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INFLUENCE OF PECULIARITIES OF REFLEXIVITY OF THE MANAGER'S PERSONALITY ON THE FORMATION OF COMPETENCE IN MAKING OPTIMAL MANAGERIAL DECISIONS

On the basis of theoretical and experimental studies, the article presents the results of studying the relationship between the formation of competence in making optimal managerial decisions and the properties of reflexivity in cadets of the faculty of training specialists of the Military Intelligence and Special Operations Forces. The information provided reveals the requirements for graduates of higher military educational institutions, the level of formation of these competences, directions for further research and ways of their development. It is shown that the formation of competence in making optimal managerial decisions in cadets occurs during the study of disciplines of the military-professional cycle. It is proposed to supplement the process of training cadets with psychological and pedagogical programmes for the development of these competences.

Keywords: managerial decisions, competence, reflexivity, cadets of military universities, training process.

Statement of the problem. The issue of officer training for the Military Intelligence and Special Operations Forces (MI and SOF) of the Armed Forces of Ukraine (AFU) is dictated by modern requirements to provide troops with highly qualified specialists in the field of unit management, considering the peculiarities of combat operations.

In particular, the content of the State Standards of the new generation recognises the formation of a competent personality as the main goal of education, so it is no coincidence that the importance of possessing managerial competence is formulated in the Standard of Higher Education of Ukraine of the First (Bachelor's) Level, speciality 253 – Military Management (by types of armed forces), approved by the Order of the Ministry of Education and Science of Ukraine of 29.10.2018 No. 1168 [13].

Combat experience shows that the effectiveness of the combat use of subordinate military units and subdivisions, and ultimately the performance of assigned tasks, depends on the professionalism of commanders. In this regard, raising the level of development of professionally important competences of officers is a determining factor in the quality of their assigned tasks and, in general, in achieving successful command and control of troops.

First of all, the above refers to such professional competence of a military leader as the ability to make an optimal management decision. Being considered one of the most complex functions of the

managerial cycle of a leader, decision-making is an indicator of an officer's professional, personal and social maturity. Accordingly, the ability to make an optimal managerial decision is acquired by a future officer during a significant period of implementation of the tasks of the educational process in a higher military educational institution (HMEI). Thus, at the Military Academy (Odesa), the formation of competence in making optimal management decisions in future officers is comprehensively implemented in the process of studying such disciplines of the military professional cycle as "Tactics", "Management of daily activities of units", "Military leadership", "Fundamentals of military management (including NATO staff procedures)", "Command and control of troops and staff service", "Statutes of the Armed Forces of Ukraine and their practical application", "Organisation of information and intelligence activities", etc. In other words, the formation of this competence is a complex and multifaceted psychological and pedagogical process that requires proper scientific and methodological support.

Along with the above, scientific sources indicate that the implementation of such an integrative process as decision-making is mediated by a number of personal characteristics of the manager [10]. One of these personal characteristics is the reflexivity of the manager's personality. Reflexivity is a special property of an individual that is aimed at

understanding his or her own actions and allows a person to record and analyses his or her own thoughts and emotions, behavior and well-being, character, inclinations and personality traits, values, desires and internal motivations, as well as analysis of what is happening around (feelings, emotions, desires, behavior of other people).

In the psychological dictionary, reflection is defined as "... analysis of one's own mental state, as well as ... as a mechanism of mutual understanding – understanding by the subject of what means and why he made this or that impression on the communication partner" [16]. Reflection as a synthetic mental reality exists and is studied in three basic aspects – as a mental process, as a mental property, and as a mental state. Two types of reflection are distinguished, which are conventionally designated as "intrapsychic" reflection (the ability to self-perceive the content of one's own psyche and its analysis) and "interpsychic" (the ability to "step into the place of another", as well as the mechanisms of projection, identification, empathy). The general property of reflexivity contains both of these types, and the level of development of this property is derived from them at the same time [16].

According to the provisions of modern management psychology, it is the features of the reflexivity of the manager's personality to some extent that determine the individual specificity of both his management style and his management decision-making [11]. Therefore, in view of the need to improve the formation of the competence of making optimal management decisions in future officers, the influence on its formation of the features of the reflexivity of the personality, which can be applied in the process of professional training of military specialists, deserves research attention.

The study of the governing documents for the training of unit commanders showed that the state imposes a number of requirements on graduates, one of which is the formation of professional competence in making optimal management decisions.

Considering the fact that the professional activity of a commander depends significantly on the leading properties of his personality, in particular, the ability to self-awareness and reflection, the authors of the article conducted a study of the personal qualities of cadets regarding the readiness to make optimal management decisions, as well as the influence of reflexivity on this process, which is closely related to associated with the specified competence.

Analysis of recent research and publications.

The analysis of psychological and pedagogical literature revealed that the issue of professional competence of military specialists was raised by

Ya. Zorii [2, 3], O. Didenko [5], A. Lihotskyi [6], and E. Podterher [14], L. Romanyshyna [17], O. Torichnyi [19], V. Yahupov [20]. The theoretical and methodological basis of the manager's activity in making management decisions in peacetime and in a combat situation in modern conditions is described in the works of O. Manoilo [8], O. Maslii [8, 9], V. Lukhanin [8], A. Yefimenko [8] and others.

In the publications of domestic researchers I. Ziaziun [4], V. Rybalka [15], Z. Stanovskyi [18], N. Poviakel [12], I. Bekha [1] the essence of reflection is revealed as:

- specific intellectual activity of the individual, which arises in a certain situation of difficulty in the implementation of meaningful activity and is an attempt to overcome difficulties by realizing them, inventing new ways of activity and self-realization;
- structural-functional-reflexive components and means of professional activity at the mastery level;
- a phenomenon that ensures the individual's ability to self-awareness and quality self-regulation;
- a component of effective professional thinking of a specialist;
- a means for the individual to realize the basis of his own actions and the orientation of his thinking on himself and the products of his activity.

In M. Naidionov's monograph, the theoretical foundations of the formation of a system of reflexive management are highlighted in a wide range: from the management of the process of human self-development to the meaningful coordination of reflexive processes that take place in a group and between groups [7].

In the works of V. Pasichnyk [10, 11], based on the analysis of psychological sources, information is provided on the influence of the military leader's reflection on the effectiveness of his management functions, which is significant from a practical point of view.

At the same time, the review of scientific publications conducted by the authors showed a lack of research to date, the subject of which would be the influence of the characteristics of the reflexivity of the manager's personality on the formation of the competence of making optimal management decisions. This determined the expediency of conducting the author's research and determined the purpose of the article.

The purpose of the article is to present the results of a study of the impact of the features of personality reflexivity on the formation of competence in making optimal management decisions, conducted with the involvement of cadets of the Faculty of Military Intelligence and Special Operations Forces of the Military Academy (Odesa) as research subjects.

Summary of the main material. To achieve this goal, theoretical and empirical research methods were used. Theoretical methods are an analysis of scientific literature, and empirical methods are "Methodology for diagnosing features of systemic decision-making" (T. Riabova, M. Shevtsov) and "Diagnostics of reflexivity" (A. Karpov). Statistical data processing methods were used for data processing – the study of the measure of central tendency (M) and correlation analysis.

In order to study the relationship between the competence of making optimal management decisions and the properties of reflexivity, the authors of the article interviewed 69 cadets (1st and 4th years) of the Faculty of Defense and Security of the Military Academy (Odesa).

Respondents entered the military university after graduating from secondary school, contract service, or studying at a military or civilian lyceum. The age of the respondents is from 16 to 22 years old.

At the first stage, the level of the cadets' ability to make optimal decisions was investigated. This competence includes the following criteria: the ability to formulate the purpose of future actions, analyze the situation, determine alternative solutions and choose the most optimal from them, justify the chosen decision and set tasks for subordinates during the execution of the assigned combat tasks by the unit in peacetime and wartime.

To implement this stage of the research, the "Methodology for the diagnosis of systemic decision-making features" was applied, which has proven itself well during the professional selection and training of those whose professions require quick decision-making in a situation of uncertainty and extreme conditions of professional activity. The methodology contains five diagnostic blocks for making optimal management decisions.

1. The information block shows how a person considers his experience, relying on implicit knowledge and subsequently applies it in professional activities and everyday life.

2. Cognitive block is the ability to conduct a logical analysis, combine various facts, quickly consider all possible options and alternatives, predict all the consequences of the decisions made.

3. Emotional-volitional block is the ability to self-control one's emotional state during decision-making. An excess of emotions contributes to impulsiveness in decision-making. Therefore, emotions affect the process of managerial decision-making ambiguously: they can both contribute to the effectiveness of decision-making and,

conversely, affect the outcome of the event. The higher the responsibility, determination, and self-control over one's emotional state, the more active are the multilevel processes of self-regulation of decisions and actions of the subject of action.

4. The motivational block indicates the respondents' enthusiasm for their professional work, the desire to achieve a specific goal.

5. Communicative block is the ability to consider the views of all participants when deciding, the ability to work in a team, and appreciate the possibility of joint work.

The summarized results of the conducted research on the "Methodology of diagnosing features of systemic decision-making" are shown in the Table 1.

During the survey using this method, the cadets were asked to read the statements relating to the specifics of making specific decisions in their professional activities and to evaluate how suitable this statement is for them, using numbers: 1 – no, 2 – most likely no, 3 – most likely yes, 4 – yes.

Based on the results of the study of the level of competence in making optimal management decisions, the following data were obtained.

With regard to the informational component of system decision-making features, it was diagnosed: among first-year cadets, the integral index is 29.96 (M) with a mean square deviation of 3.082 (SD), for fourth-year cadets – 31.0 (M) with a mean square deviation of 3.208 (SD). This is an indicator of the resilience of respondents, that is, the ability of cadets to withstand stressful situations, maintaining their internal balance without reducing the success of their activities.

With regard to the cognitive component of system decision-making features, it was diagnosed: in first-year cadets, the indicator is 30.19 (M) with a mean square deviation of 3.175 (SD), in fourth-year cadets – 29.52 (M) with a mean square deviation of 2.998 (SD). This means that the higher the ability to quickly consider all possible options and alternatives for decision-making, the higher the readiness to actualize one's intellectual and personal potential during decision-making in conditions of uncertainty.

In the emotional-volitional component of the features of systemic decision-making, it was diagnosed: in first-year cadets, the indicator is 33.22 (M) with a mean square deviation of 2.665 (SD), in fourth-year cadets – 32.19 (M) with a mean square deviation of 3.577 (SD).

Table 1 – Results of the study on the "Methodology of diagnostic features of systemic decision-making" (T. Riabova, M. Shevtsov)

Components	Normative values of the indicator range	Cadets of the faculty of VR and SSO of the 1st year, n = 27	Medium-square deviation (SD)	Cadets of the faculty of VR and SSO of the 4th year, n = 42	Mean square deviation (SD)
		M		M	
Informative	28–30	29.96	3.082	31.0	3.208
Cognitive	27–28	30.19	3.175	29.52	2.998
Emotional and strong-willed	29–30	33.22	2.665	32.19	3.577
Motivational	29–31	32.59	2.561	30.97	2.464
Communicative	29–30	30.44	2.665	29.97	2.464

The study of the emotional-volitional component of systemic decision-making showed that although this indicator came close to the normative values in the 4th year cadets compared to the results obtained in the 1st year cadets, it exceeds the normative values. The military-professional activity of servicemen of the BP and SSO specialists places high demands on their psyche and, first of all, on the emotional and volitional component of their activity. If the danger of the combat situation increases, the balance between the degree of danger and the level of mental preparedness may be disturbed. In this case, the warrior's behavior becomes uncontrollable, especially when the skills in performing combat actions are formed in conditions that are not similar to the conditions of combat activity. In other words, the emergence of the states mentioned above depends on the personal and social experience of the warrior.

In the motivational component of system decision-making features, it was diagnosed: among first-year cadets, the indicator is 32.59 (M) with a mean square deviation of 2.561 (SD), for fourth-year cadets – 30.97 (M) with a mean square deviation of 2.464 (SD).

It should be noted that for a better result, it is not necessary to have extremely high strong motivation, but its optimal level, because with too high motivation, the emotional state becomes very unstable, excitability, anxiety increases, and the level of stress increases. Behavioral reactions under this pressure change, which leads to deterioration of work capacity and efficiency of activity as a whole.

In the communicative component of system decision-making features, it was diagnosed: among

first-year cadets, the indicator is 30.44 (M) with a mean square deviation of 2.665 (SD), for fourth-year cadets – 29.97 (M) with a mean square deviation of 2.464 (SD). This shows that the respondents value the opportunity to work in a team, they tend to follow the opinion of the commanders, who are the authority in the military team.

So, during the study of the features of systemic decision-making, it was established that some indicators according to the "Methodology of diagnosis of the features of systemic decision-making" go beyond the normative values: in the 1st year – cognitive, emotional-volitional, motivational components; in the 4th year – informational, cognitive and emotional-volitional factors.

However, considering the age of the interviewees, one can also assume insufficient accuracy in assessing some of their properties (declarative and real level), namely, prognostic competence, insufficient ability to reflect, the desire to demonstrate the qualities expected of them, lack of sufficient life experience. This indicates the need to improve the specialized psychological competence of cadets of the specified specialty.

Considering that military intelligence specialists often make decisions in complex (extreme) situations, it will be useful to have decision-making skills in various types of extreme situations, in particular in:

- situations involving the solution of unusual, subjectively complex, creative tasks;
- situations involving decision-making in unusual, difficult conditions;
- situations of a complex nature, involving the solution of complex creative tasks in difficult conditions of activity.

The purpose of the second stage of the research was to study the influence of the characteristics of the reflexivity of the manager's personality on the formation of the competence of making optimal management decisions. For this, the "Diagnostics of reflexivity" technique (A. Karpov) was used, which makes it possible to evaluate four types of reflection:

a) situational reflection, which provides direct self-control of respondents' behavior in a current situation;

b) retrospective reflection, manifested in a tendency to analyze activities and events that took place in the past;

c) prospective reflection, which correlates with orientation to the future: analysis of further activities, behavior; planning, forecasting possible results, facts and other variables;

d) social reflection is the ability of a person to realize his own purpose, evaluate his actions, compare his actions with the norms of society, rethink his actions and analyze his moral qualities, as well as understand by the respondent how he is perceived by the communication partner, in other words, understanding the interlocutor through thoughts about him.

Also, the technique makes it possible to obtain an integral indicator of reflection, which is an indicator of a low, medium or high level of reflexivity of an individual.

Based on the results of the study, it was established that in the first year the "integral index of reflection" is 107.63 (M) with a mean square deviation of 25.81 (SD), which corresponds to the "low" level gradation. It can be stated that 40.74 % of cadets of the 1st year showed the level of expressiveness of reflexivity at the "low" level, 59.26 % – at the "average" level (Table 2).

In the 4th year, the "integral index of reflection" is 117.78 (M) with a mean square deviation of 9.49 (SD), corresponding to the "average" gradation. It can be stated that 31.25 % of 4th-year cadets showed a "low" level of reflexivity, 65.62 % – at an "average" level, and 3.12 % – at a "high" level (Table 2).

The study of reflexivity by components shows that the highest score was diagnosed by the indicator of prospective reflection, in particular, in the 1st year this indicator is 30.22 with 4.79 (SD), and in the 4th year with 32.64 with 4.94 (SD) (Figure 1).

In the professional activity of scouts, the skill of imagining a future event is very important: planning future actions, forecasting the results of one's activities, a tendency to analyze the situation and introspection. Developed prospective reflection provides thinking about future activity, an idea of the course of activity, planning, choosing the most effective methods designed for the future. It can be assumed that this type of reflexivity is the leading one in the professional activity of future scouts, therefore it is given increased attention.

Table 2 – Indicators of reflection according to the "Diagnostics of reflexivity" method (A. Karpov)

The level of expressiveness of reflexivity (integral indicator)	The value of the indicator range	Cadets of the faculty of VR and SSO of the 1st year, n = 27, %	Cadets of the faculty of VR and SSO of the 4th year, n = 42, %
Low	before 80–113	40.74	31.25
Average	114–139	59.26	65.62
High	140–172 and above	–	3.12
Average indicator values (M), standard deviation (SD)	–	107.63 (M) 25.81 (SD)	117.78 (M) 9.49 (SD)

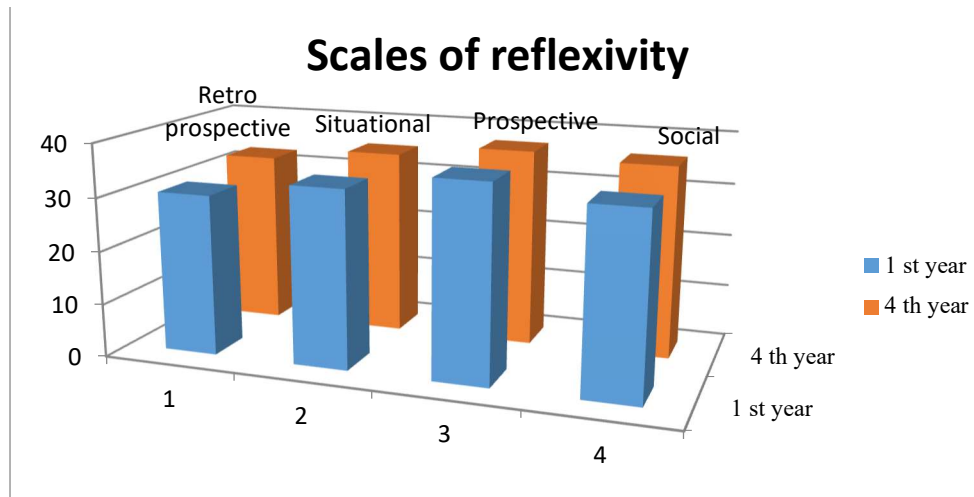


Figure 1 – Scales of reflexivity

In the second place during the study of the components of reflexivity is social reflection. In the 1st year, this indicator is 33.96 with 4.23 (SD), and in the 4th year – 36.03 with 5.47 (SD). This type of reflection shows the extent to which respondents use a mental rational process that is aimed at analysis, understanding, self-awareness, the direction of their own actions, behavior, language, their experience, feelings, states, abilities, character in interpersonal relationships.

In third place is situational reflection. This indicator in the 1st year is 33.30 with 4.19 (SD), and in the 4th year – 34.95 with 4.21 (SD) (Figure 1). This shows the respondents' ability to understand the actual situation – thinking about what is happening, understanding the elements of the situation, the ability to analyze their actions in a certain situation and their coordination according to changing conditions, as well as analyzing how the decision-making process unfolds. In other words, situational reflection provides direct involvement in the situation, understanding of its elements, analysis of what is happening at this time, that is, reflection is carried out "here and now" in specific life situations.

Retrospective reflection takes fourth place. This indicator in the 1st year is 30.22 with 4.79 (SD), and in the 4th year – 32.64 with 4.94 (SD) (Figure 1). The indicator of retrospective reflection confirms the respondents' ability to analyze the prerequisites, motives and causes of an event in the past; to consider the reasons for their behavior in the past, especially the mistakes that were made. This type of reflection is used to analyze and evaluate already performed activities, events that took place in the past.

It should be emphasized that specialists who possess the skills of reflective thinking have a higher percentage of solving tasks in unusual,

difficult conditions and situations of a complex nature. In this regard, the development of such a property for the specified military specialty is very desirable and useful.

The method of correlation constellations was used to identify cause-and-effect relationships. The level of homogeneity (integration) of the system was taken as $p \leq 0.01$ (99.9%), which corresponds to statistically reliable correlation coefficients (Pearson's r).

A significant positive correlation of the "informational factor" indicator with the "cognitive factor" indicators ($r = 0.690, p \leq 0.001$), "emotional-volitional factor" ($r = 0.478, p \leq 0.001$), "motivational factor" ($r = 0.420, p \leq 0.006$); "communicative factor" ($r = 0.500, p \leq 0.001$). This may indicate that a person is able to make optimal managerial decisions when all the components of managerial decision-making are harmoniously developed in him: the ability to use his experience, withstand stressful situations, conduct logical analysis, foresee all the consequences of decisions made, have an optimal level of motivation, while maintaining its internal balance without reducing the success of the activity.

A positive correlation of the indicator "retrospective reflection" with the indicator "situational reflection" ($r = 0.327, p \leq 0.05$), the indicator "prospective reflection" with the indicators "information factor" ($r = 0.310, p \leq 0.046$) and "situational reflection" ($r = 0.465, p \leq 0.014$). In other words, when planning their activities, respondents try to further consider the influence of all possible factors, comparing them with their capabilities in specific life situations.

A positive correlation of the "social reflection" indicator was established with the following indicators: "cognitive factor" ($r = 0.351, p \leq 0.022$);

"situational reflection" ($r = 0.353$, $p \leq 0.022$); "prospective reflection" ($r = 0.502$, $p \leq 0.001$). This may indicate that developed social reflection helps the commander to form an idea about the motives and intentions of the personnel, promotes mutual understanding and mutual coordination of interpersonal interaction in the military team, makes it possible to predict the course of further social interaction, which ensures self-organization of a high level of professional activity on a reflective basis.

The analysis of the answers to the question about the role of intuition in decision-making showed that the cadets use this resource of their psyche slightly: in the 1st year – 2.15 (M), in the 4th year – 2.38 (M), that is, the indicator has practically not changed.

However, according to D. Myers [21], thinking, memory and attitudes operate on two levels – conscious and voluntary and unconscious and involuntary (modern researchers call this "dual information processing"). In other words, we know more than we know what we know. Intuitive thinking is sometimes called wisdom of the heart, sometimes spiritual intelligence. Persons with developed intuition cope with problems more effectively, show wisdom, compassion. Today, these qualities are considered a consequence of spiritual intelligence, and not one of its cognitive components.

Therefore, the theoretical analysis of scientific sources of information and the experimental (confirming experiment) study of the influence of the features of the reflexivity of the personality on the formation of the competence of making optimal management decisions by the unit commander showed that for a complete and objective determination of the competence of making optimal management decisions, it is necessary to use a comprehensive approach to the study of criteria (the commander's ability to determine the purpose of future actions, analyze the situation, determine alternative options for solutions and choose the most optimal from them, justify the chosen solution and set tasks for subordinates during the execution of the service and combat tasks set by the unit in peacetime and wartime) and indicators (test results), which characterize such a phenomenon. This contributes to a comprehensive assessment and the creation of scientifically based conclusions and the development of the most effective practical recommendations for the development and improvement of these competencies.

Conclusions

1. As a result of the research, the specified goal was achieved, namely: it was established that the indicators of the cognitive, emotional-volitional, motivational components (I course) and the informational, cognitive and emotional-volitional components (IV course) slightly exceed the normative values of these indicators, which may indicate that the respondents have a special system of personal beliefs that contributes to the formation of readiness to participate in situations of increased complexity for them, to control them, to manage them, to be able to perceive even negative events and successfully cope with them.

2. The study of reflexivity showed that "the integral index of reflection at the "low" level of severity decreased in the IV year by 9.49 %; the "average" level of reflection increased by 6.36 %. The study of reflexivity by components proved that the highest score was diagnosed by the "prospective reflection" indicator.

3. The results of the study of the competence of making optimal management decisions and the level of reflexivity corresponding to the "average norm" gradation can indicate the readiness of cadets to make decisions based on algorithms faster in familiar conditions than in complex situations that require the development of analytical and creative abilities, critical thinking.

4. Taking into account the fact that specialists of the specified specialty often make decisions in difficult (extreme) conditions of combat activity, as well as based on the results of the conducted research, the authors believe that it will be useful to have decision-making skills in various types of extreme situations: which involve the decision of unusual, subjectively complex, creative tasks; that involve decision-making in unusual, difficult conditions; of a complex nature, which involve solving complex creative tasks in difficult operating conditions.

The authors see prospects for further research in the study of the relationship between the competence of making optimal management decisions and personal decision-making factors (rigidity, impulsivity, rationality), with the direction of the personality, prognostic abilities of respondents, individual psychodynamic characteristics, and the study of organizational and communication skills of future commanders. An important direction of further work is also the creation of psychological-pedagogical programs for the development of competences, which were investigated.

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ВПЛИВ ОСОБЛИВОСТЕЙ РЕФЛЕКСИВНОСТІ ОСОБИСТОСТІ КЕРІВНИКА НА ФОРМУВАННЯ КОМПЕТЕНТНОСТІ ПРИЙНЯТТЯ ОПТИМАЛЬНИХ УПРАВЛІНСЬКИХ РІШЕНЬ

На основі проведених теоретичних та експериментальних досліджень презентовано результати вивчення взаємозв'язку сформованості компетентності прийняття оптимальних управлінських рішень і властивостей рефлексивності у курсантів факультету підготовки спеціалістів Військової розвідки та Сил спеціальних операцій. Подана інформація розкриває вимоги, які ставлять до випускників вищих військових навчальних закладів, рівень сформованості вказаних компетентностей, напрями подальших досліджень та шляхи їхнього розвитку.

Діагностичний інструментарій для оцінювання рівня сформованості компетентності прийняття оптимальних управлінських рішень у курсантів підібрано з урахуванням критеріїв та показників цієї компетентності.

Показано, що компетентність прийняття оптимальних управлінських рішень у курсантів формується під час вивчення дисциплін військово-професійного циклу. Основними формами формування зазначеної компетентності під час навчального процесу є семінарські, гурткові заняття, заняття з тактичного формування, польові походи, тактичні тренування, використання методу ситуаційних професійних завдань.

Запропоновано доповнити процес підготовки курсантів психолого-педагогічними програмами з розвитку цих компетентностей. Додатковими методами можуть бути психологічні тренінги або елементи тренінгових занять під час практичних і групових занять. Розвиток рефлексії також може відбуватися як на навчальних заняттях, так і на спеціально організованих тренінгах-практикумах.

Ключові слова: *управлінські рішення, компетентність, рефлексивність, курсанти військових вишів, процес підготовки.*

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