

Professionally important psychological qualities of successful managers of police organizations

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Abstract: The research aims to investigate the professionally important psychological qualities of successful managers of police organizations. The research design is a cross-sectional study. The research was conducted in several stages during 2022–2023. The first stage involved a survey of police units personnel ($n = 562$) to identify “successful” managers; the second stage provided for the determination of the professionally important psychological qualities of successful managers of police organizations ($n = 74$) using a set of psychodiagnostic methods; the third stage made provisions for correlation analysis between the professionally important psychological qualities of successful managers. The following methods were used during the research: theoretical methods – analysis, synthesis, and generalization of scientific literature; empirical and psychodiagnostic methods – included a survey of police units personnel; methods of mathematical and statistical data processing. It was found that successful managers show high levels of working capacity, stress resistance, sociability, and proactive attitude. They are characterized by a sthenic type of reaction, pronounced motivation for personal achievement, and high levels of flexibility of thinking and creativity. They are also characterized by leadership and organizational qualities, and energy. The results of the research made it possible to form an idea of the professionally important psychological qualities of successful managers of police organizations, which will help to improve the professional selection of persons for managerial activities.

Keywords: *Managerial activity, Managers, Police organizations, Professionally important psychological qualities.*

1. Introduction

In a difficult time of socio-economic changes, and restructuring of the management system in organizations, an important aspect of the success and productivity of employees is their professional and psychological potential, which should be focused on the tasks of their organization and the achievement of goals. In specific types of activities, personal fulfillment often relies on the presence of stable professionally important psychological qualities (hereinafter referred to as PIPQs), such as sociability, initiative, dedication, perseverance, self-confidence; assistance in creating a favorable atmosphere in the team, empathy and respect for team members, demonstration of a high communication culture in relationships with other people, etc. Police organizations, where managers play a special role can rightly be attributed to such organizations. For them, the organizational qualities of leaders are important,

including the ability to set up productive activities of colleagues, the ability to set clear tasks for the team and to influence the course of assignments and the final result of the organization's work in general.

The anthropology of modern police organizations is based on many traditions and contributes to a new understanding of the police as an institution of social practice [1, 2]. That is why an important way to improve the efficiency of police organizations is to improve the system of psychological study of the management chain. This is primarily necessary for recruiting and appointing the most psychologically fit individuals who can effectively perform their service functions, as well as organize work and influence technological processes within the organization. The lack of an adequate understanding of the true nature of a particular person makes it difficult to identify potential threats and challenges from them [3]. Therefore, one of the ways to improve the efficiency of law enforcement agencies should be to attract highly qualified specialists, including managers, who have a favorable individual psychological potential to perform their duties. It is also worth noting that the profession of managers of police organizations is a complex system of different types of activities (pedagogical, methodological, organizational, educational, etc.) that are interrelated and interdependent. That is why the study of the PIPQs of managers of police organizations is an important task to increase the efficiency of selection and appointment of the most suitable and successful managers of police organizations.

2. Literature Review

Scientists from different areas of practical psychology in their works paid attention to the study of individual characteristics of specialists in the socio-economic sphere, including managers of organizations [4, 5, 6, 7]. At the same time, Bloshchynskyi, et al., O'Neill, et al., Okhrimenko, et al., Wolfe, Nix, and Campbell [8, 9, 10, 11] note the complexity of managerial police activity, which is characterized by such specific features as responsibility and emotional intensity; spontaneity and unpredictability of actions; a significant amount of information and a variety of operational tasks; determination of service actions by time parameters; sociotechnical nature of management, etc. All this certainly determines the expediency of taking into account the socio-psychological and personal components of the manager, as well as the dependence of the manager's actions effectiveness on their characteristics.

To study the personality of a mentor or manager, it is often recommended to use a certain arsenal of diagnostic methods and practices [12, 13, 14]. At the same time, established practice shows that usually the modern recruitment process and competition for police managers is simplified, using the most adapted approach to study the candidate's characteristics [15, 16]. At the same time, some researchers (Basinska, Dåderman; Blumberg et al.; Bondarenko, et al., Civilotti, Acquadro Maran, Garbarino, Magnavita) [17, 18, 19, 20] rightly note that psychodiagnostic tools for police professionals need to be optimized in terms of the number and time of their use. All of this outlines the expediency of forming an optimal set of diagnostic techniques that can qualitatively and comprehensively predict a person's psychological suitability for the specifics of service activities. Hence, according to Liu, Taylor, and Mumford; Massuça, Monteiro, Coutinho, and Santos [21, 22], there is a growing need to find and apply a relatively small set of valid, reliable, and ergonomic methods for predicting the psychological fitness of police managers. Such a set should meet the requirements of optimality, i.e., be aimed at a full-fledged diagnosis of PIPQs of managers of police organizations. In addition, according to Galbraith et al., Lutskyi, et al., and Pollock and Rauhaus [23, 24, 25], the use of this diagnostic set can predict the emergence of personal changes under the influence of specific conditions of professional activity. The personality of a manager is a component of individuality, its characteristic as a social individual, a subject of the technological process [26, 27].

In general, it can be stated that serious gaps in the diagnostic work with modern police managers are the lack of a unified theoretical approach to the psychological study of the manager's personality; insufficient clarity of scientifically based criteria for assessing the degree of psychological suitability of a person for managerial activities [28, 29]. At the same time, there are grounds to assert that there is no

clear idea of the list of PIPQs of managers of police organizations, which in combination creates problematic issues regarding the psychological study of candidates for managerial positions. All this outlines the expediency of scientific research within this range of problems.

The research aims to investigate the professionally important psychological qualities of successful managers of police organizations.

Tasks of the research:

- To survey police units personnel to identify the category of “successful” managers;
- To identify professionally important psychological qualities of successful managers of police organizations;
- to conduct a correlation analysis between professionally important psychological qualities of successful managers of police organizations.

3. Methodology

Research design. A cross-sectional study was conducted, which included the collection of baseline information and data analysis over a specified period. Baseline data collection included diagnostic work with police officers of different ages, genders, and professional categories. This made it possible to form an idea of the key PIPQs inherent in effective managers of police organizations, as they are directly manifested during their service activities. At the same time, the analysis of the data obtained allowed us to establish correlation relationships between various factors of the respondents’ indicators. Based on this, both positive and negative correlation relationships were identified for some scales of the questionnaires used.

Participants. Representatives of various units of the National Police of Ukraine (patrol police, criminal police, and security police) took part in the research. The respondents’ special ranks ranged from captain to colonel of police, aged 30 to 60 years. The research involved police officers with 5 to 15 years of service ($n = 562$), of whom 382 were men and 180 were women. In addition, the research involved middle managers (heads of territorial police units ($n = 74$) with management experience of 3 to 10 years, including 16 women and 58 men. The sample included police officers and managers from 15 regions of Ukraine. The surveys were conducted by specialists from the National Academy of Internal Affairs (Kyiv) and the Research Institute of the Ministry of Internal Affairs of Ukraine (Kyiv) at the Main Departments of the National Police of Ukraine in the regions during the training sessions with the staff.

Procedure. The research was conducted in stages during 2022-2023. The first stage involved a survey of police units personnel ($n = 562$) to identify the category of “successful” managers; the second stage provided for the determination of the professionally important psychological qualities of successful managers of police organizations ($n = 74$) using a set of psychodiagnostic methods; the third stage made provisions for correlation analysis between the professionally important psychological qualities of successful managers.

Methods. A set of methods was used to solve the tasks: theoretical methods – analysis, synthesis and generalization of scientific literature on the research topic; empirical methods – included a survey of police units personnel using the author’s questionnaire, as well as the use of psychodiagnostic methods: Individual Typological Inventory (leading trends and types of reaction); Big Five Inventory (characteristic indicators of personality); California Psychological Inventory (behavioral, cognitive and characteristic properties of personality) [30, 31, 32]; methods of mathematical and statistical data processing was used, which ensured the calculation of variation statistical indicators and the identification of statistically significant differences between the mean values of the compared indicators in the study groups; correlation analysis between the scales of the involved psychodiagnostic methods was conducted.

The mathematical and statistical methods were used to process the experimental data obtained. The compliance of the sample data distribution with the Gauss’ law was assessed using the Shapiro-Wilk W test. The reliability of the difference between the indicators was determined using the Student’s t-test.

The results were presented as M and σ , where M is the arithmetic mean value, σ is the standard deviation. The Pearson's correlation coefficient was used for correlation analysis. The reliability of the difference for all statistical tests was set at $p=0.05$. All statistical analyses were performed using STATISTICA 6.1 software package (number AGAR909E415822FA), adapted for medical and biological research.

The survey was conducted using a questionnaire developed by the author's team, which contained 7 questions, which allowed to define the category of "successful" managers according to the following indicators: performance of the unit; openness to staff; trust; flexibility in relationships; intelligence; sociability; empathy (Appendix 1). All respondents had the same amount of time to complete the questionnaire. The survey was anonymous.

The Individual Typological Inventory (ITI) allows for the diagnosis of the PIPQs of managers of police organizations using eight basic scales: 1 – extraversion; 2 – spontaneity; 3 – aggressiveness; 4 – rigidity; 5 – introversion; 6 – sensitivity; 7 – anxiety; 8 – lability (emotionality). The individual typology is based on the divergence of contrasting properties that are orthogonal: introversion – extraversion, anxiety – aggressiveness, lability (emotionality) – rigidity, sensitivity – spontaneity. These properties correlate with the parameters of the nervous system: activation – inactivation, lability – inertia, dynamism of excitation – dynamism of inhibition, and strength – weakness.

The Big Five Inventory (BFI) is the theoretical foundation of many modern psychodiagnostic methods. The BFI consists of 44 personal characteristics and allows you to assess personality based on five polar factors: extraversion, neuroticism, agreeableness, conscientiousness, and openness to experience.

The California Psychological Inventory (CPI) allows you to determine personality indicators on 20 basic and 3 evaluative scales. The basic scales are 1. Dominance (Do); 2. Capacity for Status (Cs); 3. Sociability (Sy); 4. Social Presence (Sp); 5. Self-Acceptance (Sa); 6. Independence (In); 7. Empathy (Em); 8. Responsibility (Re); 9. Socialization (So); 10. Self-control (Sc); 11. Good Impression (Gi); 12. Communitary (Cm); 13. Sense of Well-Being (Wb); 14. Tolerance (To); 15. Achievement via Conformance (Ac); 16. Achievement via Independence (Ai); Flexibility (Fx); 17. Intellectual Efficiency (Ie); 18. Psychological Mindedness (Py); 19. Flexibility (Fx); 20. Sensitivity (Sn). Evaluation Scales: "Well-Being" (Wb), "Politeness" (Gi), "Convenience" (Cm). The basic scales of the CPI are grouped into four categories: relationships with others, self-management, motivation or cognitive style, and personality characteristics. Each scale is polar, with one pole indicating a low level of manifestation of a personality trait, and the other pole demonstrating a strong manifestation of personality traits.

The respondents were familiarized with the procedure in advance, the tasks and aim of the research were explained to them, and instructions were given; the stimulus material was standardized for all. The requirements for accessibility, conciseness, and accuracy of the instructions and statements, as well as the possibility of processing respondents' answers with the help of "keys" were met.

Ethical Approval. This research complies with the ethical standards of the Act of Ukraine "On Higher Education" No. 1556-VII dated 01.07.2014; the Regulations on Academic Integrity of the National Academy of Internal Affairs (Protocol No. 5 dated 27.03.2018) and the Letter from the Ministry of Education and Science of Ukraine "On the Academic Plagiarism Prevention" No. 1/11-8681 dated 15.08.2018. The topic of the research was approved by the Academic Council of the National Academy of Internal Affairs (Protocol No. 12 dated 31.05.2022). All respondents were informed of the procedure for organizing and conducting the research, the terms of their voluntary participation, and the possibility of refusing to participate in the research at any stage of its conduct without any consequences for their status.

4. Results

The first stage of the research involved the survey of police organization units personnel ($n = 562$) to identify the category of "successful" managers based on the following indicators: performance of the unit; openness to staff; trust; flexibility in relationships; intelligence; sociability; empathy (Table 1).

Table 1.

The results of the survey of police units personnel to identify indicators of success of managers of police organizations, (n = 562, in %).

Success indicators for managers of police organizations	Degree of manifestation	Results obtained
Performance of the unit	a	65.1
	b	28.8
	c	6.1
Openness to staff	a	61.4
	b	24.2
	c	14.4
Trust	a	76.3
	b	14.6
	c	9.1
Flexibility in relationships	a	57.5
	b	31.3
	c	11.2
Intelligence	a	63.3
	b	23.8
	c	12.9
Sociability	a	71.9
	b	22.8
	c	5.3
Empathy	a	52.5
	b	32.9
	c	14.6

Note: a – pronounced manifestations; b – situational manifestations; c – not observed at all.

It was found that some unit managers (mostly middle managers) have quite pronounced manifestations of their success, namely: trust from subordinates (76.3 %); sociability (71.9 %); performance of the unit (65.1 %); intellectual abilities (63.3 %); openness to staff (61.4 %); flexibility in relationships (57.5 %); and empathy (52.5 %). According to the results of the survey, 74 managers were included in the category of “successful” managers, who are characterized by a high level of manifestation of all the studied indicators.

Table 2.

Indicators of psychodiagnostic examination of managers of police organizations using the Individual Typological Inventory (ITI) (n = 74).

Statistical indicators	ITI scales							
	1	2	3	4	5	6	7	8
M	5.68	5.10	5.41	3.85	4.02	3.88	4.16	5.11
σ	1.69	1.40	1.65	1.72	1.55	1.35	1.46	1.71

Note: M – mean value; σ – standard deviation.

ITI scales: 1 – extraversion, 2 – spontaneity, 3 – aggressiveness, 4 – rigidity; 5 – introversion; 6 – sensitivity; 7 – anxiety; 8 – emotionality (Lability).

Subsequently, the selected methods were used to conduct a psychodiagnostic examination of managers of police organizations (n = 74), who were identified based on a preliminary survey of the personnel of their subordinate units. Table 2 shows the respondents' indicators mean values and

standard deviations on the Individual Typological Inventory (ITI). The study found that the closest correlations between respondents' indicators were found in the factors of introversion, extraversion, anxiety, aggressiveness, spontaneity, and sensitivity, and somewhat lower in the factors of rigidity and lability.

Based on the indicators in Table 2, it was noted that the combination of high scores on the 1st-3d scales indicates the dominance of sthenic traits in managers of police organizations, which allows us to describe personality in terms of the strength and lability of nervous processes, the dominance of excitation processes, which is more pronounced in the process of managerial activities. Managers of police organizations are characterized by high working capacity, stress resistance, courage, proactive attitude, extraversion, spontaneity, and determination. There is also a pronounced need for communication, which is satisfied by communicating with different categories of participants (subordinates, colleagues, applicants, etc.). Therefore, such respondents can easily and quickly, often on their initiative, establish professional contacts, they have considerable communication experience, while these relationships are often short-lived, obviously determined by clearly defined service tasks. High mean values on the 3d scale reflect the respondents' propensity to take professional risks, strong achievement motivation, high level of aspirations, optimism, and efficiency. Rather high scores on the above scales indicate experience, speed of decision-making, flexibility of thinking, high learning, and creativity. At the same time, the lower average values for the 5th, 6th, and 7th factors indicate that managers of police organizations are not characterized by hyposthenic reaction type traits i. e. introversion, sensitivity, anxiety, and thus are not inclined to obey or avoid situations of responsibility. This demonstrates the ability to choose a flexible management style that combines professional flexibility with personal demandingness. This is confirmed by the low values for the 6th and 7th factors, which indicate criticality in assessing professional situations, high self-esteem, and self-confidence. Moderately high average scores on the 8th scale demonstrate a certain degree of restraint, moderation, emotional maturity, realism, ability to objectively assess professional situations and make informed decisions, some moodiness, demonstrativeness, etc.

Thus, the results obtained are generally consistent with theoretical expectations and, in our opinion, reflect the key PIPQs inherent in successful managers of police organizations, as they are directly manifested in the course of their managerial activities.

Below are the means and standard deviations of the indicators of managers of police organizations according to the Big Five Inventory method (Table 3).

Table 3.

Mean values and standard deviations in respondents' indicators on the Big Five Inventory scales (BFI) (n = 74).

No	BFI scales	M	σ
1	Extraversion	33.61	3.70
2	Agreeableness	35.43	3.25
3	Conscientiousness	36.80	3.53
4	Neuroticism	29.32	3.71
5	Openness to experience	38.22	4.12

Note: M – mean value; σ – standard deviation.

The above indicators show that the data from the Big Five Inventory survey of managers of police organizations confirm our earlier results using the Individual Typological Inventory (ITI). Thus, managers are characterized by higher-than-average scores of extraversion, conscientiousness, and openness to experience, which indicates their proactive attitude, courage, energy, working capacity, leadership potential, sociability, and perseverance. Somewhat elevated indices of agreeableness indicate self-control, the ability to overcome conflicts and control over impulsivity. Lowered neuroticism indices indicate stress resistance, determination, self-control in crises, the ability to defend one's ground, etc.

The next step in the research was to diagnose the respondents using the California Psychological Inventory (CPI). The main scales of the Californian Psychological Inventory (CPI) are grouped into four categories: relationships with others, self-management, motivation or cognitive style, and personal characteristics. The combination of the scales of these categories within an orthogonal coordinate system (vertical axis – internality-externality, horizontal axis – introversion-extraversion) allows us to distinguish four personality types and assess the degree of their manifestation.

1. Alpha (realizing type) – an internally oriented, extroverted personality; they are active and ambitious, focused on interpersonal interaction, stable, productive, concentrated on life tasks (goals), and leaders who strive to adhere to social norms. Based on their internality and extraversion, they are committed to co-creation in all major activities and to overcoming differences (the “cooperation” strategy).

2. Beta (supportive type) – internally oriented individuals who are introverted and adhere to externally set norms and values, calm, rigid, patient, reserved, modest, conscientious, able to support others, often with low self-esteem. The result of their behavior is often the avoidance of difficult and conflictual situations in which acute issues of internal and external interaction arise. Spiritual work on oneself, and intense reflection on self-improvement generally reflect this type as an internalized personality.

3. Gamma (innovative type) – externally oriented individuals who are focused on interpersonal interaction, able to have their own opinions or make independent decisions, courageous, active, creative, innovative, impulsive, hot-tempered, prone to revision, and even violation of social norms and rules. Their behavior is dominated by extraversion and externalization, which mediates the relationship between the personal (internal) and object (external) (in conflicts, they choose the strategy of “competition, rivalry”).

4. Delta (far-sighted type) – externally oriented individuals, introverts with a rich inner life, somewhat isolated from society, individualistic, with a rich imagination, dreamy, somewhat weak-hearted, prone to abstract reasoning. They are both extroverts and introverts, and their behavior can range from submissiveness, hoping for a lucky break or fate, to rigid suppression of their individuality and the individuality of others. In crucial moments of activity, such individuals rely on other people, do not stand up for goals or relationships, hide behind illness, and go under the “shell”. Their image is protected by a fairly good reputation as a reliable, constant person, authority, professionalism, and mastery of skills.

Taking into account the above characteristics of personality types, the following indicators of managers of police organizations were obtained within the framework of the Californian Psychological Inventory (CPI) (Table 4).

Table 4.
Indicators of managers of police organizations according to Californian Psychological Inventory (CPI) scales (T-points; n = 74)

Statistical indicators	CPI categories and scales													
	1. Relationships with others							2. Self-management						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
M	61.21	51.23	64.25	58.34	62.56	75.03	42.50	53.0	53.70	66.61	54.04	70.90	67.72	55.51
σ	5.15	6.74	7.41	6.90	5.62	6.84	6.05	5.70	6.83	6.55	5.62	6.64	6.3	5.11
Statistical indicators	3. Motivation or cognitive style						4. Personal characteristics							
	15		16		17		18		19		20			
	M		53.13		59.45		54.16		44.14		43.04		38.40	
σ	5.92		5.05		5.20		5.33		5.06		4.50			

Note: M – mean value; σ – standard deviation.
 CPI scales: 1. Dominance (Do); 2. Capacity for Status (Cs); 3. Sociability (Sy); 4. Social Presence (Sp); 5. Self-Acceptance (Sa); 6. Independence (In); 7. Empathy (Em); 8. Responsibility (Re); 9. Socialization (So); 10. Self-control (Sc); 11. Good Impression (Gi); 12. Communality (Cm); 13. Sense of Well-Being (Wb); 14. Tolerance (To); 15. Achievement via Conformance (Ac); 16. Achievement via Independence (Ai); Flexibility (Fx); 17. Intellectual Efficiency (Ie); 18. Psychological Mindedness (Py); 19. Flexibility (Fx); 20. Sensitivity (Sn).

The results obtained using the California Psychological Inventory (CPI) are generally consistent with the previously mentioned indicators. The average indicators on the scales of the sthenic type of reaction 1-6 in the professional environment of managers of police organizations are quite high. At the same time, according to the indicators of the hyposthenic type scales (9; 11; 15; 20), the average indicators of managers are insignificant ($p=0.05$). Hence, it can be argued that managers of police organizations are characterized by sthenic personality traits, high working capacity, leadership qualities, stress resistance, courage, proactive attitude, independence, spontaneity, and determination. The obtained scale values also indicate criticality in assessing professional situations, high self-esteem, and self-confidence. The high mean values on the 16th scale reflect a rather pronounced motivation to achieve through independence and a high level of aspirations. At the same time, low mean values on the 18th-20th scales indicate that managers have inherent features of the hyposthenic type of reaction – sensitivity, psychological mindedness, and flexibility.

Subsequently, we conducted the correlation analysis of the results obtained, which were consistent with the scales of the involved questionnaires. Thus, in particular, the correlation analysis showed that the Big Five Inventory (BFI) factors were correlated with some scales of the Individual Typological Questionnaire (Table 5). As it can be seen, neuroticism is negatively correlated with the 1st scale (extraversion) and the 2nd factors (spontaneity) and the 3d (aggressiveness); instead, positive correlations are observed with the 5th scales (introversion), the 6th (sensitivity), and the 7th (anxiety).

At the same time, extraversion is expected to correlate positively with the 1st scale of the Individual Typological Inventory (ITI), as well as the 2nd (spontaneity) and the 3d (aggressiveness) scales; negatively with the 4th (rigidity), the 5th (introversion), the 6th (sensitivity), and the 7th (anxiety) scales. Openness to experience is positively related to the 6th (sensitivity), the 7th (anxiety), and the 8th (emotionality) scales, although the correlation coefficients are insignificant. Agreeableness correlates positively with the 6th (sensitivity), and the 7th (anxiety) scales, and negatively with the 2nd (spontaneity), the 3d (aggressiveness), and the 4th (rigidity) scales. Finally, conscientiousness is positively related to the 5th (introversion), and the 6th (sensitivity) scales, and negatively related to the 1st (extraversion) and the 2nd (spontaneity) scales.

Table 5.

Correlations between the scales of the individual typological inventory (ITI) and the big five inventory (BFI).

ITI scales	BFI scales				
	Neuroticism	Extraversion	Openness to experience	Agreeableness	Conscientiousness
1. Extraversion	-0.44*	0.72*	0.30	-0.27	-0.22
2. Spontaneity	-0.55*	0.45*	0.12	-0.35	-0.25
3. Aggressiveness	-0.62*	0.51*	-0.22	-0.40	0.15
4. Rigidity	-0.18	-0.34	0.15	-0.41*	0.30
5. Introversion	0.38	-0.64*	-0.18	0.38	0.45
6. Sensitivity	0.40*	-0.43	0.24	0.40	0.48*
7. Anxiety	0.66*	-0.45*	0.32	0.42	0.31
8. Lability (Emotionality)	0.30	0.35	0.36	0.23	0.28

Note: * $p = 0.05$ ($n = 74$).

At the same time, the indicators of managers of police organizations on the California Psychological Inventory (CPI) scales were found to be correlated with some scales of the Individual Typological Inventory (Table 6, 7).

Table 6.

Correlations in the indicators of managers of police organizations on the Californian psychological inventory (CPI) and the individual typological inventory (ITI) scales.

ITI scales	CPI categories and scales													
	1. Relationships with others							2. Self-management						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	0.30*	0.25	-0.33	0.34	0.42*	0.37*	0.20	0.16	0.20	0.13	0.11	0.19	0.34*	0.29
2	0.33*	0.28	0.26	0.40*	0.38*	0.40**	0.02	0.15	0.21	-0.30	0.07	0.15	-0.13	0.10
3	0.35*	0.30*	0.26	0.38*	0.36*	0.42*	0.11*	0.15	-0.03	-0.38	0.01	0.05	0.12	0.08
4	0.31*	0.26	-0.22*	0.26	0.24	0.38*	0.14*	0.30	-0.30*	0.41*	0.07	0.11	-0.25	0.32*
5	0.02	-0.13	-0.13	-0.11	-0.24*	-0.30*	0.25	0.32	0.30	0.39	0.40**	0.27	0.21	0.33*
6	-0.31*	-0.35*	-0.24	-0.34*	-0.25	-0.29	0.30*	0.34	0.31*	0.38	0.30*	0.28	0.13	0.35*
7	-0.22	-0.30*	-0.15	-0.36*	-0.24	-0.35*	0.36	0.28	0.30*	0.39	0.23	0.30*	0.21	0.20
8	0.10	0.31*	0.31*	0.37*	0.11	0.24	0.40*	0.43*	0.33*	0.42	0.25	0.20	0.46*	0.40*

Note: *p = 0.05; **p = 0.01 (n = 74).

Table 7.

Correlations in the indicators of managers of police organizations on the Californian Psychological Inventory (CPI) and the Individual Typological Inventory (ITI) scales.

ITI scales	CPI categories and scales					
	3. Motivation or cognitive style			4. Personal characteristics		
	15	16	17	18	19	20
1	0.17	0.21	0.11	-0.20	-0.19	-0.28
2	0.15	0.29	0.22*	-0.25	-0.36*	-0.28
3	0.04	0.27	0.13*	-0.26	-0.34	-0.35*
4	0.20	0.20	0.20	0.30	-0.29*	-0.33
5	0.24	0.05	0.22	0.34*	0.23	0.28
6	0.20	0.28	0.22	0.35*	0.41*	0.30
7	0.26	-0.30*	0.25	0.30*	0.30*	0.35*
8	0.28	0.23	0.27	0.38*	0.30*	0.38*

Note: *p = 0.05 (n = 74).

As can be seen from Tables 6, and 7, the indicators of managers of police organizations on the California Psychological Inventory (CPI) scales of the first category referred to as “Relationships with Others”, which reflect communication tendencies to leadership, dominance, independence, etc. (Nos. 1-6), are moderately and positively correlated with the scales of the sthenic type of reaction of the Individual Typological Inventory (ITI) – extraversion (0.42-0.20), spontaneity (0.40-0.26), and aggressiveness (0.42-0.26). There is a negative correlation with the scales of the hyposthenic type – introversion (-0.30) – (-0.11), sensitivity (-0.35) – (-0.24), anxiety (-0.35) – (-0.15). The scales of the second category referred to as “Self-Management” (Nos. 8, 10, 14), which reflect such traits as responsibility, discipline, and tolerance, also moderately and positively correlate with the scales of mixed and hyposthenic reaction types – rigidity (0.41-0.30), introversion (0.39-0.32), and sensitivity (0.38-0.34). The CPI scales of the third category referred to as “Motivation or Cognitive Style” (Nos. 15-17) showed almost no significant correlations with the scales of the ITI method (0.30-0.10). Instead, there were medium-sized significant correlations of the CPI scales of the fourth category referred to as “Personal Characteristics” (Nos. 18-20) with the scales of the sthenic and hyposthenic types of the ITI

method. Thus, positive correlation indices of these scales (psychological mindedness, flexibility, sensitivity) with the hyposthenic scales of the ITI were found – introversion (0.41-0.30); anxiety (0.35-0.30); emotionality (0.38-0.30) and negative – with sthenic scales – spontaneity (-0.36; -0.25); aggressiveness (-0.35; -0.26); extraversion (-0.28; -0.20).

The data obtained by comparing the indicators of managers of police organizations on the scales of the California Psychological Inventory (CPI) and the Individual Typological Inventory (ITI) were supplemented and confirmed by analyzing the relationship between the CPI and Big Five Inventory (BFI) scales (Table 8, 9).

Table 8.

Correlation relationships between the indicators of managers of police organizations on the California Psychological Inventory (CPI) and Big Five Inventory (BFI) scales.

BFI scales	CPI categories and scales													
	1. Relationships with others							2. Self-management						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	0.33*	0.26	0.35*	0.35*	0.40*	0.35	0.21	0.10	0.25	0.11	0.13	0.25	0.36*	0.28
2	-0.25	-0.32	-0.18	-0.38*	-0.29	-0.38	0.39*	0.27	0.35	0.40*	0.22	0.34	0.25	0.23
3	0.10	0.25	0.26*	0.35*	0.10	0.39*	0.43*	0.47*	0.35*	0.45*	0.25	0.22	0.27	0.41*
4	-0.33*	-0.37*	-0.25	-0.36*	-0.27	-0.29	0.35*	0.36*	0.36	0.38*	0.39*	0.29	0.13	0.28
5	0.40*	0.25	0.27	0.21	0.24*	0.30*	0.20	0.31	0.10	0.20	0.41*	0.12	0.21	0.35

Note: *p = 0.05 (n = 74).

Table 9.

Correlation relationships between the indicators of managers of police organizations on the California Psychological Inventory (CPI) and Big Five Inventory (BFI) scales.

BFI scales	CPI categories and scales					
	3. Motivation or cognitive style			4. Personal characteristics		
	15	16	17	18	19	20
1	0.20	0.22	0.12	-0.15	-0.15	-0.25
2	0.25	0.27	0.25	0.39*	0.38*	0.37*
3	0.23	0.23	0.24	0.36*	0.36*	0.39*
4	0.23	-0.24	0.23	0.35	0.42*	0.35
5	0.10	0.24	0.14	-0.32*	-0.30*	-0.20

Note: *p = 0.05 (n = 74).

The data in Tables 8, and 9 show that there are positive correlations of the sthenic scales of the category referred to as “Relationships with Others” of the CPI with scales the 1st and 5th (extraversion and openness to experience) of the Big Five Inventory (BFI) (0.40-0.25), as well as negative correlations with the 2nd (neuroticism) and the 4th (agreeableness) scales (-0.38; -0.18). The analysis of the relationships of the scales of the second category of the CPI referred to as “Self-Management” (Nos. 8, 10, 14) (responsibility, self-control, tolerance) revealed a moderate positive correlation with the scales of the hyposthenic type of reaction of the Big Five Inventory – neuroticism (0.40-0.27), agreeableness (0.38-0.28), conscientiousness (0.45-0.41). No significant correlation relationships were found between the scales of the category referred to as “Motivation or Cognitive Style” of the CPI (Nos. 15-17) and the BFI scales (0.28-0.10).

There were found medium-sized significant correlations of the scales of the fourth category of the California Psychological Inventory (CPI) referred to as “Personal Characteristics” (Nos. 18-20) with some scales of the Big Five Inventory (BFI). Positive values of correlation coefficients of such CPI scales as psychological mindedness, flexibility, and sensitivity with such Big Five Inventory scales as

neuroticism (0.39-0.37); agreeableness (0.42-0.35); conscientiousness (0.39-0.36) and negative values with the scales of extraversion (-0.25; -0.15) and openness to experience (-0.32; -0.20) were expected.

Hence, based on the results of using the California Psychological Inventory (CPI) during diagnostic work, a psychologist will be able to determine which personality type the respondent from among the representatives of the management chain belongs to. Thus, high and average indicators of managers of police organizations (from 6 to 12 points) on the scales of the sthenic type of reaction (Nos. 1-6, 16) and low (5 points or less) on the scales of the hyposthenic register (Nos. 7-11, 18-20) allow us to attribute a person to the alpha or gamma type; low values on the sthenic scales and high values on the hyposthenic scales mean that the person belongs to the beta or delta type. Various combinations of the questionnaire scales allow for the specification of a particular type: a) if the respondent received average values (6-9 points) for the sthenic scales and low (0-5 points) or average values for the hyposthenic scales, this is an alpha type; b) if the values of the hyposthenic scales are high (10-12 points) and the sthenic scales are low, this is a beta type; d) if the indices on the sthenic scales are high (10-12 points) and low on the hyposthenic scales, it is gamma type; e) if the values of the hyposthenic scales are high or average and the values of the sthenic scales are low or average, it is delta type.

5. Discussion

In the works of some scientists who have dealt with the professional activities of police organizations personnel [16, 33, 34, 35], it is argued that the profession of managers involves the implementation of a system of components (cognitive, constructive, organizational, communicative, etc.) that reflect its specificity and complexity. According to Wolfe, Nix, and Campbell [11], the interaction of these components is reflected in the relationship between managers and their subordinates and creates a sense of organizational justice.

Often, the professional activities of managers of police organizations are full of tense and stressful situations that require developed organizational and volitional qualities, as well as manifestations of stress resistance [24, 29, 36]. At the same time, it has been determined that specific factors of police activities involve conflict communication between managers and different categories of listeners and participants in interaction, which can cause internal tension, feeling of psychological discomfort, and self-doubt. According to Ernst, ter Veen, and Kop [37], socio-psychological, organizational, and technological factors need to be taken into account not only in the training but also in the selection of managerial personnel. After all, unfavorable service situations can cause conflict, irritability, suspicion, and indifference to others and to work in general. All of this requires diagnostic work with managers of police organizations at the early stages of their professional careers, as negative personality changes later begin to manifest themselves in service activities and communication, thereby causing the emergence of unusual behavioral patterns.

The feasibility of developing a set of optimal psychodiagnostic tools for working with managers of police organizations has been repeatedly substantiated in the publications of scientists [20, 21, 22]. According to Van der Meer, Vermeeren and Steijn [38], the vector of psychodiagnostic prognosis allows a practical psychologist to quickly identify the typological and characteristic peculiarities of managers of police organizations, help in overcoming personal problems, optimizing interpersonal interaction with colleagues, etc.

The results of the diagnostics of managers of police organizations confirmed the tendency that in the conditions of professional activities, they should be characterized by strong qualities that determine the leadership potential of the individual. In particular, respondents should demonstrate high levels of working capacity, stress resistance, sociability, proactive attitude, etc. At the same time, managers demonstrate significant motivation for personal achievement, and rather high levels of flexibility in thinking, and creativity. Such indicators are formed as a result of the mutual influence of the peculiarities of service activities and managers' personal characteristics. This confirms the standpoint of Klitzman [39] that powers of authority require strong personal qualities, the absence of which, on the contrary, creates tension and contributes to the emergence of conflictual relationships.

A successful manager of a police organization should be aware of the list of professionally important qualities and strive to develop them, create a basis for leadership in the team, engage in self-improvement, and pay attention to the development of communication and moral qualities, responsibility, self-confidence, empathy, and tolerance, tactfulness with colleagues and subordinates.

Comparing the results of the research with the analyzed sources, it can be stated that the data and indicators obtained are generally consistent with theoretical expectations and reflect the key PIPQs inherent in effective managers of police organizations and directly manifested in their managerial activities. However, our research has in some ways expanded the idea of the potential of successful managers of police organizations formed by some researchers [11, 17, 40, 41, 42, 43]. We proved that it seems appropriate to implement a systematic approach to understanding the individuality of a person based on the convergence of biogenetic and socio-cultural levels of individuality (biological basis, subjective and substantive qualities, spiritual and ideological characteristics) when assessing the PIPQs of managers of police organizations. With this approach, the individuality of managers will be realized as a product of the merger of the social and biological in the professional development of a specialist. In addition, the choice of optimal diagnostic tools for studying the PIPQs of managers of police organizations should be based on orthogonal models of personality i. e. the allocation of individual-typological manifestations of reaction, which are manifested in the social aspects and specifics of the course of managerial activities.

The authors also identified the main individual and personal characteristics on which the success of managerial activity depends, such as conscientiousness, openness to experience, extraversion, emotional stability, etc. Instead, paying attention to the personality of managers of police organizations at different stages of diagnosis allows us to identify possible negative changes in the psyche and thereby contribute to the improvement of professional health.

This is confirmed by the findings of many scientists [44, 45, 46, 47, 48], which outline the indicators of specialists in this category, tools for assessing and developing their personal and professional potential during their service (Managerial) activities.

6. Conclusions

It was found that managers of some police units (mostly middle managers) have quite pronounced manifestations of their success, namely: trust from subordinates; sociability; performance of the unit; intellectual abilities; openness to staff, etc. The psychodiagnostic questionnaires allowed us to determine the PIPQs of managers of police organizations. In particular, the use of the Individual Typological Inventory (ITI) revealed that successful managers of police organizations are characterized by high working capacity, stress resistance, courage, proactive attitude, extraversion, spontaneity, and determination. They can establish professional contacts easily and quickly, often on their initiative, and have considerable communication experience. At the same time, they are characterized by a tendency to take professional risks, a strong motivation to achieve, and a high level of ambition, optimism, and efficiency. Data from the Big Five Inventory (BFI) survey of successful managers of police organizations confirm that they possess such PIPQs as energy, perseverance; ability to overcome conflicts, control of impulsivity, etc. At the same time, the results of the Californian Psychological Inventory (CPI) diagnostics of police organization managers suggest that they are characterized by sthenic personality traits, leadership qualities, independence, spontaneity; criticality in assessing professional situations, high self-esteem, self-confidence, etc.

In the course of the research, it also was found significant correlation relationships between the scales of the involved questionnaires, which makes it possible to increase the efficiency and reliability of predicting the success of the professional activities of managers of police organizations. It was found that the indicators of the sthenic type of reaction (dominance, status, openness, spontaneity, independence), which are important for professional activities, diagnosed with the help of the CPI, are manifested simultaneously with the scales of extraversion, spontaneity, aggressiveness, the openness of the ITI and BFI questionnaires, and accompany each other. Individual indicators of the hyposthenic

type (psychological mindedness, flexibility, sensitivity, etc.) are manifested in parallel with hyposthenic ones (introversion, anxiety, neuroticism, agreeableness), but they are undesirable for the service activities of the category of managers of police organizations. The psychodiagnostic tools used in the research allow us to distribute respondents according to the level of development of a particular PIPQ, to identify persons more suitable for managerial activities within the functioning of specific police units, and to increase the predictive accuracy of psychological diagnosis. The results of the author's research are favorable for use by psychologists in the professional selection of managers of police organizations since the outlined PIPQs are crucial for managerial activities. Early diagnosis of possible negative changes in managers of police organizations allows to optimize the program of measures for their psycho-prophylaxis and psycho-correction.

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Appendix 1.

Questionnaire

To survey the staff of a police unit

To determine the degree of success of the manager's activities

Instructions. Dear respondent! Please rate the degree of success of your manager's activities according to the following indicators (on a scale: 1 – low, 2 – medium, 3 – high) by putting a "+" in the appropriate column. Thank you!

No	Indicators	1 (a)	2 (b)	3 (c)
1	Performance of the unit's activities			
2	Openness and accessibility of the manager to the staff			
3	Trust in the manager by the staff			
4	Flexibility of the manager in relations with the staff			
5	Managerial intelligence			
6	Manager's communication skills			
7	Empathy of the manager			