63	5.67	.017*
Self-interest (scale 6)	5.21±1.56	4.75±1.53	18.01	.000***
Self-understanding (scale 7)	3.82±1.5	3.55±1.36	7.45	.006**

Note: * – $p \leq 0.05$; ** – $p \leq 0.01$; *** – $p \leq 0.001$

Among the above scales (Table 18), the scale I – self-esteem (10.14 ± 2.87) which confirms that managers believe in their strengths and abilities, are able to be self-consistent and self-governing is predominant among the leaders of police bodies. The lowest average score among leaders was received on the scale VI – self-interest (5.75 ± 1.69), which indicates that managers sometimes do not show direct interest in their thoughts and feelings, are able to lose confidence in themselves and their abilities. The highest indicators among leaders, taking into account the scales of a particular level of self-attitude, were received on the scales of self-interest (5.21 ± 1.56), which reflects closeness to themselves, interest in their own thoughts and feelings, confidence in their concernment among other people; and attitudes of others (5.12 ± 1.35), which reflects the manager’s perception of himself as a person capable of causing others’ respect, sympathy and approval. In general, the comparison of leaders and non-leaders of the system of the Ministry of Internal Affairs revealed the most significant differences on the scale of S ($\Delta = 1.4$), i. e. leaders are more predictable about the attitude of others to their own “Self”; and on the scale of self-blame ($\Delta = -0.27$), which reveals intrapunitiveness, negative emotions towards the “Self”, i. e. leaders blame themselves less for their mistakes, failures and shortcomings. The statistical data confirmed the presented analysis. No differences were found in the indicators on the scale of “Self-guidance (4)” ($p > 0.05$). The control group’s indicators were higher on the scale of “Self-blame (5)” ($F = 5.67, p = 0.017$), and the experimental group’s indicators were higher on the scales of “Integral indicator of the total self-attitude (S)” ($F = 21.38, p = 0.000$), “Self-interest (6)” ($F = 18.01, p = 0.000$), “Self-interest (IV)” ($F = 16.61, p = 0.000$), “Autosympathy (II)” ($F = 16.35, p = 0.000$), “Self-esteem (I)” ($F = 16.27, p = 0.000$), “Self-confidence (1)” ($F = 11.36, p = 0.001$), “Expectations of attitude from others (III)” ($F = 9.57, p = 0.002$), “Attitudes of others (2)” ($F = 8.59, p = 0.003$), “Self-understanding (7)” ($F = 7.46, p = 0.006$) and “Self-acceptance (3)” ($F = 6.96, p = 0.008$).

The profile of the predominant type of reflection of police specialists is given in Table 19.

Table 19: Indicators of reflection of professional activities in specialists of law enforcement agencies

Scales of reflection of professional activities	Experimental group	Control group	F	p
Retrospective reflection of activities	32.17±4.84	31.86±4.83	.816	.366
Reflection of real activities	35.19±4.89	33.58±4.87	22.56	.000***
Reflection of future activities	32.94±5.82	31.64±5.92	10.34	.001**
Reflection of communication and interaction	34.43±4.37	32.28±5.43	39.02	.000***
General indicator of reflexivity	113.42±10.26	108.71±9.96	45.46	.000***

Note: ** – $p \leq 0.01$; *** – $p \leq 0.001$

As it can be seen from Table 19, the reflection of real activities (35.19 ± 4.89) which is also called actual reflection is the predominant type among leaders. This type of reflection characterizes the process of self-

actualization and manifestation of personal and professional opportunities by the manager himself. During the comparison, slightly lower indicators of the general reflection index ($\Delta = 0.63$) were revealed in the group of non-leaders, which indicate a low level of development. For all scales of reflexivity, we see the difference only on the scale of reflection of communication and interaction ($\Delta = 1.02$). That is, leaders are more inclined to a holistic perception of social objects; they are more active and motivated than non-leaders are. However, no differences were found on the scale of “Retrospective reflection of activities” ($p > 0.05$). That is, the subjects of interest equally resort to the analysis and rethinking of their personal and professional experience. Statistical analysis revealed higher indicators on the scales of “General indicator of reflexivity” ($F = 45.46, p = 0.000$), “Reflection of communication and interaction with other people” ($F = 39.02, p = 0.000$), “Reflection of real activities” ($F = 22.57, p = 0.000$) and “Reflection of future activities” ($F = 10.34, p = 0.001$). That is, managers are more inclined to analyse themselves in their professional activities, identify their capabilities and gaps, and thus to work on mistakes.

The indicator of a personality’s readiness for self-development is shown in Table 20.

Table 20: Level of readiness for self-development of specialists (%)

Groups	Low	Average	High
Leaders	8.83	43.64	47.53
Employees	16.12	43.79	40.09

The results presented in Table 20 show that police bodies’ leaders have high (47.53%) and average (43.64%) levels of readiness for self-development. On the other hand, employees were distributed in approximately the same way, only the number of respondents with a low level of readiness exceeded by 7.29% the number among leaders.

DISCUSSION

The psychodiagnostic techniques used in our research are not original. They are adapted versions in Russian and Ukrainian, the use of which is authorized by Ukrainian scientists on the basis of a cooperation agreement between H. S. Kostiuk Institute of Psychology of the National Academy of Pedagogical Sciences of Ukraine and international public professional organization European Federation of Psychologists Associations (EFPA) (No. 27/134 dated 12.05.1997).

The problem of professional and personal development of a specialist now continues to be relevant. It is in some way developed in science, but the prospects for its further study are not diminishing, which directs the relevant research in this area. Thus, in particular, it is necessary to point out some scientific investigations that were aimed at determining the general concept of a police officer development [1; Barko, Okhrimenko, Ostapovich, Medvediev, & Sprynchuk, 2020; 8; 15]. In addition, the specifics of the professional development of future police officers have been outlined in the works of individual scientists [20; 21; 23; 26; 30; 32; 39]. At the same time, the professional and personal development of the representatives of the management level of police organizations has not yet been the subject of thorough scientific research.

Modern police leaders as a subject of management are and will continue to be the object of scientific research [3; 8; 16; 31], because only the leader plays a managerial role in any organization administration, the success and performance of such body or unit headed by him depends on him. Hence, it is the professionalism of management activities and the potential of the leader’s personality is an indicator of the successful completion of the process of his professional and personal development.

We have proposed a common vision of the structure, indicators and criteria of professional and personal development of preeminently police leaders based on the approaches outlined in science on the development of future police officers, such as: proactive [6], prognostic [23; 39], competence-based [21; 22]. In general, these data are a promising step towards high-quality human resourcing of management level and development of a police leader in the current realities of law enforcement reform.

CONCLUSIONS

The results of the research have revealed the following characteristics of the indicators of professional and personal development of modern leaders of law enforcement agencies:

Activity: leaders are motivated to a professional career and focused on success in their activities. They are characterized by endurance, intuition, indifference to their activities; the core ones are the cognitive motive and the motive to mobilize efforts. They are initiative, enthusiastic about their professional management activities and are interested in its results;

behaviour : leaders are characterized by satisfaction with the realization of their professional potential, affiliation, competence and authority. They use a mixed style of conflict situations resolution, active in resolving them, but resorting to work-related pressure and coercion, able to impose their decision;

work : leaders fully identify themselves with professional management activities. Management decision is the

main product of their activities, where they demonstrate their authority, readiness to accept it and often apply neutral and situational styles of conflict resolution;

communication :leaders are familiar with work situations, able to achieve certain goals and influence interpersonal relationships, set goals on their own and anticipate their performance, correlate needs with opportunities for implementation. The orderliness of their relations in activities is due to the formed emotional and volitional regulation through the ability to be energetic, purposeful, initiative, maintain control and self-endurance;

focus :leaders are self-improving and fully realized in their activities, social recognition and approval are important for them. They recognize that the work must meet the managerial skills and focus on tasks implementation within the professional management activities, putting communication as a fairly high-quality tool for influencing subordinate personnel aside;

abilities : leaders are able to manage subordinates and themselves, able to teach, influence, supervise, solve problems and establish group work, capable of organizational activities and have leadership skills;

character : leaders show little interest in themselves, but seek to be interesting to others. They blame themselves less for failures and look for those responsible among others. They are vital, active, eager to work, but react violently to comments addressed to them;

reflection :leaders tend to analyze their professional management activities, their own personality, they are ready for self-development, and can self-improve.

It is proved that the indicators of professional and personal development of representatives of the management level of law enforcement agencies differ from similar indicators of non-leaders in terms of quality and content, which is focused primarily on the implementation of managerial functions.

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Conflict of Interest

The authors declare that there are no conflicts of interest.

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