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MOTIVATION AND CAREER DEVELOPMENT AS KEY FACTORS IN THE UKRAINIAN POLICE

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Nowadays the issues of being police officer, protection of order and feeling of power are up to the day in our everyday life. Motivating police personnel can be complicated. Supervisors must work hard to ensure officers perform their duties efficiently and effectively. Many factors can negatively affect productivity and cause officers to become complacent, doing the bare minimum necessary. The difficult nature of crime fighting can cause officers to become cynical toward the population as a whole and develop an «us-versus-them» view [3]. A negative attitude in police work can lead to feelings of inconsequentiality toward law enforcement goals and either slow or stop internal motivation.

Officers who begin their careers with an attitude of «saving the world» can become jaded toward that goal after years of witnessing the worst in people. Constantly observing the aftermath of violent crimes, like robbery, rape,

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murder, and assault, eventually can take its toll on even the most dedicated officer. Administrators must look for ways to offset this constant bombardment of negativity while reinforcing the positive aspects of society and the benefits provided by quality law enforcement practices. This situation clarifies **the urgency of this research**.

The purpose of the article is to study the peculiarities of motivating police personnel and to scrutinized the ways of their professional self-development.

It is certainly true that this question was discussed by large number of different scientists and psychologists. But one of the most commonly cited theories of motivation is that of Abraham Maslow. According to his theory, people are motivated based on a hierarchy of needs [5]. At the bottom of this list are basic physiological essentials, such as food, water, and shelter. After obtaining these necessities, people look for safety, security, and a sense of belonging. Individuals then seek out praise and recognition for a job well-done that is related to a quest for improved self-esteem. This is followed by a desire for self-actualization or the potential to grow professionally [5].

Productivity and motivation are important in any organization. In police agencies, officers have a lot of freedom and discretion and often are unsupervised for many hours of the workday. The individual level of commitment and desire to serve the noble and ethical cause help guide officers' productivity and motivation on the job [2].

Much of a patrol officer's day is sedentary, often involving seemingly mundane duties, like operating radar from within cars or conducting routine patrol. But, such activities can be interrupted when officers receive calls to apprehend suspects or handle volatile situations. The dramatic increase in heart rate and adrenaline can strain vital organs and muscles not conditioned for this type of response [3].

Although often considered a responsibility of management, a certain level of motivation must come from within the individual.

The profession of criminal justice is similar to others where the productivity of employees is vital to the bottom line. Whether a business involves farming, sales, construction, teaching, or public safety, evidence indicates that the motivation of the person doing the job is directly proportionate to the level of productivity in that industry [3]. In a criminal justice organization, individual health is important for improving attendance and productivity and related to the safety of the officer and the public. Most law enforcement personnel agree that appropriate physical fitness ensures safe and effective completion of essential job functions [3].

Recent research has shown that the key factors of police officers' motivation are depend on:

– **stress**

Law enforcement is broadly considered one of the most stressful occupations and often is associated with high rates of alcoholism, suicide, emotional health problems, and divorce [3]. All of these factors can negatively affect officers' motivation and productivity.

Organizations must strive to recognize and reduce stress associated with the profession to maximize job performance, motivation, and productivity [3]. Although the inherent dangers (e.g., apprehending suspects and facing assaults) of the law enforcement profession create a certain amount of stress, leaders can implement organizational changes that affect supervisory style, field training programs, critical incident counseling, shift work, and job assignments. These internal factors have been rated highly among police officers as major causes of stress. Some officers have reported that the job itself is not as stressful as a call to the supervisor's office [3].

Several consequences of police stress include cynicism, absenteeism, early retirement, emotional detachment from other aspects of daily life, reduced efficiency, increased complaints, and rises in health problems. In a recent survey, nearly 100 percent of respondents agreed that giving recognition can positively impact morale [3].

– **self-motivation**

Although often considered a responsibility of management, a certain level of motivation must come from within the individual. In a 2003 study on the effects of self-motivation, the actions of police gang unit members in Gothenburg, Sweden were observed. The researcher identified several ways officers can reduce burnout and increase motivation to survive a long career in law enforcement. The intense stress of working constantly in tough, crime-ridden neighborhoods caused officers to desire transfers and redeploy to «nicer» areas as a way to avoid becoming too cynical [3].

Police officers also can seek different specialized jobs within the organization to help self-motivate and reduce individual stagnation. Large departments often have greater opportunities for internal transfers. Many officers in this study served for several years in the patrol division, then later applied for deployments as investigators, school resource officers, crime prevention officers, or specialized response-team members [2]. These jobs all require different training and varied core job responsibilities that can reinvigorate an officer's professional drive.

Because a substantial part of motivation remains with the officers themselves, the level and need for self-inspiration increases as officers rise in rank to supervisory roles [2]. An important part of a supervisor's function is to lead by example and, above all, have a positive attitude. Self-motivation is a prime ingredient in that formula. According to the U.S. Marine Corps officers' training statement, «Officers have to...self-motivate to keep themselves inspired and

focused on the mission. This is the reason they don't sing cadences» [2]. If leaders do not motivate themselves, who will do so? And, how can unmotivated leaders expect exceptional performance from subordinates?

Another way persons can increase their own motivation is by examining their strengths and what makes them truly happy and then looking at their weaknesses with a degree of self-examination. For instance, someone could compile a journal with photographs of family members and special events that are inspiring and motivational. By reviewing and adding to the journal regularly, it can serve as a powerful motivator and a reminder for individual inspiration.

Management also must set the example for motivation. A positive attitude on the part of a supervisor can directly impact the motivation and productivity of subordinate officers [5]. This makes sense and follows the old saying of «lead by example», a useful adage for all leaders to follow.

Finally, the health and physical wellness of the officer is so important and universally recognized that completion of a physical fitness test is mandated in most recruit training programs. Evidence reveals that the level of vitality and health of employees has an effect on the bottom line of achieving the goals of any organization, and the benefits of physical fitness can directly improve an individual's stress level [5]. Administrators who realize the importance of health and fitness can implement sound strategies and strive to improve the level of well-being within their organizations.

Enhancing the motivation and productivity of police officers is a difficult, yet achievable, objective. When administrators, supervisors, and officers are educated about the many ways this can be achieved, they consistently can work together for the common goal.

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