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Certain Psychological Aspects In The Activities Of Scientific And Research Institutions Of Forensic Examination

Abstract. This research paper studied certain psychological aspects in the activities of scientific and research institutions of forensic examination, including psychology of management, moral-psychological climate in the staff, timely elimination of destructive conflict situations, social-psychological support of innovative process while reforming these institutions, training system of psychological preparation of management staff. Scientific principles for improving of psychology of management and psychological training of management staff are outlined. The structural model of personal qualities which should be possessed by an applicant for a managerial position at scientific and research institution of forensic examination.

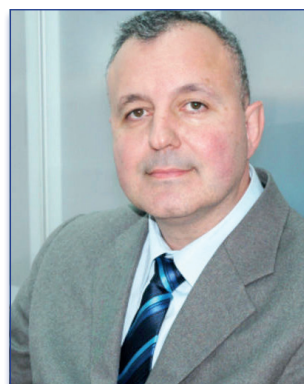
The need to improve the state of staffing management positions with persons who are capable of managing people based on their moral, business and psychological qualities was confirmed. For this purpose, it is proposed to reform the existing personnel departments of scientific and research institutions of forensic examinations and to create on their basis personnel management units with personnel management functions, taking into account modern domestic and foreign experience.

Key words: scientific-research forensic institution, psychological climate, psychology of management, social-psychological support, psychological preparation, training.

Research Problem Formulation. A scientific and research institution of forensic examination is a social mechanism consisting of individuals who have individual psychological, age, and qualification characteristics. Any mechanism requires united functioning due to a clear construction and energy supply. The role of the institution's social mechanism is its labor staff, which consists of employees who perform their duties in accordance with job instructions in structured units under the management of the management hierarchy. The successful functioning of the institution depends primarily on the personnel management system and quality characteristics of the management staff of these institutions.



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The author declare that they have no conflict of interest.

Human resource management involves regulating actions of both individuals and individual groups by applying modern psychological methods, technics, and means. This requires a high-quality selection of candidates for management positions (lower, middle, and higher ranks) taking into account their moral, business, psychological, and qualification characteristics, followed by their training and advanced training for the proper performance of management duties.

The proper performance of tasks on providing the law enforcement system of the state with high-quality and objective conclusions of experts by the scientific and research institution of forensic examination depends on peculiarities of the moral and psychological climate in the staff. Therefore, the formation of a positive moral and psychological climate is an important component of managerial influence.

Therefore, for today, there is an objective need to conduct scientific research on psychology of management at scientific and research institutions of forensic examination, taking into account the specifics of forensic expert activities, moral and psychological climate in the staff, timely elimination of destructive conflict situations, social-psychological support of innovative process while reforming, improvement of the staffing of managerial positions with highly qualified employees with their further psychological training, especially of lower and middle ranks.

Analysis of Recent Research and Publications. Issues of the psychology of management, the establishment of a moral and psychological climate in the staff, timely elimination of destructive conflict situations, social-psychological support of innovative process while reforming are given attention in the works of O. V. Briukhovetska (psychological features of management), L. M. Karamushka (innovative management styles), A. O. Klochko (features of managers' self-development), N. V. Protorova (social-psychological features of conflict management), Yu. V. Pyrohova (social-psychological aspects of management), A. V. Tserkovna (use of social-psychological management methods), O. O. Kravchenko (psychological aspects of management), M. D. Pryshchak (psychology of management), A. V. Slobodianuk (conflictology), and other scientists. These scientists made a significant contribution to the general theory of management psychology, interpersonal relations in the staff, timely elimination of destructive conflict situations on a personal basis.

However, today there is an issue on researching psychological aspects in the activities of scientific and research institutions of forensic examination, taking into account the specifics of forensic expertise. The main directions of this research should be: peculiarities of human resources management in these institutions, moral and psychological climate in the staff and its correction towards improvement, psychological training of the management staff of all levels taking into account modern domestic and foreign experience.

The purpose of this research paper is to outline the scientific principles of improving the psychological support of the management system in the scientific and research institutions of forensic examination, improving the moral and psychological climate in the staff, timely elimination of destructive conflict situations, social-psychological support of innovative processes and the training system for the psychological preparation of management staff.

Main Content Presentation.

Scientific and research institutions of forensic examinations (hereinafter referred to as SRIFE) is a complex mechanism consisting of various individuals and groups of individual psychological qualities and interests. Work at SRIFE is characterized by the presence of discipline and free creativity, strict technologies and innovations, regulatory requirements and informal initiative, incentives and restrictions. The development of SRIFE and labor productivity depends on primarily on the efficiency of the use



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ОКРЕМІ ПСИХОЛОГІЧНІ АСПЕКТИ В ДІЯЛЬНОСТІ НАУКОВО-ДОСЛІДНИХ УСТАНОВ СУДОВИХ ЕКСПЕРТИЗ

human resources. The management of a modern state-specialized institution consists of the correct choice of the goal and tasks of its activity, the study and in-depth analysis of the achieved level of scientific and forensic work, system of rational planning, implementation of best practices in management psychology, effective control over the moral and psychological climate in the staff.

O. V. Briukhovetska's views on the peculiarities of the management process of general educational institutions, which can be attributed to the management process of scientific and research institutions of forensic examinations are interesting:

- dynamism (flexibility) — changeability of the management process depending on tasks;

- sustainability — preservation of traditions in making management decisions;

- cyclicity and sequence of management operations — this is goal setting, collection of information about the management object, choice of an action option and its planning, control, and analysis of results;

- discreteness — division of the management process into components that can be repeated depending on the received information about the impact results: first, the accumulation of information about the object of influence, and then specific active actions regarding the object of influence¹.

L. V. Karamushka and A. O. Klochko pay attention to such signs characterizing the level of staff development as:

- preparedness for activity (degree of readiness of the staff to solve set tasks);

- directionality (clear directionality of actions, as well as staff member's awareness of the goals, methods and means of activity, criteria for evaluating the obtained results);

- organization (clear division of job responsibilities among staff members);

- activity (expressing the degree of physical and intellectual potential of employees);

- cohesion (unity and stability of interpersonal relations, stability, and continuity of the staff);

- integrability (coherence of internal labor processes);

- referentiality (employing the workforce with qualified personnel)².

Based on the results of the research, the scientists came to the conclusion that the process of forming an innovative management style depends on the emotional component³.

A. O. Klochko considers two management styles: traditional and innovative. Thus, the scientist refers to the traditional style of management as the solution to management tasks aimed at the implementation of management activities as a whole (planning, organization, and control of implementation). To the innovative style of management, she refers to a system of methods, techniques and means in accordance with innovative tasks, solving not only purely managerial tasks, but also leadership tasks, i.e., the ability to: create a staff and work in it, harmoniously combine the interests

Анотація. У статті досліджено окремі психологічні аспекти в діяльності науково-дослідних установ судових експертиз, серед яких: психологія управління, морально-психологічний клімат в колективі, своєчасне усунення деструктивних конфліктних ситуацій, соціально-психологічне забезпечення інноваційних процесів під час реформування цих установ, тренінгова система психологічної підготовки керівного складу. Окреслено наукові засади удосконалення психології управління та психологічної підготовки керівників. Запропоновано структурну модель особистісних якостей, якими повинен володіти претендент на керівну посаду науково-дослідної установи судових експертиз.

Підтверджена необхідність покращення стану комплектування керівних посад особами, які за своїми моральними, діловими та психологічними якостями спроможні керувати людьми. З цією метою запропоновано проведення реформування існуючих відділів кадрів науково-дослідних установ судових експертиз та створення на їх основі підрозділів управління персоналом із функціями кадрового менеджменту з урахуванням сучасного вітчизняного та зарубіжного досвіду.

Метою статті є окреслення наукових засад вдосконалення психологічного забезпечення системи управління у науково-дослідній установі судових експертиз, покращення морально-психологічного клімату в колективі, своєчасного усунення деструктивних конфліктних ситуацій, соціально-психологічного забезпечення інноваційних процесів та тренінгової системи психологічної підготовки керівного складу.

Ключові слова: науково-дослідна судово-експертна установа, психологічний клімат, психологія управління, соціально-психологічне забезпечення, психологічна підготовка, тренінг.

¹ Брюховецька О. В. Психологічні особливості управління загальноосвітніми навчальними закладами. *Актуальні проблеми психології*: зб. наук. пр. Київ: Фенікс, 2014. Т.1. Вип. 41. С. 75–79. <http://appsychology.org.ua/data/jrn/v1/i41/16.pdf>

² Карамушка Л. М., Клочко А. О. Інноваційні стилі управління менеджерів освітніх організацій у контексті розвитку емоційного інтелекту: зв'язок з психологічними та організаційно-функціональними характеристиками організацій. *Організаційна психологія. Економічна психологія* : наук. журн. Київ: [б. в.], 2019. № 2–3 (17). С. 47–57. <http://orgpsy-journal.in.ua/index.php/orep/article/view/36/19>

³ Там само.

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**CERTAIN PSYCHOLOGICAL
ASPECTS IN THE ACTIVITIES
OF SCIENTIFIC AND
RESEARCH INSTITUTIONS OF
FORENSIC EXAMINATION**

Abstract. This research paper studied certain psychological aspects in the activities of scientific and research institutions of forensic examination, including psychology of management, moral-psychological climate in the staff, timely elimination of destructive conflict situations, social-psychological support of innovative process while reforming these institutions, training system of psychological preparation of management staff. Scientific principles for improving of psychology of management and psychological training of management staff are outlined. The structural model of personal qualities which should be possessed by an applicant for a managerial position at scientific and research institution of forensic examination.

The need to improve the state of staffing management positions with persons who are capable of managing people based on their moral, business and psychological qualities was confirmed. For this purpose, it is proposed to reform the existing personnel departments of scientific and research institutions of forensic examinations and to create on their basis personnel management units with personnel management functions, taking into account modern domestic and foreign experience.

Key words: scientific-research forensic institution, psychological climate, psychology of management, social-psychological support, psychological preparation, training.

of the institution and staff; the ability of the manager to self-develop⁴. In her opinion, there is a direct connection between the manager's self-development and their innovative management style. The scientist considers it necessary to increase the level of self-development of the management staff to master their social and professional competencies⁵.

In turn, L. V. Karamushka singles three management styles (according to K. Levin's classification):

- democratic (collegial, democratic);
- liberal (formal, free, neutral);
- authoritarian (autocratic, resolute, directive)⁶.

Preferably, every single manager should possess the following psychological traits:

- desire for leadership and the ability to manage;
- strong-willed qualities;
- willingness to take a reasonable risk;
- desire for success, ambition;
- ability to take responsibility in extreme situations;
- self-sufficiency of an individual;
- combinatorial and prognostic type of thinking (variability, pace, flexibility, intuitiveness, logic, prediction);
- stress resistance;
- adaptability, i.e., rapid adaptability to new conditions⁷.

Scientific and research institutions of forensic examinations (hereinafter referred to as SRIFE) is, first of all, a living organism that has their own individual characteristics, its capabilities and level of competence, its emotional mood, its history and traditions, its moral values. In other words: this institution has its own organizational philosophy. Any staff is prone to internal resistance to innovations that destroy old traditions and create new rules of operation. The members of the labor staff are aware of the expediency and necessity of changes, and on the other hand, there is a reluctance to change the usual work regime and work organization.

The staff of scientific and research institution of forensic examinations is a complex association of individuals who differ in their qualification level, age, experience of expert and scientific work, interests, specialty, ethical level, and intelligence. Personality develops in the staff. The staff is able to perform the tasks set before it if there is a business and positive atmosphere in it. Conflicts arise in any work staff. It is necessary to distinguish between business conflicts, which have a positive effect on the activity of the institution as a whole, and conflicts on a personal basis, which destroy official activities. Conflicts depend on the moral, philosophical, political, aesthetic development of the individual. They may arise due to a partial renewal of the staff, in connection with the exaggeration of the merits of individual employees and the underestimation of others. Conflicts can have a short-term nature, and sometimes acute and protracted.

⁴ Ключко А. О. Комплекс методик для дослідження психологічних особливостей традиційних та інноваційних стилів управління менеджерів в освітніх організаціях. *Організаційна психологія. Економічна психологія* : наук. журн. Київ : [б. в.], 2018. № 1. С. 77—89. URL: <http://orgpsy-journal.in.ua/index.php/orpep/article/view/101/80>

⁵ Ключко А. О. Особливості саморозвитку менеджерів освітніх організацій та його зв'язок із традиційними та інноваційними стилями управління. *Організаційна психологія. Економічна психологія* : наук. журн. Київ : [б. в.], 2020. № 1. С. 72—80. URL: <http://orgpsy-journal.in.ua/index.php/orpep/article/view/144/119>

⁶ Карамушка Л. М. Психологія управління: навч. посіб. Київ: Міленіум, 2003. 344 с.

⁷ Ходаківський С. І., Боговяленська Ю. В., Грабар Т. П. Психологія управління: підручник. 3-тє вид., доп. Київ: Центр учбової літератури, 2011. 664 с. URL: https://shron1.chtyvo.org.ua/Khodakivskiy_Yevhen/Psycholohiia_upravlinnia.pdf

It is to be agreed with the conclusions of N. V. Protorova regarding the conditions that create opportunities for effective influence on the prevention of conflict situations and their settlement:

- timely identification of conflict situations;
- establishing the cause, purpose, intentions and interests of the conflicting parties;
- analysis of the conflict situation thanks to the application of special methods, techniques and means of recognizing the causes of the conflict;
- mastery of conflict management technology skills;
- ability to apply the psychological mechanism of influence in practice;
- ability to assess conflict situations and direct emotional energy in a positive business direction⁸.

Any legal entity is created and functions to achieve a specific goal. The staff working in them is considered as a means of realizing the goals of the legal entity. Work with personnel should be determined both by state policy and management strategy. As a part of SRIFE, there are structural subdivisions — Human Resources Departments that solve technical issues of staffing, personnel document flow, and personnel maintenance. However, their competence does not include issues on developing the institution's personnel policy and personnel management, including psychological support for work with staff. Therefore, today it is urgent to reform the existing outdated Soviet-type personnel support units of SRIFE — Human Resources Departments and create personnel management units on their basis, which should provide these institutions with highly qualified personnel and carry out personnel management work taking into account modern domestic and foreign experience.

In the Glossary of terms in the field of human resource management in the public sector⁹ the term "Human resource management" (hereinafter referred to as HRM) is considered as "work on managing people and human relations in the institution". HRM has the following components: personnel planning, staffing, transfer, motivation, professional development, application, ethical behavior, discipline, psychological support and termination of employment relations. HRM specialists work both with individual employees and with groups of people, influencing their relationships. The work is aimed at preventing and eliminating negative conflict situations, strengthening team spirit, identifying circumstances that should satisfy the needs of employees and generally improve the moral and psychological climate in the staff. The management of SRIFE should be based on the principles of democracy, equal opportunities and non-discrimination.

It is impossible not to agree with Yu. V. Pyrohova that the personnel of a legal entity contains socio-psychological and socio-cultural characteristics. Each member of the staff is endowed with intelligence and therefore reacts emotionally and meaningfully to management as an external action. The process of interaction between the subject and the object of management is bilateral. Every employee is capable of self-development and self-improvement, which is an important source of increasing the efficiency of any legal entity. When choosing a type of professional activity, the employee consciously sets a certain goal for themselves, which should be encouraged by the management through the creation of appropriate motivation for work¹⁰.

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CERTAINS ASPECTS PSYCHOLOGIQUES DANS LES ACTIVITÉS DES INSTITUTIONS D'ANALYSE SCIENTIFIQUE

Résumé. L'article examine certains aspects psychologiques de l'activité instituts de recherche d'examen judiciaires, y compris: psychologie de la gestion, climat moral et psychologique dans l'équipe, élimination rapide des situations conflictuelles destructrices, soutien social et psychologique des processus innovants lors de la réforme de ces institutions, système de formation psychologique du personnel de direction. Les principes scientifiques de l'amélioration de la psychologie de la gestion et de la formation psychologique des gestionnaires sont exposés. Un modèle structurel des qualités personnelles que devrait posséder un candidat à un poste de direction d'une institution d'analyse scientifique est proposé.

La nécessité d'améliorer l'état de la dotation des postes de gestion par des personnes capables de gérer des personnes en fonction de leurs qualités morales, commerciales et psychologiques s'est confirmée. À cette fin, il est proposé de réformer les départements du personnel existants des institutions d'analyse scientifique et de créer sur leur base des unités de gestion du personnel dotées de fonctions de gestion du personnel, en tenant compte de l'expérience moderne nationale et étrangère.

Le but de l'article il y a un aperçu des principes scientifiques d'amélioration du soutien psychologique du système de gestion dans l'institution d'analyse scientifique, l'amélioration du climat moral et psychologique dans l'équipe, l'élimination rapide des situations de conflit destructrices, le soutien social et psychologique des processus innovants et un système de formation pour la préparation psychologique du personnel d'encadrement.

Mots clés: institution d'analyse scientifique, climat psychologique, psychologie de gestion, soutien socio-psychologique, préparation psychologique, formation.

⁸ Проторова Н. В. Соціально-психологічні особливості управління конфліктами в педагогічному колективі. Збірник наукових праць : філософія, соціологія, психологія. Івано-Франківськ : [б. в.], 2011. Вип. 16(1). С. 176–184. URL: http://nbuv.gov.ua/UJRN/znpfsp_2011_16%281%29_23

⁹ Словник термінів сфери управління кадровими ресурсами. Centre for Integrity in the Defence Sector. Пер. А. Крістенсен. Осло, 2021. URL: https://www.nato.int/nato_static_fl2014/assets/pdf/2021/4/pdf/210401-bi-gloss-hrm-ps-uk.pdf

¹⁰ Пирогова Ю. В. Соціально-психологічні аспекти управління людськими ресурсами у сфері публічної служби України: теоретичний дискурс. Державне управління та місцева са-

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**BESTIMMTE
PSYCHOLOGISCHE ASPEKTE
IN DEN TÄTIGKEITEN VON
WISSENSCHAFTLICHEN UND
FORSCHUNGSEINRICHTUNGEN
FÜR FORENSISCHE
UNTERSUCHUNGEN**

Abstrakt. Der Artikel untersucht bestimmte psychologische Aspekte in der Tätigkeit wissenschaftlicher Forschungseinrichtungen forensischer Untersuchungen, darunter: Psychologie des Managements, moralisches und psychologisches Klima im Team, rechtzeitige Beseitigung destruktiver Konfliktsituationen, soziale und psychologische Unterstützung innovativer Prozesse bei deren Reformierung Institutionen, Ausbildungssystem für Führungskräfte der psychologischen Vorbereitung. Die wissenschaftlichen Grundlagen zur Verbesserung der Managementpsychologie und der psychologischen Ausbildung von Führungskräften werden skizziert. Vorgeschlagen wird ein Strukturmodell persönlicher Eigenschaften, die ein Bewerber für eine Führungsposition in einer forensischen Forschungseinrichtung mitbringen sollte.

Es wurde bestätigt, dass die Besetzung von Führungspositionen mit Personen verbessert werden muss, die in der Lage sind, Menschen aufgrund ihrer moralischen, geschäftlichen und psychologischen Qualitäten zu führen. Zu diesem Zweck wird vorgeschlagen, die bestehenden Personalabteilungen von Wissenschafts- und Forschungseinrichtungen forensischer Untersuchungseinrichtungen zu reformieren und auf ihrer Grundlage unter Berücksichtigung moderner In- und Auslandserfahrungen Personalmanagementeinheiten mit personalleitenden Funktionen zu schaffen.

Der Zweck des Artikels ist es, die wissenschaftlichen Prinzipien der Verbesserung der psychologischen Unterstützung des Managementsystems in der wissenschaftlichen Forschungseinrichtung für forensische Untersuchungen, der Verbesserung des moralischen und psychologischen Klimas im Team, der rechtzeitigen Beseitigung von destruktiven Konfliktsituationen,

The conclusions by A. V. Tserkovna and V. V. Kharlamova about the need for constant changes in personnel motivation, including social and psychological ones, depending on external factors, deserve attention. Scientists suggest applying modern management methods with an orientation to each employee and emphasize the application of modern management techniques, taking into account the personal characteristics, intellectual capabilities and work capacity of each individual member of the staff¹¹.

O. O. Kravchenko and S. V. Kykot understand the socio-psychological climate in staff as “a qualitative aspect of interpersonal relations that manifests itself in a set of internal (psychological) conditions that promote or hinder productive joint activity and comprehensive development of the individual in the group.” Scientists indicate the dependence of labor productivity on interpersonal relationships, staff cohesion, psychological compatibility and management style. A positive psychological climate promotes friendly mutual assistance, friendliness, positive emotions, and mutual benefit, which generally improves the service activities of the institution. Joint decision-making unites the efforts of the staff to achieve a certain goal. Therefore, in order to improve the moral and psychological climate in the staff, the manager needs to create relations of support and mutual trust in it¹².

The main features of an effective staff of professionals are:

— a single representation by each member of the staff of the overall staff goal, tasks and prospects for development;
a single system of values and the presence of single rules of behavior;
personal interest of each staff member in achieving the staff goal;
the only leader recognized by the staff;
informal and open atmosphere;
mutual understanding in the staff;
joint discussion of fundamental issues by all staff members;
during the discussion of important issues, the best ideas are encouraged;
the decision is taken unanimously, and not by majority vote;
conflict situations arise around ideas and methods, not between personalities¹³.

One of the signs of a healthy moral and psychological climate in the staff of SRIFE is a communication culture both within the staff and externally. The communication culture is a component of the general culture of the individual. For successful communication, it is necessary not only to know its rules, but also to have an appropriate upbringing. Communication culture is the rules of behavior, acquired knowledge, and communication skills that are accepted in society at a certain stage of development¹⁴.

In our opinion, foreign management models provided by A. V. Slobodianuk and N. O. Andrushchenko are interesting. Scientists give an example of three management models: American, European and Japanese. Thus, a feature of the American management model is its focus on such an

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¹¹ Церковна А. В., Харламова В. В. Використання соціально-психологічних методів управління персоналом. *Ринкова економіка: сучасна теорія і практика управління* : зб. наук. пр. Одеса: Наука і техніка, 2017. Т. 16. Вип. 3. С. 222–237. URL: <http://rinek.onu.edu.ua/issue/view/7428>

¹² Кравченко О. О., Кикоть С. В. Психологічні аспекти управління персоналом. *Молодий вчений* : наук. журн. Херсон: Гельветика, 2016. № 3. С. 101–103. URL: <http://molodyvcheny.in.ua/files/journal/2016/3/25.pdf>

¹³ Прищак М. Д., Лесько О. Й. Психологія управління в організації: навч. посіб. 2-ге вид., доп. Вінниця: БНТУ, 2016. 150 с. URL: https://shron1.chtyvo.org.ua/Pryschak_Mykola/Psykholohiia_upravlinnia_v_orhanizatsii.pdf

¹⁴ Кукеленко-Лук'янець І. В. Психологія управління: навч.-метод. посіб. Черкаси: ЧНУ, 2012. 140 с. URL: https://shron1.chtyvo.org.ua/Pryschak_Mykola/Psykholohiia_upravlinnia_v_orhanizatsii.pdf



organizational and legal form as a corporation. The corporation's employees take part in the development of its development strategy, discussing issues of improving operations and solving both internal and external problems. A feature of the European management model (Great Britain, the Netherlands, Sweden, Norway, etc.) is the active involvement of employees in management. The Japanese management model is characterized by an orientation to the human factor. In contrast to the American management model, where the individual is considered first of all, the Japanese management model is focused on a group of people, that is, on the creation of a "corporate spirit". The interests of the group are placed above the interests of the individual. This is because the Japanese value belonging to a social group, the place of the individual in the group, and the respect of others. They are characterized by unconditional compliance with instructions, rules, and traditions¹⁵. We believe that in Ukraine it will be appropriate to apply elements of American and European management models, namely: the involvement of employees in management through the creation of a mechanism for the functioning of staff meetings and their stimulation to participate in the rationalization of the institution's activities. In the Japanese model, the creation of the "corporate spirit" of the institution is interesting. However, the latter will take place only thanks to long-term work on creating a positive moral and psychological climate in the staff. The presence of the institution's "corporate spirit" is the highest level of staff development.

The proper level of functioning of scientific and research institutions of forensic examinations is possible, thanks to the improvement of staff management psychology. Among the directions of this improvement, it is necessary to highlight the creation of the so-called "corporate spirit" in the institution, in which employees are united based on a single goal of the activity. Clear coordination on the part of the management of all SRIFE levels of the performance of official duties by employees is the second direction of improving the functioning of these institutions. The role of managers at all levels as coordinators is complex and meaningful, which requires them to mobilize all their experience, knowledge, and creative potential for psychological preparation and motivation of people to work. Indirect coordination of the work of subordinates leads to the best result, creating a positive atmosphere and a sense of self-control in the staff. At the same time, there should be feedback from the staff, when the suggestions and wishes of each member of the staff regarding the improvement of activities are taken into account. Awareness by all members of the staff of the final result of joint activity is the next direction of improving the functioning of SRIFE. This result consists of the individual labor actions of each staff member, which should be perceived by them as making a personal contribution to the common cause.

Joint activity is a complex, dynamic, social system in which the division into controlling and controlled parts should be relatively conditional, since all staff members, including managers at all levels, are executors in accordance with their job duties, make a certain contribution to the common cause and ideally should influence the management policy of the institution through established advisory management bodies, which should be listened to by the top management. Subsystems are created in the system of joint activity: "person-person", "person-staff", and "staff-person". Optimizing the functioning of each subsystem and ultimately the entire system of joint activity requires the manager to have the knowledge and take into account the psychological characteristics of each employee. The best result of joint activity is achieved with the dialectical unity of one-man management and collegiality, the combination of responsibility, authority, and organizing will

der sozialen und psychologischen Unterstützung zu skizzieren innovativer Prozesse und das Trainingssystem zur psychologischen Vorbereitung der Führungskräfte.

Schlüsselwörter: wissenschaftlich-forensische Einrichtung, psychologisches Klima, Managementpsychologie, sozial-psychologische Unterstützung, psychologische Vorbereitung, Schulung.

¹⁵ Слободянюк А. В., Андрущенко Н. О. Психологія управління та конфліктологія: навч. посіб. Вінниця: ВНТУ, 2010. 120 с. URL: https://shron1.chtyvo.org.ua/Slobodianiuk_Anatoliy/Psykholohiia_upravlinnia_ta_konfliktolohiia.pdf?PHPSESSID=5t2s32879dd5fm9f4hlae3ue45

of one person with the broad development of the social activity, initiative, creativity, and the presence of democratic principles in making management decisions.

The staff of the scientific and research institution of forensic examinations has its own individuality. The highest type of social management of such staff is the self-organization of staff activity when each employee identifies his personal needs with staff ones, which ultimately leads to self-regulation of individual behavior. The abilities and skills of individual work with each member of the working staff are one of the most important elements of effective management, which includes the ability to understand the internal motivations of each member of the staff for joint work, to understand the diversity of goals and interests, motives and needs of the individual.

The creation of a proper mechanism for the functioning of scientific and research institutions of forensic examinations is possible only under the conditions of effective functioning of the entire management staff of these institutions. In this regard, today there is a real need for professional training, opportunities, and abilities of the middle and lower levels of the management staff of SRIFE to create a capable staff. Management of the joint activities of employees takes place in the system of interpersonal relations, which are characterized by: interdependence, expediency, orderliness, subordination, effectiveness, communicativeness, dynamism. These properties of interpersonal relations give rise to the following duties of the management team:

- purposefulness: setting the goals of specific actions and their coordination among employees;
- organization of joint activities: formation of the structure and management system, ensuring conditions for its normal functioning, development of normative management algorithms, etc.;
- responsibility for the results of joint activities: full responsibility of the management for the general state of affairs and final results;
- coordination of joint activities: distribution of tasks among employees in accordance with the capabilities of the performers, as well as in accordance with regulatory requirements, goals, and tasks;
- control of joint and individual actions;
- motivation of staff and individual actions: formation of conditions for internal motivation of the employee to actions and deeds (financial and moral incentives);
- implementation of communication links as a necessary condition of the labor process;
- upbringing as a process of formation of socially acceptable normative behavior of an employee.

The professional competence of the manager and their personal example have a great motivational effect on subordinates. Therefore, the professional competence of the manager should be improved on an ongoing basis. This applies primarily to low-level managers who directly manage structural units and participate in conducting expert studies or scientific research activities of SRIFE. The manager of the grassroots structural division is the direct teacher of the forensic expert or scientific worker. Special knowledge is necessary for the manager of the structural unit of expert research or the scientific structural unit for rationalization activities. High professional culture and knowledge of the case are necessary prerequisites for increasing the manager's authority and therefore strengthening their managerial influence in relation to subordinates. The manager must not only be demanding of subordinates to observe labor discipline, but also be an example for them. At the same time, he must adhere to a uniform approach to all employees. A manager's healthy attitude to criticism and self-criticism determines the level of his competence and desire to solve existing problems.

The most important element of managerial activity is the manager's assistance to subordinates in their activities, as well as in their personal issues. In the person of the manager, the subordinate should see not only a highly qualified specialist and an experienced manager, but also a person capable of helping in solving any problems. The manager's passive attitude to the problems of employees creates a negative psychological state in the staff, which in turn leads to a decrease in work productivity.

One of the manager's functions in the process of coordinating the activities of subordinates is the timely elimination of destructive conflict situations in the staff. Non-interference in a conflict situation should be considered as an evasion of duties by the manager, which ultimately leads to his loss of actual control of public opinion in the staff.

Therefore, we offer a structural model of personal qualities that an applicant for a managerial position at a scientific research institution of forensic examinations should possess, which include:

- adaptive mobility (tendency and persistent interest in creative intellectual activity, desire for continuous replenishment and deepening of knowledge, intellectual stress resistance, balance of productive and reproductive phases of thinking, desire to influence others, tendency to resist the destabilizing influence of negative forms of behavior, etc.);

- emotional leadership;

- ability to integrate social functions (the ability to be both an informal emotional leader and an administrator, which is regulated by job instructions and informal norms that have developed in the staff);

- contact (ability to establish positive social contacts, open nature of communication, desire to be informed, high level of harassment, ambitious desire to assert one's personality, ability to establish business relationships and place people close to oneself, ability to look at a conflict situation through the eyes of conflicting parties, ability to listen and convince);

- stress resistance (intellectual, volitional, emotional).

Bringing activities of scientific and research institutions of forensic examinations to international standards should contribute to their successful functioning, which in turn leads to their reformation. The most important element in the formation of the new is the social and psychological support of innovative processes:

- taking into account the attitudes, value orientations, moral norms, and interests of employees;

- use of social and psychological information to develop measures of functional, organizational, and communication support;

- application of social and psychological methods of active training of employees in the process of reforming and involving them in innovations.

Any innovation affects the interests, value orientations, the order of activity of all members of the labor staff. In order to increase the effectiveness of innovation processes, it is necessary to determine the interests and value orientations that will change under the influence of innovations, the content of future changes, and their impact on the overall improvement of the institution's functioning already at the stage of setting the innovation task.

The most important condition for the creation of a successful, capable and qualified team of employees of a scientific and research institution of forensic examinations is its stability, which depends on the moral and psychological climate in it. The more favorable the moral and psychological climate in the staff, the lower the staff turnover and vice versa. To stabilize the moral and psychological climate in the staff, the following must be done:

- identify factors of job dissatisfaction and carry out their analysis;

- develop a plan of measures to eliminate conditions that contribute to dissatisfaction;

- carry out work to eliminate the specified conditions.

The most important element of the proper functioning of scientific and research institutions of forensic examinations is a high professional level of training of the entire management staff of these institutions, including their psychological readiness to manage forensic and scientific personnel. In connection with this, today the question of quality selection for management positions of SRIFE of persons who, based on their psychological, moral, and business qualities, can manage forensic experts and scientific staff in the conditions of specific forensic activity, is acutely emerging. This requires the Human Resource department of SRIFE to adopt effective modern methods and techniques for selecting candidates for management positions. The presence of the necessary qualities for managing people is not enough for first-time appointed managers to fully perform their duties. Each level in the management hierarchy system requires a certain amount of knowledge and training. The higher the level of this hierarchy, the higher the professional level of training of the corresponding manager should be. In this connection, there is a need to train and improve the qualifications of the management staff of SRIFE, including psychological training. Therefore, the selection of managerial personnel, their training, and professional development have a decisive influence on the work of the entire staff of the scientific and research institution of forensic examinations.

Psychological aspects of managerial activity directly affect the complex mechanism of psychological interaction between employees of the SRIFE. In our opinion, managerial competence is a system of the manager's internal capabilities, which consists of their moral, psychological, and business qualities, as well as the level of special knowledge, skills and abilities.

The application of a training program of psychological assistance to managers for successful personal management, proposed by A. V. Vozniuk ¹⁶ should be useful for the proper functioning of SRIFE. Taking into account her research on this issue, we believe that the main tasks of psychological preparation training for the management staff of SRIFE should be:

- mastering knowledge about the specifics of forensic expert activity and the functioning of scientific and research institutions of forensic examinations and their awareness of their leading role in this process;
- adjustment of managers to an innovative approach to managerial activity;
- mastering management skills and abilities thanks to modern forms and methods of managerial influence.

Today, there is an issue with introducing psychological training into the system of professional training of the management staff of SRIFE. For this purpose, it is necessary to develop normative support for the training and advanced training of the management personnel of SRIFE, taking into account domestic and foreign experience.

The successful training of a manager is possible only as a result of the qualified selection of candidates for management positions by the personnel support unit of the SRIFE, who are capable of management based on their moral, psychological and business qualities. Only in this case, further training of the manager can give a positive result. For the psychological training of the manager, the achievements of such areas of psychological science as personality psychology, management, communication, and social psychology should be used.

We believe that lectures as a type of professional training of a manager cannot be the main one. At lectures, a person receives only theoretical knowledge and partially practical skills. Obtaining theoretical knowledge

¹⁶ Вознюк А. В. Зміст та структура тренінгу «Психологічні особливості управління педагогічними працівниками в освітніх округах. Організаційна психологія. Економічна психологія : наук. журн. Київ : [б. в.], 2016. № 4. С. 15–24. URL: <http://orgpsy-journal.in.ua/index.php/oep/article/view/165/137>

and, based on it, practical skills and abilities can lead to the best result of training. For this purpose, we consider it necessary to use various psycho training technologies. Training is an active practical method of obtaining new information based on a person's theoretical knowledge, a method of training aimed at adapting to increased conditions and requirements in a certain field of activity. As a subtype of training, psychocorrective training provides changes in the psychological sphere of a person to improve his behavior, consciousness or professional activity.

Thanks to the training, effective assimilation of methods and techniques of managerial influence and business communication are ensured, and individual psychological characteristics of a person as a manager are adjusted, which are necessary for the successful management of subordinates. During the training, individually specific methods and techniques of managerial influence, as well as communications, are formed, which are based on the psychological characteristics of each of its participants. At the same time, in our opinion, it is important for training participants to acquire theoretical knowledge of psychology, which should be provided to them in lectures. Trainings are conducted through an active exchange of experience, which contributes to the expansion of the behavioral repertoire among the trainees in order to solve a specific problem. At the same time, the emotional business atmosphere created during the training stimulates learning, significantly consolidates the acquired knowledge, and in practice forms new skills and abilities. The theoretical consideration of psychological training should be based on the analysis of management activities, among the components of which are communication and decision-making, which takes place in their preparation, adoption, implementation, and control of implementation.

We consider it expedient to conduct the following types of psychological trainings with the management staff of SRIFE:

- intellectual — aimed at optimizing decision-making and control over their implementation;

- socio-psychological — aimed at improving communication and business communication.

The introduction into the system of professional training of the management staff of scientific and research institutions of forensic examinations of psychological training, and together with it the training, requires the development of special training programs that must take into account the specifics of forensic expert activity.

The main methods of psychological training for SRIFE leaders should be:

- group discussion (joint discussion of a problematic issue, during which possible ways to solve it are offered, explanations are provided, and opinions are expressed);

- game methods: organizational activity, situational role, didactic, creative, business games;

- methods aimed at the development of social perception: the ability to perceive, understand, and evaluate people and oneself.

Conclusions. Today, there is a need for further scientific substantiation of psychological aspects in the activity of scientific and research institutions of forensic examinations, taking into account the specifics of forensic expert activity. According to our mind, further research on this issue should take place in the following directions:

- psychological aspects of management;
- moral and psychological climate in the staff;
- psychological training of management staff.

The proper functioning of the scientific and research institutions of forensic examinations is possible in the event that management positions are filled with persons who, based on their moral, psychological, business and qualification qualities, are able to ensure the full-fledged work of subordinate

personnel. On the other hand, training and advanced training of managers, including their psychological training, should be normatively conditioned and implemented in practical activities.

Our proposed structural model of personal qualities that an applicant for a managerial position of a scientific and research institutions of forensic examinations should possess needs to be normatively confirmed, which should become a reference point for the human resources division regarding the quality of staffing these positions with highly qualified managers. Our proposed structural model of personal qualities that an applicant for a managerial position of a scientific and research institution of forensic examinations should possess needs to be normatively confirmed, which should become a reference point for the human resources division regarding the quality of staffing these positions with highly qualified managers.

The introduction of a psychological training system into the system of professional training of the management staff of scientific and research institutions of forensic examinations with the development of special training programs that take into account the specifics of forensic activity, using the method of group discussion, game methods, and methods aimed at the development of social perception, in general, will significantly improve the competence of managers when they solve job tasks to improve the efficiency of subordinate personnel.

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