

SITUATIONAL AND PERSONAL ORIENTATIONS OF THE CHIEF AND ITS IMPACT ON THE READINESS TO PROFESSIONAL ACTIVITY

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С.А. Мул. Ситуативно-особистісна орієнтація керівника та її вплив на готовність до професійної діяльності. Військова діяльність нашої держави в контексті ведення локальних бойових дій із залученням офіцерів підрозділів вимагає деталізованих досліджень проблем діяльності особистості в різних умовах обстановки. Не є виключенням і діяльність прикордонної служби України. В статті наведено результати емпіричного дослідження, проведеного в рамках вивчення проблеми ситуативно-особистісних орієнтацій керівника в сфері охорони державного кордону України. Дослідження охоплює значну частину правоохоронців, конкретизовані показники по кожному ситуативно-особистісному напрямку орієнтацій як необхідних складових забезпечення ефективної діяльності правоохоронця. Ситуативно-особистісні орієнтації офіцера-керівника в сфері охорони державного кордону України забезпечують значний вплив на ефективність управлінської діяльності підпорядкованим особовим складом органів охорони державного кордону.

Результати досліджень серед чоловіків і жінок-офіцерів показують, що серед чистих типів ситуативної та особистісної орієнтації чоловіки мають деяку перевагу в 1,2%. Але серед змішаного типу ситуативна та особистісна орієнтації є рівними. Особистісна та ситуативна орієнтація лідера, спрямована на психологічний клімат у колективі, стосунки з людьми, в рівній мірі виявлені серед чоловіків і жінок-офіцерів.

Офіцери, які характеризуються ситуативною та особистісною орієнтацією якогось одного типу, є більш передбачуваними. Можна передбачити їх поведінку, дії і вчинки, як вони будуть реагувати в певній ситуації, які рішення вони можуть зробити.

Офіцери, які мають змішаний тип ситуативної та особистісної орієнтації є більш непередбачуваними, тому що вони можуть діяти по-різному в різних ситуаціях, все залежить від сили стимулу і мотиву.

Ключові слова: готовність, професіоналізм, діяльність, ситуативно-особистісна орієнтація.

С.А. Мул. Ситуативно-личностная ориентация руководителя и её влияние на готовность к профессиональной деятельности. Военная деятельность нашего государства в контексте ведения локальных боевых действий с привлечением в них офицеров подразделений требует детализированных исследований проблем деятельности личности в различных условиях обстановки, не является исключением и деятельность пограничной службы Украины. В статье приведены результаты эмпирического исследования проведенного в пределах изучения проблемы ситуационно-личностных ориентаций руководителя в области охраны государственной границы Украины. Исследованием охвачено значительную часть правоохранителей, конкретизированы показатели по каждому ситуационно-личностному направлению ориентаций, как необходимых составляющих обеспечения эффективной деятельности правоохранителя. Ситуативно-личностные ориентации офицера-руководителя в сфере охраны государственной границы Украины обеспечивают значительное влияние на эффективность управленческой деятельности подчиненным личным составом органов охраны государственной границы.

Результаты исследований среди мужчин и женщин-офицеров показывают что среди чистых типов ситуативной и личностной ориентации, мужчины имеют некоторое преимущество в 1,2%. Но среди смешаного типа ситуативная и личностная ориентации являются равными. Личностная и ситуативная ориентация лидера, направленная на психологический климат в коллективе, отношения с людьми, в равной степени выявлены среди мужчин и женщин-офицеров.

Офицеры, которые характеризуются ситуативной и личностной ориентацией какого-то одного типа, являются более предсказуемыми. Можно предсказать их поведение, действия и поступки, как они будут реагировать в определённых ситуациях, какие решения они могут принять.

Офицеры, которые имеют смешанный тип ситуативной и личностной ориентации, являются более непредсказуемыми, потому что они могут действовать по-разному в разных ситуациях, всё зависит от силы стимула и мотива.

Ключевые слова: готовность, профессионализм, деятельность, ситуативно-личностная ориентация.

Problem in general. Dynamics of the law enforcement system of Ukraine, rapid protection of the rights and freedoms of a citizen requires from the officer's personality transfiguration of the psychology readiness on specification of performing the professional tasks in the certain way and time. And today philosophical and psychological problem of modifications and conversions is one of the most important and also supported in the study of psychology readiness. Situational and personal orientation of the chief in the sphere of protection of the State border of Ukraine provides significant in-

fluence on the efficiency of management activity of managers of the different directions in the sphere of state border protection.

Researching the situational and personal orientations of the officials of the senior management is especially important during this historical period of Ukraine, as the military component of ensuring the existence of nation nowadays.

The aim of our article is carrying out the analysis of situational and personal orientations of the chief of law enforcement community.

For researching the connection of psychology of readiness and professional activity were chosen diagnostics of situational and personal orientations of the manager. This research was analyzed in the collection of social-psychological diagnostics of the development of personality and small groups by Fitiskin M.P., Kozlov V.V., Manoilov G.M. [7].

The main research. The research of situational and personal orientations of the chief was carried out with a group of law enforcement officers of the senior management team of 620 people, among them male-officers are 506, female – officers are 114.

Dominant situational and personal orientation of the chief are studied among the 95 investigated.

In any case, 47 participants, it is 7,6%, primarily in his activity of the chief were anxious about the problems of personnel, their relationship and the psychological climate in the collective:

– **dominant** situational and individual orientation on the psychological climate in the collective, relationships with people (**P**) is observed in 47 participants, it is 7,67 per cent.

21 participants (3,48%) always directs all efforts in the management activities on the implementation of the interests of the case:

– **dominant** situational and individual orientation to the interests of the case (**D**) is observed in 21 participants (3,48%);

15 participants (2,45%) primarily try to satisfy their own interests and their situational and personal orientation is focused on themselves:

– **dominant** situational and personal orientation to themselves (**C**) have 15 participants (2,45%).

12 people (1,94%) always too strictly follow the distance with the senior management and their situational and personal orientation is directed to clear official subordination:

– **dominant** situational and personal orientation directed to the official subordination (**O**) is observed in 12 participants (1,94%).

Due to the research 8 participants were found to have **mixed type of dominant situational and personal orientation**:

– **dominant** situational and personal orientation is always directed to the interests of the case and to the psychological climate in the collective, relationships with people (**DP**) is observed in 5 participants, it is 0,87% ;

– **dominant** situational and personal orientation is always directed to the interests of the case and to themselves (**DS**) 2 participants, it is 0,38% ;

– **dominant** situational and personal orientation always focused on the psychological climate in the collective, relations with people and on the official subordination (**ON**) is observed in 1 participants, it is 0,19% .

Summing up the general results of the dominant orientation, the individual features directed to the interests of the case, the psychological climate of the staff, personal relationships, and official subordination are observed in 86 participants (13,9%). Researching the mixed type of orientation, we found that only 15 people (2,4%) primarily try to satisfy their own interests.

Evident situational and personal orientation characteristic of 192 participants (30,9%). Distinct features of the characteristic manifestations is in non-standard situations. At occurrence of non-standard situations leaders show features of one of the next orientations:

Evident situational and personal orientation, which is focused on the psychological climate in the collective, relationships with people (**P**) is researched in 80 participants (13,06%);

Evident situational and personal orientation, which is focused on the interests of the case (**D**) is researched in 39 participants (6,39%);

Evident situational and personal orientation, which is focused on themselves (**C**) is researched in 45 people (7,25%);

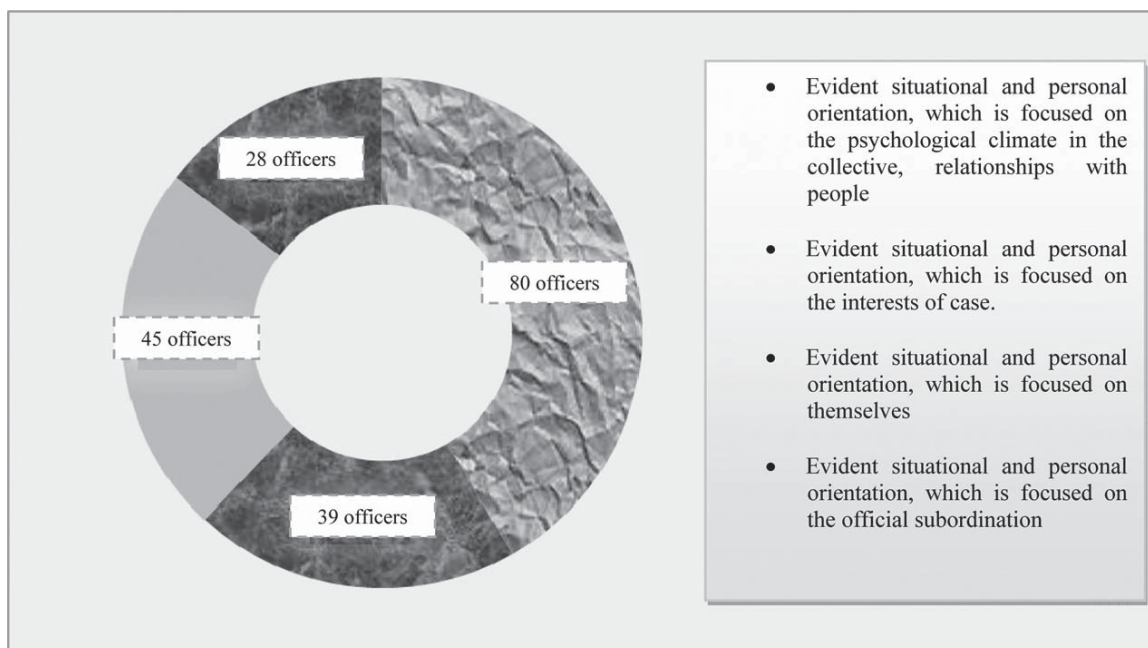
Evident situational and personal orientation, which is focused on official subordination (**O**) appears in 28 participants (4,57%).

During the research a huge number of managers (72) with **mixed type of the evident situational and personal orientation** was identified:

Evident situational and personal orientation, which is focused on the interests of the case and on the psychological climate in the collective, relationships with the people (**DP**) is researched in 16 participants (2,68 %);

Evident situational and personal orientation, which focuses on the psychological climate in the collective, personal relationships, and on the official subordination (**PO**) is researched in 15 participants (2,49%);

Evident situational and personal orientation, which focused on themselves and on the official subordination (**CO**) is researched in 12 participants (1,97%);



Pic. 1. Evident situational and personal orientation of participants of the research.

Evident situational and personal orientation, which is focused on the psychological climate in the collective, relationships with people, and on themselves (PS) is researched in 11 participants (1,77%);

Evident situational and personal orientation, which is focused on the interests of case on the psychological climate in the collective, relationships with people, and itself (DPS) is researched in 10 officers (1,69%);

Evident situational and personal orientation, which is focused on the interests of the case and on the official subordination (DO) in 4 subjects (0,67%);

Evident situational and personal orientation, which is focused on the interests of the case and on (DS) 2 officers (0,38%);

Evident situational and personal orientation, which is focused on the interests of case, on the psychological climate in the collective, personal relationships and on the official subordination (DPSO) is researched in 1 person (0,19%);

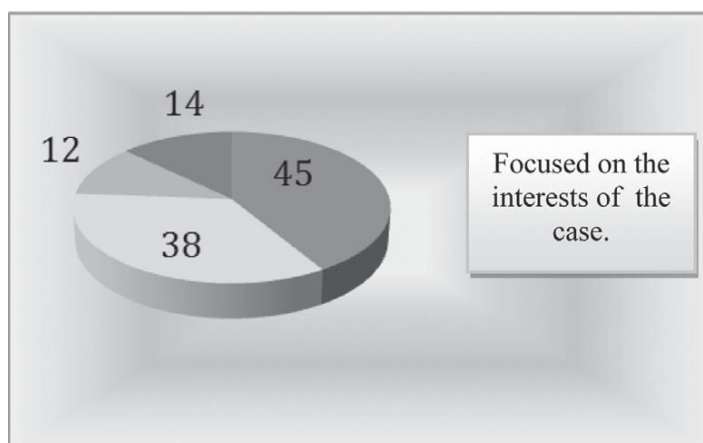
Evident situational and personal orientation, which is focused on the interests of case, on the psychological climate in the collective, relationships with people, myself and the official subordination (DPPR) is researched in 2 participants (0,38%).

Mixed type of the **evident** situational and personal orientation helps officers in abnormal situations to be more diplomatic, calm, balanced in interpersonal interaction. The combination of several

types provides the adoption of correct, informed decisions, possibility to foreseen the next actions.

Insignificant demonstration of situational-personal orientation was detected among 109 officers:

- ***Insignificant demonstration*** of situational-personal orientation which is aimed at case interests (D) among 45 officers, it equals to (7,26%):
- ***Insignificant demonstration*** of situational-personal orientation which is aimed at psychological climate in the collective, relations with the people (II) among 38 officers, it equals to (6,18%):
- ***Insignificant demonstration*** of situational-personal orientation which is aimed at a person (C) among 12 officers, it equals to (2,98%):
- ***Insignificant demonstration*** of situational-personal orientation which is aimed at official subordination (O) among 14 officers, it equals to (2,27%):



Pic. 2. Diagram of the part of situational-personal orientation

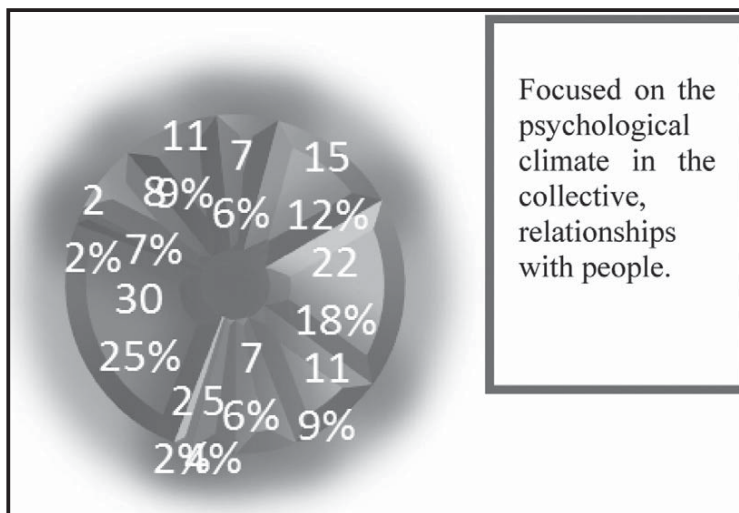
Mixed type of insignificant demonstration of situational-personal orientation was detected among 128 tested;

Insignificant demonstration of situational-personal orientation which is aimed at official subordination (O) among 14 officers, it equals to (2,27%):

- ***Insignificant demonstration*** of situational-personal orientation which is aimed at case interests and psychological climate in the collective, relations with the people (DP) at 30 officers it equals to (4,88%):
- ***Insignificant demonstration*** of situational-personal orientation which is aimed at case interests and official subordination (DO) among 2 tested it equals to (0,38%):

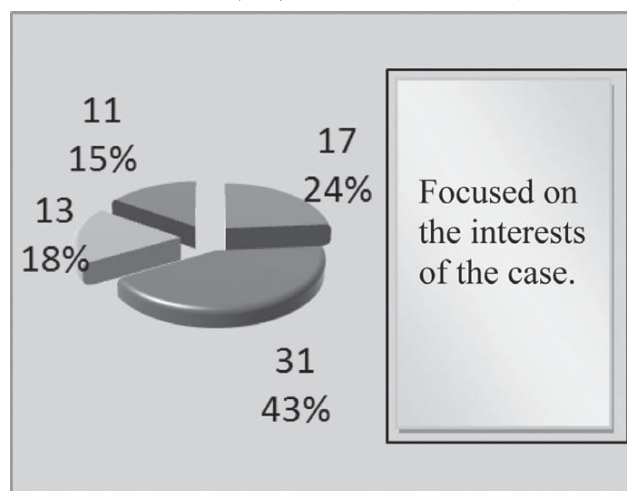
- *Insignificant demonstration* of situational-personal orientation which is oriented at psychological climate in collective, relations with people and at a person (DPS) among 8 tested it equals to (1,24%);
- *Insignificant demonstration* of situational-personal orientation which is oriented at psychological climate in collective, relations with people and at official subordination (DPO) among 11 tested it equals to (1,77%);
- *Insignificant demonstration* of situational-personal orientation which is oriented at psychological climate in collective, relations with people and at official subordination (DPO) among 11 tested it equals to (1,19%);
- *Insignificant demonstration* of situational-personal orientation which is oriented at psychological climate in collective, relations with people and at official subordination (DPSO) among 15 tested it equals to (2,49%);
- *Insignificant demonstration* of situational-personal orientation which is oriented at psychological climate in collective, relations with people and at a person (PS) among 22 tested it equals to (3,57%);
- *Insignificant demonstration* of situational-personal orientation which is oriented at psychological climate in collective, relations with people and official subordination (PO) among 11 tested it equals to (1,77%);
- *Insignificant demonstration* of situational-personal orientation which is oriented at psychological climate in collective, relations with people, at a person and official subordination (PSO) among 7 tested it equals to (1,19%);
- *Insignificant demonstration* of situational-personal orientation which is oriented at personal and official subordination (SO) among 5 tested it equals to (0,87%);
- *Insignificant demonstration* of situational-personal orientation which is oriented case interests and official subordination (DO) among 2 tested it equals to (0,38%).

It is difficult to make a prognosis of the actions of officers with insignificant demonstration of situational-personal orientation is difficult as they can act in different circumstances that appear and make decisions depending on the force and meaning of the irritant. The leaders are more unpredictable in actions and behaviors. With the high level of intellect the leaders of this type successfully lead the people and submitted case.



Pic. 3. Mixed type of insignificant demonstration of situational-personal orientation.

Dominating orientation among officers (men 506 detected among 72 tested (14,22%). Among them:
 aimed at case interests (D) – 17 people (3,35%);
 at psychological climate in the collective, relations with the people (P) – 31 officers (6,12%);
 at a person (C) – 13 officers (2,56%);
 at official subordinaion (O) – 11 tested (2,17%).



Pic. 4. Prevailing orientation among officers-men

Expressed orientation among men officers is typical for 153 of-ficers (30,23%).

Among them 28 officers (5,53%) are aimed at case interests (D). For psychological climate in the collective, relations with the people (P) we have 62 tested (12,25);

At a person (C) – 38 officers (7,5%);

At official subordinaion (O) – 25 tested (4,94 %).

Insignificant demonstration of orientation among tested was detected among 90 men (17,78%).

Among them aimed at case interests (D) are 37 officers (7,31%).

For psychological climate in the collective, relations with the people (P) – 2 tested (6,32);

At a person (C) – 10 officers (1,97%);

At official subordination (O) – 11 officers (2,17%).

Mixed type of leadership of dominating orientation is typical for 6 offices (1,18%).

Among them 3 tested (0,59%) are aimed at case interests, psychological climate in the collective, relations with the people (DP).

For interests aimed at a person (DS) sent 2 tested (0,39);

psychological climate in the collective, relations with the people, official subordination (PO) sent 1 officer (0,19);

Mixed type of expressed orientation is detected among 72 officers (14,22%).

Among them aimed at case interests, psychological climate in the collective, relations with the people (DP) sent 16 tested (3,16%).

For interests of the case aimed at a person (DS) – 2 officers (0,39%);

For interests of the case by means of official subordination (DO) – 4 officers tested (0,79%);

For interests of the case by means of psychological climate in the collective, relations with the people, aimed at a person (DPS) – 10 officers (1,97%) tested;

For interests of the case by psychological climate in the collective, relations with the people and official subordination (DPSO) 1 officer is aimed (0,19%);

For psychological climate in the collective, relations with the people, aimed at official subordination (PO) – 11 officers (2,17%);

For psychological climate in the collective, relations with the people, aimed at official subordination (PO) – 15 officers (2,96%);

Aimed at a person, official subordination (SO) – 12 officers (2,37%).

Mixed type of leadership, insignificant detection of orientation is detected among 113 officers (22,33%). Among them:

Aimed at case interests and psychological climate in the collective, relations with the people (DP) – 27 officers (5,33%).

Aimed at case interests and official subordination (DO) – 10 officers (1,97%).

Aimed at case interests and psychological climate in the collective, relations with the people (DPO) and on themselves – 8 officers (1,58%);

Aimed at case interests and psychological climate in the collective, relations with the people (DPO) and official subordination – 9 officers (1,77%);

Aimed at case interests and official subordination (DSO) – 6 officers (1,19%);

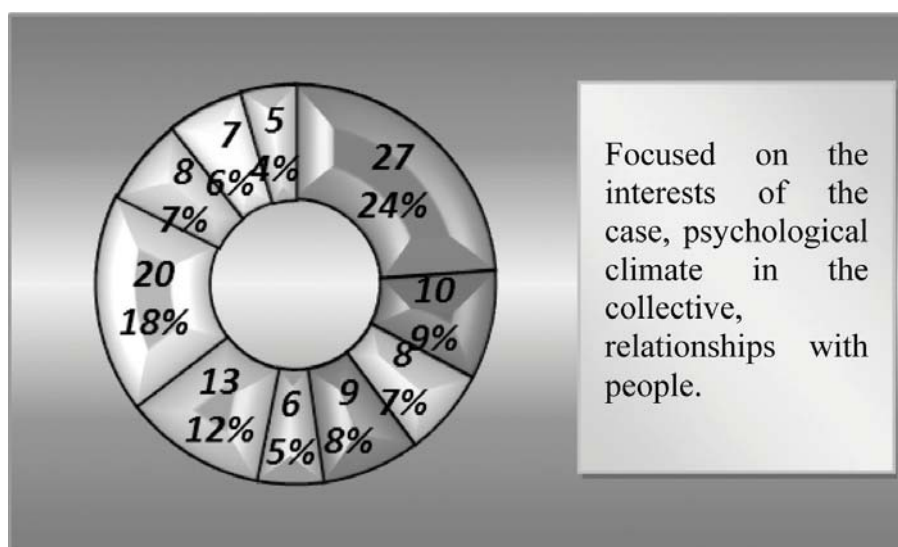
Aimed at case interests and psychological climate in the collective, relations with the people, on themselves and official subordination (ДПСО) – 13 officers (2,57%);

Aimed at psychological climate in the collective, relations with the people and on themselves (PS) – 20 officers (3,96%);

Aimed at psychological climate in the collective, relations with the people and official subordination (PO) – 8 officers (1,58%);

Aimed at psychological climate in the collective, relations with the people, on themselves and official subordination (PSO) – 7 officers (1,39%);

Aimed at a person, official subordination (SO) – 5 officers (0,98%).



Pic. 5. Mixed type of expressed orientation

Dominating orientation among male-officers was detected among 23 participants (20,17%). Among them:

Aimed at case interests (D) – 4 officers (3,5 %)

Aimed at psychological climate in the collective, relations with the people (P) – 16 officers (14,03%);

Aimed at a person (C) – 2 officers (1,75%);

Aimed at official subordination (O) – 1 officer (0,87%).

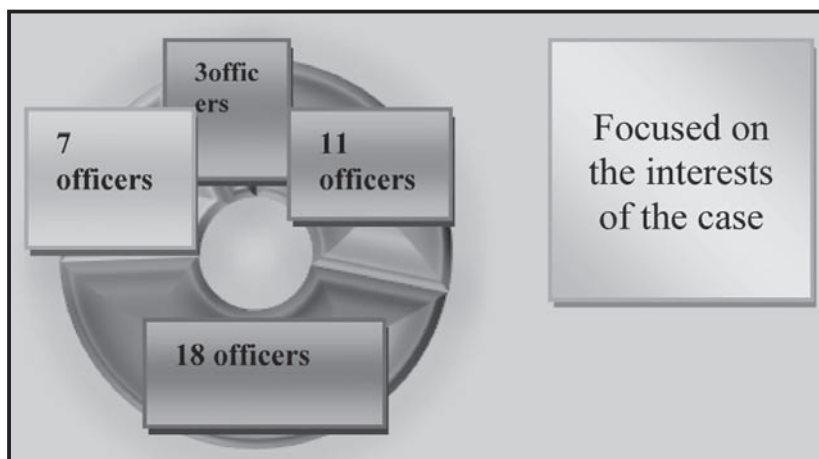
Expressed orientation among male-officers is typical for 39 officers (34,21%). Among them:

Aimed at case interests (D) – 11 officers (9,64%)

Aimed at psychological climate in the collective, relations with the people (P) – 18 officers (15,78%);

Aimed at a person (C) – 7 officers (6,14%);

Aimed at official subordination (O) – 3 officers (2,63% .)



Pic. 6. The scheme of expressed orientation among the male-officers

Insignificant demonstration of orientation among male-officers was detected among 19 participants (16,66%). Among them:

Aimed at case interests (D) – 8 officers (7,04%);

Aimed at psychological climate in the collective, relations with the people (P) – 6 officers (5,26%);

2 officers are focused on themselves (C), that is (1,75%);

3 officers are aimed at official subordination (O), that is (2,63%).

Mixed type of expressed dominating orientation among male-officers was detected among 2 male-officers (1,75%). Among them:

Aimed at case interests and psychological climate in the collective, relations with the people (DP) – 2 officers (1,75%).

Mixed type of expressed orientation among male-officers was detected among 16 officers (14,03%). Among them:

Aimed at case interests and psychological climate in the collective, relations with the people (DPO) – 3 officers (2,63%);

Aimed at case interests and on themselves (DS) – 3 officers (2,63%);

Aimed at case interests through the official subordination (DO) – 1 officer (0,87%);

Aimed at case interests, on themselves and official subordination (DPS) – 1 officer (0,87%);

Aimed at case interests and psychological climate in the collective, relations with the people, on himself and official subordination (DPSO) – 1 officer (0,87%);

Aimed at psychological climate in the collective, relations with the people, on themselves (PS) – 2 officers (1,75%);

Aimed at psychological climate in the collective, relations with the people, on themselves and official subordination (PO) – 3 officers (2,63%);

Aimed at case interests and on themselves (DS) – 3 officers (2,63%);

Aimed at psychological climate in the collective, relations with the people, on himself and official subordination (PSO) – 1 officer (0,87%);

Aimed at himself, official subordination (SO) – 1 officer (0,8%);

Aimed at psychological climate in the collective, relations with the people, on themselves (PS) – 2 officers (1,75%)

Mixed style of leadership, insignificant demonstration of orientation is observed in the 15 officers, representing 13,15% of tested female officers.

3 officers of these, show us the interests of the case focused on the psychological climate of the collective, relationships with people, which is representing 2,63% (of the total number female officers);

2 officers are focused on the interests of the case, itself, that is (1,75%);

2 officers are focused on the interests of the case and the psychological climate of the collective, relationships with people, the official subordination (1,75%);

1 officer is focused on the interests of the case, on himself and official subordination (0,87%);

2 officers are focused on the interests of the case and the psychological climate of the collective, the relationship with the people and official subordination (1,75%);

2 officers are focused on the psychological climate of the collective, relationships with people, that is (1,75%);

3 officers are focused on the psychological climate of collective, relationships with people and official subordination (2,63%).

It's revealed that more than half of the tested staff – 396 persons, it is 63,8% (of the total number tested), are with some dominant and distinct situational and personal orientation. 224 officers (36,2%) have a mixed type of situational and personal orientation. Definitely we can not argue that one type is better than another.

So, if we compare the results of studies of male and female officers among pure types of situational and personal guidance, male

have a slight advantage in 1, 2%. Amount of male and female officers among the mixed type of situational and personal orientation is equal. Personal and situational orientation of leader aimed at psychological climate in the team, relationships with people was equally discovered among male and female officers.

Officers characterized by situational and personal orientation of any one type are more predictable. It is possible to foresee their behavior actions and deeds, how they will react in a given situation, what decisions they can make.

Officers of the mixed type of situational and personal orientation are more unpredictable and it is more difficult to predict their actions, deeds and behavior, because they may act differently in different situations, that depends on the strength of the stimulus and motive.

A further area of research activity is the management of the study of psychology readiness for professional activity.

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S.A. Mul. Situational and personal orientations of the chief and its impact on the readiness to professional activity. Military activity of our state in the context of local armed hostilities with involving the officers and subdivisions requires detailed research the problems of individual activities in different circumstances and activity of the border guard service of Ukraine is not exception. The article presents the results of the empirical research, which was carried out during the studying of the problem of situational and personal orientations of the chief in the sphere of protection the State border of Ukraine. The article describes a significant part of law enforcement officers, concretizes the indicators for each of situational and personal direction of the orientations, as necessary components of effective activities of the law enforcement officer.

Situational and personal orientation of the primary staff officer in the sphere of protection the State border of Ukraine provides significant influence on the efficiency of management activity of personnel of the border authorities.

The results of studies of male and female officers show that among pure types of situational and personal orientation, male have a slight advantage in 1, 2%. But among the mixed type of situational and personal orientation it is equal. Personal and situational orientation of leader aimed at psychological climate in the team, relationships with people was equally discovered among male and female officers.

Officers who are characterized by situational and personal orientation of any one type are more predictable. It is possible to foresee their behavior actions and deeds, how they will react in a given situation, what decisions they can make.

Officers of the mixed type of situational and personal orientation are more unpredictable and it is more difficult to predict their actions, deeds and behavior, because they may act differently in different situations, which depends on the strength of the stimulus and motive.

Key words: readiness, professionalism, activity, situational and personal orientation.

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