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The Formation and Development of Management Psychology in The Field of Law Enforcement

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Abstract: The article discusses the prospects and directions for the development of legal psychology, the criminalization of personality and the mechanisms behind the formation of criminal behavior, as well as the causes and conditions contributing to the development of deviant behavior among adolescent and youth social groups. It also addresses the risks of an emerging digital society, information threats, and the need to ensure the informational and psychological security of individuals. Additionally, the article highlights risk management of violence, current issues in conducting various types of forensic psychological examinations, the application of psychological methods to identify criminal intent and forecast criminal behavior within integrated security systems, as well as the specifics of professional psychological selection of candidates for law enforcement service. The study outlines directions for improving the professional training of law enforcement personnel, including their readiness to operate under special conditions, psychological support for staff and their families, and ensuring professional health of personnel.

Keywords: Moral and psychological support of law enforcement activities, deviant behavior, criminalization of personality, informational and psychological influence, psychological support of law enforcement.

Introduction: Management psychology is a branch of psychological science that studies management processes in various areas of social practice using its

own tools and methods. Both psychology and management have already developed independently as fully established scientific disciplines, each with its own distinct history—or, more precisely, its own trajectory.

As the name suggests, management psychology stands at the intersection of two independent sciences: psychology and management. However, this does not mean it merely combines elements of both in a mechanical fashion. Such a reductionist view of any interdisciplinary field would be fundamentally incorrect. In this case, we are dealing with a psychological discipline whose subject of study is the processes of management.

Traditionally, psychologists explore those areas of social practice where the human factor is a defining element. In law enforcement, not only is the human factor ever-present, it is doubly emphasized: management processes in this field are executed by people and serve to meet the needs of other people—namely, the population. From this perspective, the relevance of psychology becomes evident: where human factors exist, effectiveness depends on understanding the psychological patterns behind them. Among those patterns, psychology holds a central, if not dominant, role—not only in resolving immediate situational problems but also in addressing strategic goals, as will be further demonstrated.

If we set aside ideologically shaped terminology, we are left with the core: the subject of management psychology is the activity of leaders. The emphasis on activity as the central category is vital, as it allows the tools of the psychological theory of activity (notably A.N. Leontiev's framework) to be applied to a new field of labor. A.I. Kitov, a prominent figure in the field, remained a steadfast supporter of this view throughout his life.

Some unresolved issues remain, such as: The nature of the activity—should management psychology focus solely on current managerial activities or on long-term strategic actions as well? The scope of subjects—does it concern a single leader and their individual actions, or a group of officials leading collectives?

The role of executive activity in management psychology. On the latter point, A.I. Kitov gives a clear answer: "All activity is object-oriented" (a core principle in activity theory). "The object of a manager's activity is the activity of the performer—their labor. The true criterion of managerial activity is the final product of the entire organization's work, in which the results of both managers and performers are organically interconnected." [6]

It should be noted that A.I. Kitov's position, despite its

clarity and relevance to any practical leader, is not universally accepted in psychological and managerial literature. For example, T.S. Kabachenko asserts that:

"The object of an administrator's labor should be considered information. The leader receives information regarding both the system as a whole and its individual processes or subsystems. They then transform this information, giving it a qualitatively different nature." [7]

As a result of such purely "informational work," the state of the managed system changes—though what exactly constitutes this "state" remains somewhat unclear. Accordingly: "The product of a manager's activity is not the volume of output per se, but the optimization of the functioning of the system that produces that output or performs other tasks." [8]

The role of information in management cannot be overstated—it has become axiomatic. The real question, however, is whether working with information is an end in itself—the main subject of a manager's activity—or whether it is merely a means to access a deeper reality, which is the actual subject. We argue that information is a tool that enables the manager to form an accurate understanding of the state of affairs in the systems under their control. The purpose of informational support is to connect the manager to the managed reality, not to enclose them within an informational space.

It is true that, in some contexts, information itself may be the object of management—for example, ensuring the accurate and efficient flow of truthful information across departments. However, the ultimate and central reality to be managed is the activity and performance of subordinates, as well as their results. Information supports the achievement of this managerial goal, but should not become the goal itself.

In the work of A.M. Stolyarenko, there is an attempt to apply a systems approach to identifying the range of psychological problems that constitute the content of management psychology as both a scientific discipline and a practical field. Methodologically, this is represented in terms of three primary subsystems ("layers") of the management system within a law enforcement agency:

Managerial-legal subsystem

Managerial-material subsystem

Managerial-human subsystem

While all three subsystems require management and are systemically interrelated, it is the human subsystem that holds primary interest for psychological analysis. This subsystem is qualitatively distinct from the others due to the inherent complexities of human behavior and

activity. The psychological phenomena, patterns, and mechanisms inherent to this subsystem play a crucial role in the effective functioning of law enforcement agencies and therefore require targeted management.

According to A.M. Stolyarenko, this task is fulfilled through a specific component of management, referred to as the psychological function of management. Recognizing the significance of this function is essential for a deeper understanding of both the subject matter of management psychology and the discipline itself. The author describes it as follows:

"The human, behavioral, activity-related, and psychological phenomena, patterns, and mechanisms operating within a legal organization, and their essential role, justify the need for the existence and implementation of the psychological function of management, in unity with other managerial functions. This function is designed to ensure the proper operation of psychological phenomena, mechanisms, and cause-and-effect relationships of human behavior and activity." [7]. All psychological elements within the activity of the management system, subject to regulation through this function, are referred to by the author as "psychological systemicity".

The concept of psychological systemicity, setting aside debates over the appropriateness of the term itself, encompasses an extremely broad class of psychological realities—phenomena, mechanisms, patterns, deep-seated and situationally activated processes, and more. According to the author, its formation occurs on two primary levels: the level of organizational management and that of current, situational management. Of these, the organizational management level serves as the core "psychological structural framework."

"In overcoming this multiplicity," the author concludes, "it is convenient to distinguish four substructures in the organization of management: value-purpose substructure, organizational relations, informational-communicative, and managerial influence." [8]

These ideas can serve as a foundation for further development of problems in management psychology. The main conclusion drawn by A.M. Stolyarenko from his theoretical justification of management and the role of psychological reality within it is the following: "... The management of a law enforcement agency represents the unity of efforts to improve organizational management and optimize current managerial activities." [10]

The author does not explicitly state a definition of the

subject of management psychology, but based on the above, it is logical to infer that Stolyarenko views this subject as the psychological support of organizational management and current managerial activities.

From our perspective, the core task of leaders at any level is the constant awareness of how the performance of specific managerial functions leads to tangible outcomes. Understanding how the implementation of these functions contributes to the efficiency of employee performance should serve as the guiding thread throughout the activities of any manager and the entire management system.

There is only one reliable foundation for real managerial effectiveness: the ability of leadership (or the management system) to assess the actual processes carried out by various categories of employees. Any real breakthrough in the process of management is impossible without an understanding of the actual work of subordinate staff—including front-line employees and heads of subordinate departments. A leadership style that bypasses such analysis may rightfully be called "bureaucratic management."

As Peter Drucker observed, managers often demonstrate an unwillingness to study the real conditions in their subordinate units. The management literature frequently refers to supporting functions (e.g., advisory or assistance roles), but all these stem from the underlying management philosophy of the leader, their official position, and their level of professional and intellectual development.

The formulation of the subject of management psychology—a science located at the intersection of two independent disciplines—cannot be reduced to a single analytical framework to which psychological analysis could be appended. Most importantly, functional analysis of management is not the only valid approach to the analysis of management as a whole.

In more academic terms, the subject of management psychology consists of the psychological phenomena and regularities involved in how a management body (whether an individual or a group) influences the activities of an organization to achieve its designated goals. Naturally, these goals are not confined within the organization itself, but refer to the expected outcomes of its activities in the external environment. Therefore, the object of activity of the management body is the activity of the entire organization, including the operation of its management structures. Thus, the subject of management psychology involves the psychological patterns underlying the process of organizational management.

At present, two distinct trends are clearly visible within the field of management psychology (or psychology of

management): The organizational-industrial approach, which emphasizes the study of large collectives and the psychological aspects of social processes, and is widely applied in the planning of large-scale personnel strategies. The clinical-consultative approach, which focuses on working with individuals, making it particularly effective in personalized employee selection. [9]

As noted further: "Both directions, of course, are inextricably linked and constitute a unified science. No serious psychologist would underestimate the enormous influence—both positive and negative—that a single individual can exert on the overall morale of a collective. At the same time, even the most fervent advocate of an individual approach cannot deny that the proper organization of labor, which reasonably balances the freedom of the individual with the needs of the collective, is the key to cultivating a healthy psychological climate." [10]

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