

УДК 35. 378.113: 007.1

DOI: 10.31732/2663-2209-2024-75-316-324

ХАРАКТЕРИСТИКА ЕМПІРИЧНИХ МЕТОДІВ ВИВЧЕННЯ ПСИХОЛОГІЧНОГО ПОРТРЕТА КЕРІВНИКІВ

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CHARACTERISTICS OF EMPIRICAL METHODS FOR RESEARCHING THE PSYCHOLOGICAL PORTRAIT OF MANAGERS

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Анотація. У статті проаналізовані емпіричні методики дослідження психологічного портрету керівників. На основі розробленої теоретичної моделі психологічного профілю керівника та основних емпіричних показників було проведено дослідження впливу цього профілю на ефективність його діяльності. Мета дослідження полягає в аналізуванні особливостей психологічного профілю керівника та його впливу на ефективність управлінської діяльності, що дозволяє планувати напрями розвитку характеристик, які складають цей профіль та впливають на ефективність керівної роботи. Для опитування керівників з метою дослідження психологічного профілю керівника та визначення його впливу на ефективність управління, використано наступний психодіагностичний інструментарій: методика «Дослідження комунікативних та організаторських схильностей» (КОС-2) В. В. Синявського і Б. А. Федоришина; тест «Діагностика схильності до певного стилю керівництва» (Є. П. Ільїн); методика «Когнітивна орієнтація (локус контролю)» (авт. Дж. Роттер); тест «Самооцінка вольових якостей»; діагностика можливого стилю поведінки особистості в ситуаціях конфлікту (К. Томас); методика діагностики соціально-психологічної адаптації К. Роджерса та Р. Даймонда, п'ятифакторний опитувальник особистості «Велика п'ятірка» та анкета збору соціально-демографічних даних. Натомість, для визначення ефективності управління керівництвом, їхніх характеристики здійснено опитування їхніх підлеглих. Для цього використано тест ефективності діяльності керівника, а також модифікованих тестів: «Дослідження комунікативних та організаторських схильностей» (КОС-2) В. В. Синявського і Б. А. Федоришина; «Діагностика схильності до певного стилю керівництва» (Є. П. Ільїн); діагностики можливих стилів поведінки особистості в конфліктних ситуаціях (К. Томас). Відтак, у підсумку, дослідження впливу психологічного профілю керівника на ефективність його діяльності відбувалося послідовно, впродовж трьох етапів: теоретичного, емпіричного та підсумкового.

Ключові слова: емпіричні методики, моделі психологічного профілю, психологічний портрет, керівна діяльність, керівник.

Формули: 0, рис.: 0, табл.: 1, бібл.: 13

Abstract. Empirical methods of researching the psychological portrait of managers are analyzed in the article. On the basis of the developed theoretical model of the manager's psychological profile and the main empirical indicators, a study of the influence of this profile on the effectiveness of his activity was conducted. The purpose of the study is to analyse the features of the psychological profile of the manager and its influence on the effectiveness of managerial activities, which allows planning directions for the development of the characteristics that make up this profile and affect the effectiveness of managerial work. The following psychodiagnostic toolkit was used to interview managers in order to study the manager's psychological profile and determine its impact on management effectiveness: the "Research of communicative and organizational tendencies" (KOS-2) technique by V. V. Sinyavskyi and B. A. Fedoryshyn; test "Diagnostics of predisposition to a certain leadership style" (E. P. Ilyin); the technique "Cognitive orientation (locus of control)" (by J. Rotter); "Self-assessment of willpower" test; diagnosis of the possible behavior style of the individual in

conflict situations (K. Thomas); diagnostic method of socio-psychological adaptation by K. Rogers and R. Diamond, five-factor "Big Five" personality questionnaire and a questionnaire for collecting socio-demographic data. Instead, in order to determine the management efficiency of the management, their characteristics, a survey of their subordinates was carried out. For this, a test of the effectiveness of the manager's activity was used, as well as modified tests: "Study of communicative and organizational tendencies" (KOS-2) by V. V. Sinyavskiy and B. A. Fedoryshyn; "Diagnostics of predisposition to a certain leadership style" (E. P. Ilyin); diagnosis of possible styles of personality behavior in conflict situations (K. Thomas). Therefore, as a result, the study of the influence of the psychological profile of the manager on the effectiveness of his activity took place consistently, during three stages: theoretical, empirical and final.

Keywords: *empirical methods, psychological profile models, psychological portrait, managerial activity, manager.*

Formulas: 0, fig.: 0, tabl.: 1, bibl.: 13

Introduction. In general, a comparison of indicators of groups of managers with different experience of managerial activity indicates a slight difference. A very high level of organizational skills is demonstrated by 59% of interviewed managers with more than 4 years of management experience, as opposed to 47.2% of respondents who have just started their career as a manager (up to 2 years of management experience). The obtained data of young managers partly echo the results of the survey by L. Balabanova and L. Yaitska [3], which determined a generally reduced level of manifestation of organizational tendencies among future law enforcement officers.

Managers with more management experience generally have more opportunities to develop and improve their organizational skills. During managerial activities, they could encounter various situations, learn to effectively plan, allocate resources and manage teams. They had more time to learn from their own mistakes and successes, accumulated knowledge and skills that help them organize the team's work more efficiently. Significant management experience allows managers to develop leadership qualities that include the ability to inspire, motivate and organize a team to achieve common goals. Can be more influential and have more authority among their subordinates, which also contributes to better organization of work. Their experience and reputation can increase trust and cooperation in the team. They are better able to adapt to changes in the organizational environment, because they had the opportunity to observe and implement different strategies for organizing work in different conditions. They also often act as mentors for junior

managers, imparting their knowledge and experience to them, which also increases their organizational skills.

So, it can be stated that the higher level of organizational skills among experienced managers can be explained by accumulated experience, development of professional skills, adaptation to management challenges and influence on the team. This emphasizes the importance of experience in managerial activities to achieve high efficiency of work organization.

Literature review. In general, domestic and foreign specialists in the field of psychology and not only are engaged in the study and analysis of the scientific issues investigated in the article. Among them: Bazyma B. O., Honcharenko Ya. V., Karamushka L. M., Haletska I. I., Korolchuk M. S., Krainiuk V. M., Maksymenko S. D., Maksymenko S. D., Mazaraki A. A., Serdiuk O. O. at all. Nevertheless, the topic related to the study of empirical methods of studying the psychological portrait of managers remains unexplored.

Materials and methods. To achieve the goal of the empirical part of the research in terms of selection and justification of psychodiagnostic tools, theoretical analysis and generalization of scientific and applied literature and documents representing the results of experimental research were applied. Review and analysis of methodical literature made it possible to develop an array of information on instrumental methods of research, to select the most appropriate and not difficult test material for the subjects to pass. This approach made it possible to systematize, critically evaluate and compare the scientific importance of specialized information

contained in the publications of domestic and foreign authors. Since the scientific task of the conducted research is to study the psychological profile of the manager and its influence on the effectiveness of management, its design provided for a survey as a direct survey of managers and their subordinates. Proven methods and tests were selected for the responding managers, which made it possible to compare them with certain standards proposed by the authors of psychodiagnostic tests. For subordinate respondents, a separate psychodiagnostic toolkit was modified in order to provide opportunities to apply it to characteristics inherent in others. A number of instrumental techniques were used to survey managers with the aim of researching the manager's psychological profile and determining its impact on management efficiency, which allow assessing the most important performance indicators.

In general, the construction of the research methodology required adherence to the principles of scientific study of mental phenomena, among which objectivity and systematicity are of particular importance. To achieve the goal of the research, theoretical and empirical methods were used. Theoretical methods included analysis and generalization of scientific and methodological literature and documents. This approach made it possible to systematize, critically evaluate and compare the scientific importance of specialized information contained in the publications of domestic and foreign authors.

Results. Theoretical approaches to empirical psychological research formulate specific requirements aimed at achieving the set goal and tasks, defining organizational principles, substantiating a set of psychodiagnostic techniques, conducting analysis and interpreting the obtained results [1, 3, 6, 7, 9, 10]. Researchers A. Mazaraki, S. Makarenko, S. Maksimenko, O. Kokun, M. Korolchuk, V. Kraynyuk and others identified

the following basic principles of psychodiagnostic research: informativeness, reliability, prognostication, practicality, efficiency and economy in use [2, 3, 4, 5, 7, 8]. According to the conclusions of S. Maksimenko, it was established that the psychodiagnostic toolkit should take into account the development, relationship and interdependence of mental phenomena of the personality. The main methodological principle of psychological research is the need to reflect objective reality and verify theoretical propositions and regularities in practice.

Empirical methods of researching the psychological portrait of the manager: methods of "Identification of communicative and organizational tendencies" (KOS-2) by V. V. Sinyavskiy and B. A. Fedoryshyn; "Diagnostics of predisposition to a certain leadership style" (E.P. Ilyin); "Determining the dominant decision-making style" (A. Rove); Locus of control research methodology (J. Rotter); Self-assessment of willpower [9]; Diagnosis of possible styles of personality behavior in conflict situations (K. Thomas), method of diagnosis of socio-psychological adaptation by K. Rogers and R. Diamond, questionnaire of socio-demographic data.

"Identification of communicative and organizational tendencies" (KOS-2) by V. V. Sinyavskiy and B. A. Fedoryshyn. This technique is designed to assess a person's communicative and organizational abilities. It consists of 40 questions to which you must answer "yes" or "no". This approach allows you to determine the level of communication and organizational abilities of each individual. For each answer that matches the key, the individual gets one point. Five levels of communicative and organizational abilities have been determined experimentally. Below is an approximate distribution of points for these levels.

Table. Distribution of points by levels

Total points	1-4	5-8	9-12	13-16	17-20
Level	Very low	Low	Average	High	Highest

Persons who scored from 1 to 4 points are characterized by a low level of communication and organizational skills. Those who received 5 to 8 points are characterized by below average communication and organizational skills, do not show initiative in communication and prefer solitude. A score of 9 to 12 points indicates an average level of these abilities, with the need for further development. The result from 13 to 16 points indicates a high level of communicative and organizational tendencies, capable of making decisions in difficult situations and helping others. The highest level with a result of 17 to 20 points characterizes individuals with a developed need for communication and organization, who easily navigate new situations and actively participate in various activities.

Diagnosis of predisposition to a certain leadership style (E. P. Ilyin). This technique, presented in the form of a questionnaire, is aimed at assessing the subject's predisposition to different leadership styles. However, it should be noted that in real life a person can use different leadership styles depending on the situation.

The methodology uses the following leadership styles: A – autocratic; D - democratic; L is liberal. Processing and interpretation of the results is carried out as follows: for each choice that corresponds to the key, 1 point is awarded. Given the fact that a tendency towards one style of leadership in its pure form is rare, it is possible to choose mixed styles with a tendency towards one of them.

Most often, respondents choose answers indicating a democratic leadership style. If there are more than 12 such answers, we can talk about a tendency towards a democratic style. If the number of answers is less than 12, and at the same time option "A" prevails over "L" by 3 points, we can talk about a tendency to the authoritarian-democratic style, and if "L" prevails over "A" by 3 points - about a tendency to liberal - democratic style.

Determination of the dominant decision-making style (A. Rove). This technique provides an opportunity to measure a specific aspect of personal leadership - decision-making. It is used to assess the management

potential of both individual managers and management teams. This tool is also used to determine personnel policy not only in organizations, but also in municipalities and regions. At the organizational level, it is used to develop staff and allocate roles according to the strengths of team members.

The methodology developed by Alan Rowe distinguishes four styles of management decision-making depending on the attitudes of the individual.

1. Directive style (D): Characterized by a low tolerance for uncertainty and a focus on the technical aspects of tasks. Such managers have a high need for power and material rewards, they are quick and energetic. Directive managers solve problems quickly and efficiently, but rarely consider many alternative paths.

2. Analytical style (A): Such leaders are characterized by abstract thinking and a high tolerance for uncertainty. They carefully analyze information and consider different alternatives. Analytical managers seek optimal solutions and often occupy high positions in their companies.

3. Conceptual style (K): People with this style have high cognitive abilities and people orientation. They carefully study different alternatives and are capable of systemic and strategic thinking. Conceptual leaders value quality and teamwork with subordinates.

4. Behavioral style (P): This style is characterized by a concern for relationships with colleagues and a desire to be part of a team. Behavioral leaders are warm, supportive, and focused on people and current issues.

The methodology includes 20 case questions, where respondents need to evaluate the proposed sentence completion options on a scale from 1 to 8 points. Taking into account the results, it is possible to establish which decision-making style prevails in a particular individual.

The locus of control research methodology proposed by Julian Rotter in 1966 is based on his own theory of subjective locus of control. "Locus of control" refers to a stable personal characteristic that reflects a person's tendency to explain the causes of events by external or internal factors. The

questionnaire developed by Rotter diagnoses the localization of control over significant events, in other words, the level of personal responsibility.

The proposed method consists of 44 items that allow studying externality-internality in interpersonal and family relationships, as well as attitudes to health and illness. The questionnaire has two response formats: a format for research purposes (requiring a response on a six-point scale) and a format for diagnosis (requiring a binary response of "agree-disagree").

The processing of the results consists in the application of keys. The results are measured on the scales of general internality, internality in the field of achievements, internality in the field of failure, internality in family relations, internality in the field of industrial relations, internality in relation to health and illness.

This technique is used to study personal characteristics, in particular, subjective control. A high level of internality indicates a high level of personal control in various life situations, while a low level indicates a tendency to transfer responsibility to external factors.

The RSK technique also allows for assessing the relationship between subjective control and other personal characteristics, such as emotional stability, sociability, and self-control.

The validity of the RSK scales was checked by comparing the obtained data with the results of the scales according to J. Kettel's method. A person with low subjective control is emotionally unstable (factor – C), prone to informal behavior (factor – G), uncommunicative (factor – Q1), has poor self-control (factor – Q3), high tension (factor – Q4). A person with high subjective control is emotionally stable (factor + C), persistent and determined (factor + G), communicative (factor - Q2), has high self-control (factor + Q5), restraint (factor - Q4).

Subjective control over positive events (achievements, successes) is most correlated with strength (factor + C), self-control (factor – Q3), social extroversion factors + A; – Q2.

To self-assess the level of development of willpower, you can use the questionnaire that was published in the Bulgarian weekly "Poglyad". It allows you to determine the willpower of a person in general terms.

This technique consists of 15 questions that relate to various aspects of a person's life and help determine the level of his willpower. Answers are evaluated on a 3-point scale: "Yes" - 2 points, "Sometimes" - 1 point, "No" - 0 points. Then the points are added up and the results are interpreted as follows:

1. The sum of points from 0 to 12 indicates a low level of willpower. People with this result can avoid duties and responsibilities, they are prone to frivolity and can only do what pleases them, even if it will harm them in the future. Such individuals can be selfish and unwilling to fulfill their duties.

2. The sum of points from 13 to 20 indicates an average level of willpower. People with this result can overcome obstacles, but sometimes choose an easier way. They are able to perform unpleasant duties, but they can grumble. Such individuals may refuse unnecessary responsibilities, which can negatively affect their relationships with managers and colleagues.

3. The sum of points from 21 to 30 indicates a high level of willpower. Such people are capable of decisive actions and are not afraid of challenges. They feel comfortable in difficult situations and can be reliable partners. However, their rigid stance can sometimes annoy those around them, and they may lack flexibility and tact.

Diagnosis of possible styles of personality behavior in conflict situations (K. Thomas, R. Kilmann) is one of the most common methods of diagnosis of personality behavior in conflict situations, especially in the field of resolving conflicts of interest. The authors of the methodology were based on the assumption that avoiding conflicts or solving them at any cost is not always the best option, but you need to be able to manage them competently. They proposed a two-dimensional model of conflict regulation, in which the first dimension is behavior based on attention to the interests of other people, and the second is behavior that involves ignoring

the goals of others and protecting one's own interests.

On the basis of these two dimensions, the authors identified five ways of conflict regulation: 1. Competition (competition) - striving to achieve one's goals even at the expense of others; 2. Reconciliation – giving up one's interests to satisfy the interests of others; 3. Compromise – finding a mutually beneficial solution that satisfies both parties; 4. Avoidance - lack of desire both to cooperate and to achieve one's goals; 5. Cooperation – search for alternatives that satisfy the interests of both parties.

The test consists of 30 pairs of statements about behavior in a conflict situation, in which the subject must choose the most typical statement in each pair. The interpretation of the results is based on the number of points scored on each scale and gives an idea of the tendencies to display different forms of behavior in conflict situations.

In general, the interpretation of the results of the Thomas-Kilman (TKI) test is based on the number of points scored by the subject on each of the five scales. Here's how to interpret the results:

Competition: A high score on this scale indicates that the individual shows a tendency to resolve conflicts by fighting for his own interests, even to the detriment of others. A low score, on the contrary, indicates a desire to avoid conflicts and find compromise solutions.

Conciliation: A high score on this scale indicates that the individual is willing to compromise his or her own interests in order to satisfy the interests of others. A low score means a desire to protect one's interests even at the expense of others.

Compromise: A high score on this scale indicates a willingness to find mutually beneficial solutions that will satisfy both parties. A low score indicates unwillingness to participate in compromises.

Avoidance: A high score on this scale indicates an unwillingness to cooperate and achieve one's goals. A low score means a desire to find common solutions and avoid conflicts.

Cooperation: A high score on this scale indicates a willingness to work together and find solutions that will satisfy both parties. A low score indicates a desire to resolve conflicts individually.

The method of diagnosis of socio-psychological adaptation by K. Rogers and R. Diamond is intended to determine the features of social and psychological adaptation, which indicates the capabilities and ability of an individual to adapt well and in time to new conditions, to new situations that are constantly present in management activities. The questionnaire allows for a comprehensive assessment of the psychological status and interaction of the individual with the surrounding world. Each of the scales is valuable for research, as it allows you to reveal various aspects of the psychological state and interaction of the individual with the environment, which is important for creating a more complete and objective image of the process of socio-psychological adaptation of managers performing management activities.

The methodology contains six scales, which are components of the general indicator of social and psychological adaptation.

1. The "Adaptation" scale allows you to determine how well an individual adapts to new conditions and situations. It reflects the general state of adaptation and resistance to stress.

2. The "Acceptance of Others" scale measures an individual's level of tolerance and openness to other people and their views. It helps to reveal how open a person is to communication and interaction with others.

3. The scale "Internality" reflects the degree of internal orientation of the individual, his ability to make decisions and control his destiny.

4. The "Self-perception" scale helps to determine the extent to which a person understands and accepts himself. It measures the level of self-awareness and a positive attitude towards oneself.

5. The "Emotional Comfort" scale assesses the level of emotional comfort and inner peace. It indicates the degree of emotional stability and well-being.

6. The "Aspiration to Dominance" scale reflects the degree of an individual's desire to take the initiative and dominate in interaction with others. It helps to understand the internal motivational aspects of behavior.

Each of these scales has its own value in the study of socio-psychological adaptation, helping to reveal various aspects of the psychological state and interaction of the individual with the surrounding environment. Together, they create a comprehensive view of the adaptation of the individual in new conditions.

The five-factor "Big Five" personality questionnaire is designed to determine such personality characteristics as neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. The "big five" model was created on the basis of the classic psychodiagnostic questionnaires of G. Eysenck and R. Cattell and is intended for the diagnosis of five personality factors, each of which is a bipolar scale that allows describing a specific personality as a kind of point or proportion two opposite qualities. This tradition of describing personality and character traits in European psychology originates from the theoretical approach of E. Kretschmer, which makes it possible to understand personality as a relationship of dynamic opposites, rather than something frozen and homogeneous.

The "big five" model describes the following personality factors:

1. "E": extraversion (extraversion) - manifests itself in orientation towards the external or internal world. Extroverts are distinguished by sociability, activity, impulsiveness, the search for new powerful external stimulation, they are prone to leadership, and are more physically and verbally active. For introverts, the opposite tendency is characteristic - to keep a social distance, avoid the general public, prefer thoughts to actions, avoid strong stimuli and the need to make quick decisions, etc. Every personality has both extrovert and introvert traits to one degree or another (this is true for the rest of the factors as well). Therefore, the severity of the factor is the relative

predominance of one of its poles over the other, and not an absolute value.

2. "A": tendency to agree (agreeableness) or in our version "benevolence" - a measure of sociocentrism (altruism) as the opposite of egocentrism. Agreeable people are more tolerant, tolerant of the interests and requests of others, they value group unity, peace and harmony between people, they are ready to see primarily positive qualities in people, and group successes are more important to them than individual ones. People opposite to them are less tolerant of other people, put their "I" first and act primarily in personal interests, not in the interests of the team.

3. "C": consciousness (consciousness) is a factor that expresses the degree of conscious control by the subject over his behavior and activities. One of its poles is represented by such qualities as high self-control, tenacity, organization, discipline, responsibility, thoroughness, accuracy in work, orientation to solving tasks. The other pole is represented by a "volatile" person who is easily turned away, disorganized, spontaneous, weakly focused on the goal, weakly controlling his own impulses.

4. "N": neuroticism - an individual's sensitivity to stress and frustration. "Neurotics" are characterized by the ease of negative emotions. They are anxious, irritable, prone to a bad mood, tend to see everything in the "black light", and are also less satisfied with life than other people. At the other pole are "reactively balanced" people who approach life more rationally and calmly. They can be conditionally called "thick-skinned". In order to bring them out of balance and peace, much stronger stimuli are needed than for "neurotics".

5. "O": openness to experience (openness to experience) - manifests itself in openness and receptivity to any new experience. Open to experience, people have broad interests, developed imagination, flexible mind, originality and aesthetic sensitivity, they are attracted to everything new and unusual. The opposite of these people are individuals who are closed to new experiences. They are distinguished by limited interests. Therefore, they can be called to some extent

"mundane", they are characterized by conformism and low originality and originality.

Conclusions. The study of the impact of the manager's psychological profile on the effectiveness of his activity was carried out consistently, during three stages: theoretical, empirical and final. Therefore, a number of instrumental techniques were used to survey managers, which allow to evaluate the most important indicators of the psychological profile that affect the effectiveness of management. Namely: the method "Research of communicative and organizational tendencies" (KOS-2) by V. V. Sinyavskiy and B. A. Fedoryshyn; test "Diagnostics of predisposition to a certain leadership style" (E. P. Ilyin); "Cognitive orientation (locus of control)" (by J. Rotter); "Self-assessment of willpower" test; test "Diagnostics of possible styles of personality behavior in conflict situations" (K. Thomas); method of diagnosis

of socio-psychological adaptation by K. Rogers and R. Diamond; five-factor "Big Five" personality questionnaire and socio-demographic data collection questionnaire. To determine the effectiveness of management management, their characteristics, a survey of their subordinates was conducted according to the test of determining the effectiveness of the manager's activity, as well as modified tests: "Study of communicative and organizational tendencies" (KOS-2) by V. V. Sinyavskiy and B. A. Fedoryshyn; "Diagnostics of predisposition to a certain leadership style" (E. P. Ilyin); diagnosis of possible styles of personality behavior in conflict situations (K. Thomas). The following methods of mathematical statistics were used to process the data of research methods of the manager's psychological profile and its influence on the effectiveness of managerial activity: comparative, correlational (Pearson's criterion) and factor analysis of the study.

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