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LEGAL AND IDEOLOGICAL MODEL OF FORMATION OF SELF-REALISATION OF THE PERSONNEL POTENTIAL OF THE NATIONAL GUARD OF UKRAINE

A comprehensive study of the self-realisation of the National Guard of Ukraine personnel potential is carried out. The author's vision of the factors influencing the formation of legal and ideological consciousness of the personnel potential during military service is formulated, and the levels of interaction between personnel potential, society and the State are determined. Based on the results of the study, the author's position on the legal and ideological model of formation of self-realisation of the personnel potential of the National Guard of Ukraine as a component of social and legal support of the National Guard of Ukraine personnel, its steps and stages and phases of development is presented. Attention is focused on the problematic issues arising at the current stage of development of the State.

Keywords: *legal and ideological model, personnel potential, personnel, military personnel, self-realisation, motivation, social and legal security, levels of interaction, factors of influence, development of the National Guard of Ukraine.*

Statement of the problem. As a military formation with law enforcement functions the National Guard of Ukraine (NGU) is in a state of constant development in the context of European integration and armed conflict. An important component of this process is personnel potential, the requirements for which vary depending on external and internal threats. As a result, the performance of service and combat tasks by servicemen of the NGU requires not only motivational efforts but also the desire for self-realisation. In support of this, let us quote the famous Ukrainian philosopher I. Boichenko: "To become a personality, you need to find yourself, educate and train yourself, determine your place in life, show yourself to the world, take your place in it and act with dignity" [1]. In other words, the self-realisation of each serviceman of the NGU has a significant impact on the personnel potential of the National Guard of Ukraine and the overall state of the defence capability of our state.

Thus, the study of the urgent problems faced by personnel potential in their daily activities and the factors influencing the legal consciousness of servicemen, as well as the degree of influence of self-realisation on the quality of performance of service and combat tasks provide the basis for a broad scientific discussion and determine the relevance of the issues under study. A comprehensive approach to clarifying the factors determining self-realisation as a component of the social and legal consciousness of servicemen during military service, and the reflection of the author's position on the definition of the phenomenon of "self-realisation", as well as its stages and phases of development, levels of interaction between personnel potential, society and the State within the framework of the legal and ideological model, constitute the novelty of the chosen topic.

Analysis of recent research and publications has shown that a significant number of legal scholars have studied similar topics: V. B. Averianov, H. V. Atamanchuk, Yu. V. Allerov, O. M. Bandurka, Yu. P. Babkov, Yu. P. Bytiak, V. I. Kyrylenko, A. M. Kolodii, V. Y. Pashynskyi, A. O. Kobzar, O. V. Kopanytsia, V. M. Hrytsiuk, B. P. Andresiuk, V. V. Yahupov, O. M. Shcherbinina, V. I. Pasichnyk, I. I. Lipatov, A. S. Midina, etc.

The problems of moral and psychological support, in particular, the issue of analysing the psychological stability of personnel during the performance of assigned tasks, were studied by V. V. Yahupov, I. I. Lipatov, V. M. Hrytsiuk, and O. V. Kopanytsia. The scientific work of V. I. Kyrylenko reveals the issue of defining the concepts of "legal work" and "legal culture", the study of B. P. Andresiuk – the essence of the concept of "legal training", O. V. Kryvenko – the issues of social and legal protection of servicemen, O. M. Shcherbinin – the current state of social protection of servicemen and prospects for improving legislation [2]. At the same time, the problems

of social and legal security have not yet received a comprehensive scientific and theoretical study with specific conclusions, and therefore require further research, which is particularly relevant in today's realities.

The purpose of the article is a comprehensive study of the self-realisation of the National Guard of Ukraine personnel potential by identifying the factors which determine self-realisation as a component of the social and legal consciousness of servicemen during military service, reflecting the author's position on the definition of the phenomenon of "self-realisation", as well as its stages and phases of development, levels of interaction between personnel potential, society and the State within the framework of the legal and ideological model.

Summary of the main material. The human resources of any sphere of human activity are always in the public eye. However, from the military point of view, it has gained special attention since the beginning of the Russian Federation's armed aggression against Ukraine, as personnel potential and weapons play a crucial role in the development of military leaders' strategy.

Thus, our attention is drawn to the scientific work of A. S. Midina, which accumulates various definitions of the essence of personnel potential, expressed by both scholars and the author herself: "The personnel potential of the National Guard of Ukraine is a complex multifaceted category regulated by the norms of military and administrative law, which is based on and changes depending on administrative and legal regimes, and includes an integral set of quantitative and qualitative indicators (capabilities) of the personnel of the National Guard of Ukraine to detect, prevent, destroy and reduce the negative impact of the aggressor (performing assigned combat missions in peacetime and wartime)" [3]. However, of particular interest is A. S. Midina's vision of the model of development of the personnel potential of the National Guard of Ukraine as a component of state regulation at different levels of government [3], where the author reveals factors influencing the process of development of the NGU personnel potential through the definition of three levels of management implementation: micro-level (tactical), medium level (operational), macro-level (strategic). Self-realisation corresponds to the middle (operational) level of management [3].

In addition, we agree with the position of A. S. Midina regarding certain levels of interaction between the personnel potential, society and the state (formal and informal). This approach to modelling personnel potential development is useful, especially for risk assessment and vulnerability analysis of the personnel (staff, management) recruitment system [3].

Taking into account the above model [3] and the definitions given in the Psychological Encyclopedia [4], we consider self-realisation to be the process of development and implementation of ideas of the NGU personnel potential in general and servicemen in particular to achieve the state policy through fullness and satisfaction with life. After all, the phenomenon of self-realisation is directly related to the development, motivation and self-improvement of an individual serviceman of the NGU following his/her internal needs, values, talents and interests. In other words, self-realisation is a process in which a serviceman of the NGU achieves full development of his potential capabilities, skills and abilities, sets goals and a deep understanding and expression of his essence and uniqueness, as well as realises internal needs and values, finds personal satisfaction and meaning in life, achieves harmony between the inner self and the outside world [5].

In support of these words, let us turn to the views of C. G. Jung, the founder of the concept of "self-realisation", which later became central to humanistic psychology, especially in the works of A. Maslow and C. Rogers.

C. G. Jung considered self-realisation to be a developmental process that integrates different components of the personality. It is a "life-long journey" that involves a balance between conscious and unconscious elements, leading to a deep understanding of oneself and a close alignment with one's true nature.

It is worth noting that the process of personal and professional self-determination of the personnel potential in general and of the NGU serviceman in particular is not easy, since, on the one hand, existence in a military environment puts forward several requirements for the serviceman's adaptation in the unit, and on the other hand, self-realisation is closely linked to his uniqueness and originality. Each serviceman is a unique individual whose life path can never be repeated by anyone else. However, some manage to find their place in life, while others have to spend their entire lives in search, wasting the best years of their lives [5].

Therefore, we can state that the legal and ideological model of formation of self-realisation of the personnel potential of the National Guard of Ukraine as a component of social and legal support of the NGU personnel:

- consists of a sequence of actions in the process of which self-realisation is formed from the stage of an idea to the stage of a specific step, a technology in professional growth that is common in military professional practice or military affairs;
- has several stages and phases (see Figure 1).

Fundamental (theoretical, legal, and research) studies in the field of professional development based on

self-motivation can become the initial stage of the process of self-realisation. In the future, the results of these studies will form a solid basis for the development of self-realisation of the NGU personnel potential in general and of a serviceman in particular.

Applied research (Figure 1, *block 2*) is aimed at using fundamental knowledge in technology and management. They are implemented at the stage of visualisation (Figure 1, *block 3*).

The transformation of knowledge into skills and abilities is carried out at the stages of training and military professional practice (Figure 1, *block 4, 5*).

The stages of implementation of the acquired knowledge, skills and abilities, as well as professional growth (Figure 1, *blocks 6, 7*) are responsible for the self-realisation of the NGU personnel potential in general and of a serviceman in particular.

In practice, the scheme of stages and phases of self-realisation of the personnel potential of the National Guard of Ukraine (Figure 1) within the framework of the legal and ideological model is cyclical and provides for the possibility of returning from each subsequent stage to any previous stage in case of identifying new problems and finding ways to eliminate them.

In addition, it should be added that the development of self-realisation of personnel potential (DSPP) of the NGU is divided into two stages in time.

Stage 1. Idea and self-motivation (self-motivational) – the longest period (3–5 years or more), including the period of visualisation.

Stage 2. Self-realization of the PP – the period of development of the personnel potential of the NGU in general and of the military personnel in particular.

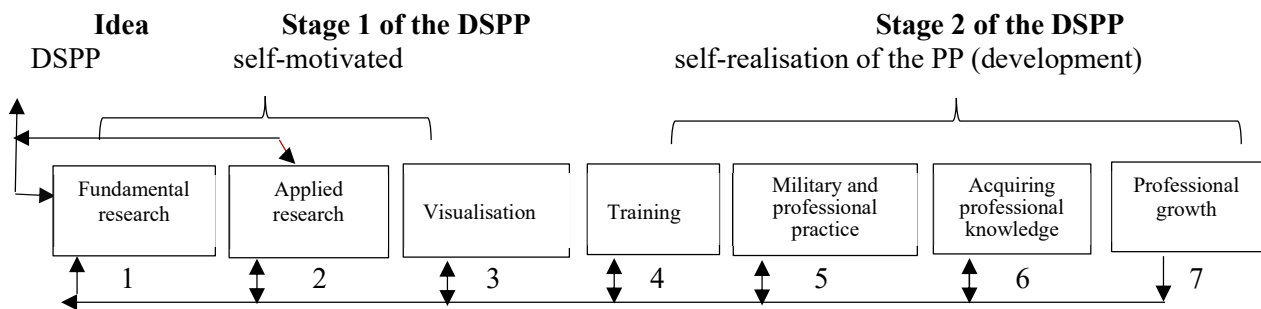


Figure 1 – Legal and ideological model of the formation of self-realisation of the personnel potential of the National Guard of Ukraine

Stage 1. Idea and self-motivation. The idea of self-realisation originates from the generation of ideas of self-identification and self-improvement based on self-motivation and motivation from external factors. Most often, this happens at the stage of fundamental research, where both the NGU personnel potential as a whole and an individual NGU serviceman act as performers.

Phase 1. Fundamental research is the theoretical, legal and search activity of personnel potential to acquire new knowledge and development. It is conducted independently by each serviceman of the NGU or by the head of a unit.

Phase 2. Applied research is aimed at applying new theoretical knowledge by the NGU personnel potential in general and a serviceman, in particular, to achieve practical goals and solve assigned tasks.

It is tested and evaluated during research:

- the possibility of implementing the idea;
- the scale of the needs to implement the idea;
- potential opportunities to meet the identified needs.

Phase 3. Visualisation is the final stage of research, which involves the transition from the conceived idea to its implementation. The result of this stage can be: the determination of a higher education institution for further study, a decision to take advanced training courses or military internships in certain areas of service and combat activities, obtaining a degree or academic rank, etc. In addition, the financial need to implement the idea is taken into account.

Stage 2. Self-realisation of personnel potential (development). This is the period when the personnel potential has reached the highest level of self-motivation and is full of energy to implement the plan and

interact. It is at Stage 2 that the following stages are implemented: training; military and professional practice; application of acquired knowledge, skills and abilities; professional growth.

Thus, the value of self-realisation of personnel potential is determined by its capabilities and their list in descending order by performance indicator. The acquired knowledge, skills and abilities are confirmed by diplomas, certificates, references and other state-issued documents.

It should be noted that the risks associated with organising and financing the self-realisation of personnel potential are significant due to the low predictability of the results of the search for and implementation of ideas. Thus, at the first stage, about 90 per cent of ideas yield negative results, and of the remaining 10 per cent, not all research results are of military use.

In other words, the peculiarity of self-realisation of personnel potential is the need to search for an idea for self-realisation and assess its prospects. Traditional methods of identifying prospects are as follows: government orders, surveys of personnel potential (including testing), intuition, etc.

An important aspect in the process of self-realisation is the *methods of decision-making* by personnel potential. They are conditionally divided into three groups: expert, scientific and combined.

Expert (intuitive) methods of decision-making are based on emotional perception and assessment of the situation, the personnel potential of the NGU in general and a serviceman in particular (professional knowledge and a significant period of military service are of priority).

Scientific methods of decision-making are fundamental to personnel potential. They are based on a detailed study of the process of self-relaxation, forecasting its development and predicting the results of the implementation of the decisions made. At the same time, as practice shows, it is impossible to cover all possible conditions and options for the development (self-realisation) of personnel potential, so the chosen solution is rational, i.e. one that ensures the maximum approximation of the NGU personnel potential to the desired result, taking into account the uncertainty of the initial data of the conceived idea.

Combined methods combine expert and scientific methods for processing scientific judgements, such as hierarchy analysis.

Thus, we conclude that in any case, managerial decisions of the NGU personnel potential in general and of a serviceman in particular in the process of self-realisation must meet certain requirements (Table 1).

Table 1 – Key requirements for decisions made by personnel potential within the framework of their self-realisation

No	Requirements	Content of the requirements
1	Dedication	Focus on achievement in the implementation of the conceived idea
2	Reasonableness	Focus on objective justification of the rationality of the decision
3	Targeting	Specific performers, time and place
4	Security	Composition and sources of required needs
5	Hierarchy	Compliance with delegated authority
6	Directiveness	Commitment to fulfil the idea

Decision-making involves three components:

- defining the problem to be addressed;
- formulating alternative solutions to the problem;
- making (choosing an option) a decision.

The fundamental principles include:

- continuous forecasting of the need for self-realisation of the NGU's personnel potential;
- dynamic prevention of gaps in the development of personnel potential;
- systematic introduction of new methods of knowledge in interrelated areas of public life;
- combining financial and motivational analysis of the performance of the NGU personnel potential with the effectiveness of its self-realisation.

The above indicates that *the strategy for the formation of self-realisation of the personnel potential of the National Guard of Ukraine* consists of a comprehensive programme of actions that defines the idea of the plan, the main (strategic) goals, the distribution of opportunities and needs, as well as priority areas of self-realisation.

The success of the strategy depends on the stage of development of the NGU's personnel potential in general and of a serviceman in particular (Table 2).

Table 2 – Probability of successful application of the strategy of forming self-realisation of the NGU personnel potential

No	Stages of personnel potential development	Types of strategies			
		Offensive (new opportunities)	Defensive (improving knowledge, skills and abilities)	Supportive	Strategy «niche»
1	Growth	High	Low	Low	Low
2	Slowing growth	Medium	High-medium	High	High
3	Completeness	Low	Medium-high	Medium-high	Medium-high

As can be seen from Table 2, the objectives of applying the strategy of forming the self-realisation of the NGU personnel potential at the strategic level (macro level) are:

- creation of socio-economic, organisational and legal conditions for the effective development and use of the NGU's personnel potential in general and of NGU serviceman in particular;
- ensuring the implementation of modern strategies;
- implementation of new competitive ideas.

The needs for self-realisation of the NGU personnel potential should be attributed to the tactical level (micro-level) of the legal and ideological model:

- the need for respect (for personal achievements, competence, respect from others, recognition);
- the need for self-expression;
- the need for self-realisation.

The needs for self-expression and self-realisation include the need to fulfil one's potential and grow, and the desire to solve various problems [6].

Conclusions

1. Self-fulfilment of the National Guard of Ukraine personnel potential is the process of developing and implementing the ideas of the NGU personnel potential in general and of a serviceman in particular to achieve the state policy through fullness and satisfaction with life.

2. The legal and ideological model of the formation of self-realisation of the personnel potential of the National Guard of Ukraine as a component of social and legal support for the activities of the NGU personnel provides for a sequence of actions in the course of which self-realisation is formed from the stage of an idea to the stage of a specific step, technology in professional growth, which is common in military professional practice or military affairs. The model consists of several stages and phases. Stage 1 "Idea and self-motivation" includes the following phases: basic research (1); applied research (2); visualisation (3). Stage 2 "Self-realisation of personnel potential (development)" includes the following phases: training (4); military and professional practice (5); acquisition of professional knowledge, skills and abilities (6); professional growth (7).

3. The extent of self-realisation of personnel potential is determined by the capabilities of personnel potential and their list in descending order by performance indicator.

4. The factors influencing the process of development of the National Guard of Ukraine personnel potential are carried out through three levels of management: micro-level (tactical), medium-level (operational), and macro-level (strategic). Self-realisation corresponds to the middle (operational) level of management. At the strategic level (macro level), there is a strategy for the formation of self-realisation of the NGU personnel potential, and at the tactical level (micro level), there are needs for self-realisation of the NGU personnel potential.

5. Interaction between personnel potential, society and the state takes place at both formal and informal levels.

Areas for further scientific research include identifying ways to implement the principles of transparency, integrity and honesty within the legal and ideological model of formation of self-realisation of the personnel potential of the National Guard of Ukraine as a component of social and legal support for the activities of the NGU personnel.

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ПРАВОІДЕОЛОГІЧНА МОДЕЛЬ ФОРМУВАННЯ САМОРЕАЛІЗАЦІЇ КАДРОВОГО ПОТЕНЦІАЛУ НАЦІОНАЛЬНОЇ ГВАРДІЇ УКРАЇНИ

Проведено комплексне дослідження самореалізації кадрового потенціалу Національної гвардії України. Сформульовано авторське бачення факторів впливу на формування правоідеологічної свідомості кадрового потенціалу під час проходження військової служби, а також визначено рівні взаємодії між кадровим потенціалом, суспільством і державою. З'ясовано, що самореалізація кадрового потенціалу Національної гвардії України являє собою процес розвитку та реалізації ідей кадрового потенціалу НГУ в цілому і кожного окремого військовослужбовця з метою досягнення політики держави через повноцінність і задоволеність життям. Величина самореалізації кадрового потенціалу визначається можливостями кадрового потенціалу та їх переліком у порядку убування за показником результативності.

Факторами впливу на процес розвитку кадрового потенціалу Національної гвардії України є три рівні державного управління: мікрорівень (тактичний), середній рівень (оперативний), макрорівень (стратегічний). Самореалізація відповідає середньому (оперативному) рівню управління; стратегія формування самореалізації кадрового потенціалу НГУ – стратегічному рівню (макрорівню); потреби самореалізації кадрового потенціалу Національної гвардії України – тактичному рівню (мікрорівню).

Взаємодія між кадровим потенціалом, суспільством і державою здійснюється на формальному і неформальному рівнях.

Крім того, за результатами дослідження надано авторську позицію щодо правоідеологічної моделі формування самореалізації кадрового потенціалу Національної гвардії України як компонента соціально-правового забезпечення діяльності особового складу НГУ, її стадій та етапів розвитку.

Правоідеологічна модель формування самореалізації кадрового потенціалу Національної гвардії України як компонент соціально-правового забезпечення діяльності особового складу НГУ складається з послідовності дій, у процесі яких самореалізація формується від стадії ідеї до стадії конкретного кроку, технології у професійному зростанні, що є поширеною у військово-професійній практиці чи військовій справі. Модель має вигляд низки стадій та етапів. Стадія 1 «Ідея і самомотивація» охоплює такі етапи: фундаментальні дослідження (1); прикладні дослідження (2); візуалізація (3). Стадія 2 «Самореалізація кадрового потенціалу (розвиток)»: навчання (4); військово-професійна практика (5); набуття професійних знань, умінь і навичок (6); професійне зростання (7).

Акцентовано також увагу на проблемних питаннях, що виникають на сучасному етапі розвитку держави.

***Ключові слова:** правоідеологічна модель, кадровий потенціал, особовий склад, військовослужбовці, самореалізація, мотивація, соціально-правове забезпечення, рівні взаємодії, фактори впливу, розвиток Національної гвардії України.*

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