

**PSYCHOLOGICAL WAYS OF FORMATION AUTHORITIES OFFICER HR**

*This article reveals the relevance of the study of the formation of the credibility of the officer of the personnel authority. The analysis of the psychological ways of forming the authority of the officer. Considered the psychological nature of authority. Also considered the process of formation of the authority of the leader, his quality and skills. The author analyzes the structure of authority and highlights the advantages and disadvantages of each of the functional components of authority, as an integral personality characteristic, makes it possible to choose the most optimal ways to form the authority of an officer of a personnel body in the context of officer-service activity.*

*Key words: authority; authority of an officer; formation of authority; military affairs; trust; leadership skills; authority structure; professionally important qualities; competence.*

**Problem statement:** The problem of the effectiveness of the influence of a manager on subordinates has always been the focus of attention of managers. One of the possible ways to solve this problem is to build an authoritative relationship, since an authoritative person more effectively and convincingly influences others. Management activity is one of the key activities of the officer. The essence of management, as is known, is the adoption of a management decision, the effectiveness of the implementation of which will largely depend on its content, validity, balance of cognitive and emotional components, completeness, and the like. In addition to these characteristics, one of the weighty factors affecting the implementation of the decision is the authority of the commander, the psychological impact of which is much more effective than other factors, since such a leader is more respected, he is trusted more, he is asked for help, his behavior is tried to be imitated.

**The purpose of the article:** to investigate the structure of the authority of the leader and highlight the advantages and disadvantages of the authority of the officer of the personnel body.

**Analysis of recent research:** The question of the authority of the officer was investigated by many scientists [1, 2, 6, 7]. At the same time, in spite of such a wide range of research, the problem of forming the authority of an officer of a personnel body in modern conditions has not been studied enough. Therefore, given the relevance of the problem raised, the purpose of our research is to determine the essence and structure of the authority of the officer of the personnel department.

An analysis of recent research and publications points to the particular importance of the problem of the authority of commanders indicated by prominent state and military figures

[8]. With the development of science, the phenomenon of authority is increasingly being studied from the standpoint of scientific knowledge. The most common study of the authority of the leader is carried out from the standpoint of social psychology. However, today this issue is actively studied by other branches of psychology, primarily in management psychology and personality psychology [7, 8], Sociology [3, 5], philosophy [2], and other branches of science.

**Description of the main material:** The effectiveness of management activities largely depends on the authority of the leader. The idea that, with the receipt of a certain position, the manager automatically gains the authority of the error. Summarizing the existing definitions of authority, it can be said that authority is a person's personal influence on the team, which it acquires through its work, professional knowledge, organizational skills, innovations, ability to work with people, etc [3, 4, 5, 7].

In the context of a large-scale reformation of the Armed Forces, the authority of the officer corps is the cornerstone of restoring the prestige of military service, the key to successfully solving their tasks. Training officers, raising their prestige and credibility are issues that should be prioritized in the activities of the political leadership of the state. Without his decision, it is impossible to raise to the proper level the combat training of all types and types of troops, to increase the effectiveness of training and combat activities, and the like.

The question of the authority of the officer was investigated by many scientists [1, 2, 6, 7]. At the same time, in spite of such a wide range of research, the problem of forming the authority of an officer of a personnel body in modern conditions has not been studied enough. Therefore, given the relevance of the problem raised, the

purpose of our research is to determine the essence and structure of the authority of the officer of the personnel department.

To raise the authority of a personnel officer, it is important to understand that coercive measures will not lead to a positive result. Real authority is based on knowledge and help. A personnel officer maintains authority if he remains a model of strength and experience, but not the strength of order, but spiritual, personal strength and that experience, which is not in the mechanical stock of knowledge, but in the wisdom of behavior.

The implementation in daily activities by the commander of the considered functional components of authority at a high level of understanding and understanding of this phenomenon requires the latter to develop high socio-psychological competencies that are formed during training in high school, independent work and creative processing of acquired experience.

The problem of managerial influence on subordinates has always been the focus of managers. One of the possible ways to solve this problem is to build an authoritative relationship, since an authoritative person influences others more effectively and convincingly.

The authority comes from the Latin *audivitas* - dignity, strength, power, influence. The origin of this term is connected with the history of ancient Rome, where authority of the senate, unlike the authority of other government bodies, was called authority. In the works of Cicero, he is repeatedly referred to "audivitas senates". The position of authority can be found in the teachings of Plato, Aristotle, Democritus, antiphons, Hippias. Concepts about the political expediency of authority put forward by Hobbes, Spinoza, Locke, Holbach, Hegel [1, p. 93-94]

The authority of the officer (military leader) is the recognition by the military personnel of his intellectual, moral strength and advantage, deep respect, faith in him [7, p. 22].

Authority - recognition of the head of the right to make a responsible decision, deserves full confidence. There is such a relationship: the higher the ideals, the bigger the personality and the bright content of life, the more demanding the personality is to itself and the higher its authority. The combination of professionalism and personal professionalism create the authority of the leader. An authoritative leader makes many subordinates want to take an example from him. His judgments, attitudes toward work, even behavioral features

(unconscious imitation) are borrowed from him [6].

The authority of the teacher is a sociocultural phenomenon that qualitatively characterizes the system of relations of the subordinate to the leader, determines his professional personal status, acceptance and recognition of his priority role in the system of subject-subject relations [1, p. 99].

S. Goncharenko in the Ukrainian pedagogical dictionary: "The authority of a teacher is the significance of teacher's virtues recognized by his subordinates and their parents and the strength of his educational influence on children based on this. These values include high spirituality, culture, intelligence, erudition, high moral qualities, pedagogical skills".

The authority of a manager has two significant and interrelated sides: internal and external.

Inner side:

- a high self-evaluation
- maintaining an active professional position
- inner balance
- creative potential.

It is very important for the leader to be aware of himself as an authority figure. Without this, high self-esteem is impossible, which is the core of the personality; it is impossible to maintain an active professional position, inner balance, and creative potential. These parameters can be taken as the inner side of the phenomenon of credibility.

Outer side:

- interaction with military personnel, their parents, colleagues, administration.

The authority is also necessary for the effective implementation of a holistic military pedagogical process, the solution of the tasks of training, educating, developing the subjects of influence. The need for effective interaction arises at the level of building relationships with military personnel, their parents, colleagues, and the administration. These postulates can be attributed to external manifestations of authority, that is, to the external side of this phenomenon.

An authoritative leader achieves an effective impact on his subordinates without resorting to the formal attributes of his authority. The process of establishing authoritative relations is always stretched in time and is not so simple, and not everything depends, as it sometimes seems, only on the leader, his professional and personal qualities [1, p. 94].

First of all, it should be noted that authority is acquired only in the process of significant

(meaningful) activity. It is enough that a soldier in whose eyes the authority of a leader is acquired recognizes his activity as significant.

Authority is expressed in the ability to direct (without resorting to coercion) the actions and logic of the thinking of another person (or people) in the desired direction. The possibility of such influence is due to the trust and positive emotional attitude of people towards the carrier of authority.

The authority determines the degree of inspiring (inspiring) actions of this person. Suggestion and imitation stand out as the most significant mechanism of influence of authority. And we are talking not only about intentional influence, but also about unintended influence, involuntary suggestion.

The authority is more colored personally than professionally [1, p. 95-96].

An authoritative leader should be erudite, fair, tolerant, principled, humane, with a high sense of responsibility.

Equally important are his ability to behave with dignity, vigor and cheerfulness, inner self-discipline, restraint, friendliness [6].

It is necessary to mention the authority of the military leader, which he is endowed with. The authority of a manager is an attribute of his leadership. The exercise of power is refracted through his culture. The way the leader of this power takes advantage will be largely determined by his culture (spiritual, moral), therefore the question of the leader's culture, his personal qualities such as justice and tact are so relevant. Where there is power, the actual question of justice. Where the issue of justice is relevant, the issue of culture in its broadest sense is relevant [1, p. 96].

Formation of authority is a very dynamic process, because the leader himself is only one subject of subject-subject relations. Authority turns out to be a function of two variables, the characteristics of both the subject and the object of authoritative relations in which both participants of these relations are active.

The influence of an authoritative leader is more diverse in its essence. An authoritative manager influences not only the directed, but also much more often not the directed. An impact can be indirect, an authoritative leader influences, not only when he is really present, but also when he is referred to, he is thought about. Not only verbal, but also non-verbal influence becomes effective. Look, facial expressions, gestures - everything can influence. An authoritative manager influences

subordinates with his whole being, but this is already the pinnacle of authority.

Trust is the unifying principle of the qualitative characteristics of the authoritative relations of the subjects. Thanks to the trust of the subordinate to the leader, the latter can be effectively influenced not only by the method of persuasion, but also by suggestion. One of the essential qualities of an authoritative leader should be honesty and the ability to create an atmosphere of trust.

Trust is a sense of security and comfort in interpersonal relationships that is necessary to create a healthy, open climate. Without trust, it is impossible to establish good, close interpersonal relationships. In the style of work of a leader, an important manifestation of justice, openness and attentiveness, the treatment of a subordinate as a value. If the positive behavior on the part of the leader remains constant, then trust will be developed, preserved and strengthened.

Fear usually gives rise to distrust, and therefore the actual question is how to use the powers with which each leader is vested.

The bases of the authority of the leader are his business qualities and professional competence [1, p. 98].

Thus, the authority of a manager is an integral characteristic of his professional, pedagogical, and personal significance in a team, manifested through relationships with colleagues and subordinates, and affects the effectiveness of military activities.

The authority of the manager is based on the high level of development of 4 types of skills:

1. Constructive - the ability to select the necessary material and design the development of the individuality of the soldier.

2. Organizational - the organization of their behavior, the ability to establish feedback with the military.

3. Communicative - the joint activities of the head with the military, the construction of interpersonal interaction (people's perception and understanding of each other), the process of communication.

4. reflexively - the ability of a manager to analyze and adequately evaluate his activity, to develop self-awareness, manifested in self-assessment and self-regulation of his behavior; the desire for personal growth, self-realization.

The authority of the manager has the following structure:

- 1) professionally important qualities
- 2) professional competence,

3) the general culture of behavior,  
4) style of interaction with subordinates,  
5) compliance with the norms of pedagogical tact,

6) the appearance of the head,  
7) public opinion about the leader,  
8) the presence of the head of certain merit and success;

10) maintaining a healthy lifestyle.

The result of the formation of the authority of the head are:

- trust and respect from subordinates to the leader;

- its influence on the consciousness, emotions and feelings and behavior of subordinates;

- unquestioning fulfillment of the tasks and instructions of the supervisor;

- appeal to his subordinates for help and advice;

- support of his ideas, thoughts, statements;

- created a positive public opinion;

- faith in him: in his mind, will, morality;

- imitation of his behavior [4, p. 56].

authority structure

It is possible to speak about objective and subjective factors in the process of forming the authority of a leader, but ultimately authority is something integral, not fragmentary.

The authority of any leader reflects both his professional and personal characteristics, and social patterns of the reality in which the professional activity of the leader is carried out. Authority is always personally mediated.

Authority should be considered as a qualitative characteristic of the system of relations of one person (or group) to another.

What is the core of the leadership authority structure? What are the main components that necessarily manifest themselves in the process of establishing authority, that is, are unconditionally accepted up to the mark in the subject-subject relations?

Professional component:

- special erudition;

- methodical skill;

- technological diversity.

Personality Component:

- the value component (the carrier of a specific moral, philosophical, aesthetic and other values is the head)

- characterological component (character traits create prerequisites for the formation of authority)

- cultural component (culture of behavior, general erudition, range of interests, communication style, culture leader in its broad sense).

Social component:

- The social significance of the profession;

- social prestige of the profession;

- social (professional) stereotypes.

Role component:

- position held;

- rights and obligations.

It should be noted that none of the components of the authority structure exist independently of the others. In varying degrees, they are interconnected, mutually complementary and can either strengthen or weaken each other. Studying authority, it is necessary to see the intertwining of the components of the structure of this phenomenon.

The authority registers the general laws of leadership and the individual characteristics of specific participants in this activity [1, p. 99–100].

Based on modern theoretical approaches of teachers and psychologists, we determined the structure of the authority of the officer in the following components:

1) general and professional awareness (professionally important qualities, competence)

2) the general culture of behavior

3) style of interaction with subordinates;

4) compliance with the standards of professional ethics, pedagogical tact,

5) the appearance of the officer;

6) citizenship;

7) the presence of certain merit and success.

The structural components of the officer's authority can be represented by three functional blocks that reflect the status-role position (position), functional (professional) and moral authority. Authority, as an integral characteristic of a person, will depend on the level of development of each of the functional components (Fig. 1). We will briefly analyze these components in the context of officer-service activities.

## Питання психології

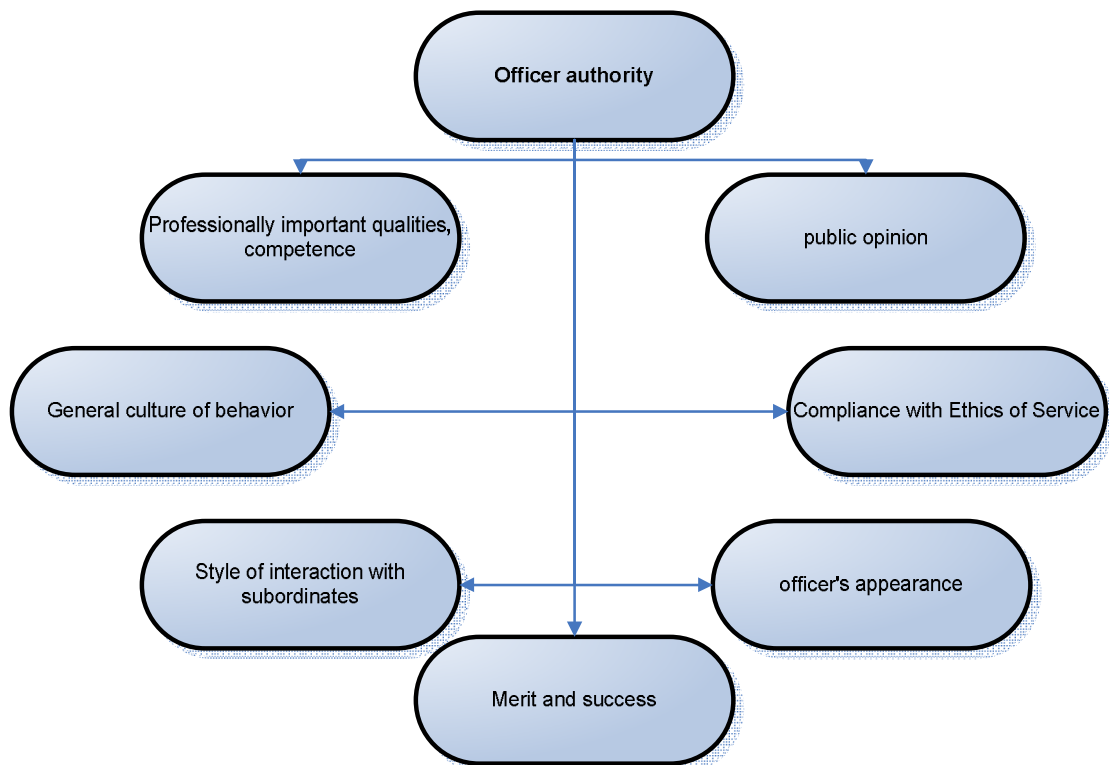


Fig. 1. The structure of the authority of the personnel officer

Conclusions and prospects for further research:

The analysis of the psychological ways of forming the authority of the officer of the personnel authority made it possible to establish that it is important to take into account not only the totality of its components, but also their hierarchy. Knowledge of the importance and nature of the components of authority will allow the officer to properly use his potential, demonstrate to his subordinates the most important behavior patterns for them and thus influence the subordinates.

It has been established that a person, whose authority is respected, competently copes with the task, entrusted to her by those who trust her. She

does not need to intimidate them or excite in them the admiration for her magical qualities. To increase its credibility to the military leader, it is important to understand that coercive measures will not lead to a positive result.

The effectiveness of the formation of this authority is based on knowledge and assistance.

Thus, an officer of a personnel body retains its authority if it remains a model of strength and experience, but not the strength of order, but spiritual, personal strength and that experience, which lies not in the mechanical stock of knowledge, but in the wisdom of behavior. No one can learn from a person who does not like. Xenophon, ancient greek writer.

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### Резюме

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#### **ПСИХОЛОГІЧНІ СПОСОБИ ФОРМУВАННЯ АВТОРИТЕТУ ОФІЦЕРА КАДРОВОГО ОРГАНУ**

*В даній статті розкрито питання актуальності дослідження формування авторитету офіцера кадрового органу. Проведено аналіз психологічних шляхів формування авторитету офіцера. Розглянуто психологічну природу авторитету. Також розглянуто процес формування авторитету керівника, його якості та вміння. Проведено аналіз структури авторитету та висвітлено переваги і недоліки кожного із функціональних компонентів авторитету, як інтегральної характеристики особистості, що надає можливість обирати найбільш оптимальні шляхи формування авторитету офіцера кадрового органу в контексті службово-бойової діяльності офіцера.*

*Ключові слова: авторитет; авторитет офіцера; формування авторитету; військова справа; довіра; уміння керівника; структура авторитету; професійно важливі якості; компетентність.*

### Резюме

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#### **ПСИХОЛОГИЧЕСКИЕ СПОСОБИ ФОРМУВАНИЯ АВТОРИТЕТУ ОФИЦЕРА КАДРОВОГО ОРГАНУ**

*В статье раскрыта актуальность исследования формирования авторитета офицера кадрового органа. Проведён анализ психологических способов формирования авторитета офицера. Рассмотрена психологическая природа авторитета. Так же рассмотрен процесс формирования авторитета руководителя, его качества и умения. Проведён анализ структуры авторитета.*

*Ключевые слова: авторитет; авторитет офицера; формирование авторитета, военное дело; доверие; способности руководителя; структура авторитета, профессионально важные качества; компетентность.*