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The structure of the motivational sphere of Ukrainian law enforcement officers

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■ **Abstract.** The relevance of this study arises from the need for a deeper understanding of the motivational sphere of Ukrainian law enforcement officers in order to improve their professional performance and enhance work efficiency. This article aimed to determine the structure of motivation within the personnel of the Ministry of Internal Affairs of Ukraine, focusing on the analysis of factors influencing their professional activities and identifying specific motivational components that shape their behaviour and work effectiveness. The study employed factor analysis, which enabled the identification and examination of the core structural components of motivation among law enforcement officers, based on data collected from 897 respondents representing different age groups, positions, and levels of experience. Standardised methodologies, adapted for the Ukrainian sample, were applied. To define the structure of the motivational sphere among Ukrainian law enforcement officers, a factor analysis procedure was used. The main findings revealed the presence of six key factors that constitute the motivational structure of law enforcement personnel. The first factor demonstrates the significant influence of social objectives, personal growth, and professional development, which in turn motivates law enforcement officers to perform effectively and strive for self-improvement. The second factor encompasses internal motivational processes, particularly goal internalisation and instrumental motivation, highlighting the importance of an intrinsic belief in the appropriateness of one's career choice and professional advancement. The third factor is associated with motives stemming from a non-autonomous choice of profession and the presence of antisocial motivations, indicating the need for a clearer understanding of one's professional role. The fourth factor emphasises the importance of striving towards challenging goals and self-realisation, where achievement motivation outweighs material incentives. The fifth factor focuses on the need for social recognition and prestige, reflecting the significance of external evaluation and social standards in motivating personnel. The sixth factor reflects the importance of a clear organisational structure and feedback mechanisms, which are essential for maintaining motivation and ensuring stability in the workplace. The practical value of the study lies in the application of its findings to optimise motivational strategies, which may enhance the effectiveness, professionalism, and job satisfaction of law enforcement officers

■ **Keywords:** motivational sphere; extreme conditions; law enforcement officer; professional activity; motivational factors; National Police of Ukraine; police activity

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■ Introduction

Motivation is a crucial factor influencing the effectiveness, psychological resilience, and readiness of law enforcement officers to fulfil their duties (Kolesnichenko *et al.*, 2016). This issue becomes particularly significant in the context of the ongoing war in Ukraine, where officers are not only responsible for maintaining public order but also engaged in combat operations, stabilisation measures, and the management of the aftermath of extreme situations. In this context, examining the structure of motivation among law enforcement personnel is highly relevant, as it helps to identify the key factors influencing their professional activity (Matsehora & Kolesnichenko, 2021). The motivational sphere of law enforcement officers is a complex system shaped by both internal and external factors. Internal influences include personal values, professional identity, and a sense of duty, while external factors encompass socio-economic conditions, material and technical support, and psychological assistance. In particular, external elements such as the system of social guarantees (Yudina, 2022) must be properly integrated into officers' professional motivation in order to maintain an adequate level of motivation and mitigate the adverse effects of the stressful situations they frequently encounter.

Attention must be paid to the impact of armed conflict on the motivational sphere of law enforcement officers. Increased workload, constant psychological pressure, and threats to life are factors that may alter employee motivation, directly affecting their performance in critical situations (Prykhodko *et al.*, 2019). Under such conditions, it is important not only to examine the core psychological aspects of motivation but also to develop effective methods of support and rehabilitation. These measures can help prevent burnout and stress-related disorders while sustaining a high level of professional efficiency.

Research into the motivational sphere of law enforcement personnel gains particular significance in the context of a potential staffing crisis, which may arise due to burnout, low levels of job satisfaction, and a lack of career progression opportunities. Such a crisis could result in a decline in personnel numbers – an extremely dangerous prospect in a time of martial law and heightened external and internal threats. The development of effective motivational mechanisms is therefore essential, not only to retain existing staff but also to ensure the stability of law enforcement agencies during periods of crisis.

The relevance of examining the structure of motivation among Ukrainian law enforcement officers lies in the need to optimise their professional performance, enhance psychological resilience and effectiveness, and prevent staffing crises during periods of social and political instability. The findings of this

study may be applied to improve the system of professional training, implement effective psychological support strategies, and develop motivational mechanisms, all of which will contribute to strengthening public safety and law and order in Ukraine in the face of contemporary challenges.

Recent research on law enforcement motivation highlights a wide range of factors that influence work efficiency and job satisfaction. One key area of focus is motivation viewed through the lens of career development. A. Schuck's study (2020) examined how opportunities for career advancement and internal mobility affect overall motivation levels. At the same time, the development of technological innovations – such as process automation and digital tools for policing – is expected to reduce administrative burdens and increase motivation by minimising routine tasks (Laufs & Borrión, 2022).

An important aspect of motivation is the influence of organisational structures and financial incentives. K.V. Kovalenko (2020) observed that an organisational structure providing clarity and stability significantly enhances employee motivation, as it allows law enforcement officers to clearly understand their responsibilities and opportunities for development. Financial incentives – such as bonuses and performance-based rewards – also play a key role in motivating officers to achieve high levels of performance. However, according to S. Wolfe *et al.* (2019), regular training and professional development are equally important in maintaining motivation, as they help officers feel valued and professionally significant.

Organisational culture and leadership have a considerable impact on employee engagement. V. Sulimov (2024) emphasised that openness and transparency in leadership, along with a supportive environment for career development, can greatly increase motivation by fostering a sense of support and trust between staff and management. At the same time, J. Perry & L. Porter (1982) and O. Hamiza *et al.* (2020) noted that organisational policies and the external socio-political environment can significantly influence motivational factors, depending on the broader societal context and changes within it.

Equally important is the issue of job satisfaction and the balance between professional and personal life. L. Schaible (2018) and I. Burlakova *et al.* (2023) noted that law enforcement officers who are able to successfully combine work with personal life tend to demonstrate higher levels of motivation and psychological well-being. This is vital for preventing burnout and stress, which are common among law enforcement personnel due to the high levels of pressure and risk inherent in their duties. Technology also plays a significant role in motivating law enforcement officers. The use of intelligent tools in policing allows

for the optimisation of work processes, helping to reduce stress and enhance efficiency. C. Koper (2014) and N.O. Yevdokymova & M.M. Tyntsiv (2018) pointed out that technology can significantly alter officers' perceptions of their work, particularly by improving the quality of task execution.

The psychological well-being of law enforcement officers is another critical factor in sustaining motivation. K. Edwards *et al.* (2021) and J. Eikenberry *et al.* (2023) emphasised that stress and the strategies used to manage it directly affect officers' ability to carry out their duties. As such, it is essential to implement psychological support and rehabilitation programmes to prevent emotional exhaustion and promote long-term professional resilience.

Leadership within law enforcement agencies plays a key role in fostering officers' commitment to service. M. Modise (2023) and S. Imboden (2023) examined how leadership style and managerial support contribute to building team cohesion and enhancing employee motivation. This is particularly critical in crisis situations, where public safety often depends on the effectiveness of team collaboration. Social support – through mutual aid networks, mentoring programmes, and collective support initiatives – is another important factor influencing officer motivation (Campos *et al.*, 2023). Community support can assist personnel in managing stress and improving psychological well-being.

The political climate also significantly impacts the motivation of law enforcement personnel. J. Saunders *et al.* (2019) investigated how shifts in political conditions and social environments can alter motivational drivers among police officers, particularly in countries undergoing political transformation or experiencing social conflict. Gender issues are increasingly relevant in the context of motivation within law enforcement. T. Ahmed *et al.* (2023) noted that women in law enforcement agencies often face distinct motivational challenges, including discrimination and social stereotypes, which may affect their professional engagement and overall motivation.

The analysis of contemporary scientific research demonstrates that the motivation of law enforcement officers has a multifaceted structure. Understanding this structure allows for a deeper insight into which motivational mechanisms are most effective in achieving high levels of performance within Ukraine's law enforcement system. This, in turn, enables the development of strategies aimed at increasing staff productivity, strengthening morale, and ensuring a high level of responsibility and commitment to service, particularly under conditions of martial law. This study aimed to determine the structure of the motivational sphere among Ukrainian law enforcement officers.

■ Materials and Methods

The study involved 897 officers of the Ministry of Internal Affairs of Ukraine, comprising 29.84% mid-ranking police personnel (from junior lieutenant to colonel) and 70.16% junior-ranking officers (from constable to senior sergeant), including both combat veterans and those without such experience. The participants ranged in age from 18 to 60. All procedures carried out in this study complied with the ethical standards of the 1964 Helsinki Declaration¹ and its subsequent amendments. Informed consent for the use of their data was obtained from all participants.

To determine the structure of the motivational sphere among law enforcement officers, standardised methods adapted to the Ukrainian sample were employed. The questionnaire developed by A.P. Moskalenko (2002) for professional psychological selection of prospective police trainees was used to assess several categories of motivation: motives related to objectively defined social goals and the nature of the profession, motives linked to personal development and professional improvement, autonomous choice of profession, non-autonomous choice of profession, motives associated with the external prestige of the profession and material well-being, motives linked to the romanticised appeal of the profession, motives aimed at compensating for characterological deficiencies, and antisocial motives (perceiving the profession as a means of satisfying personal antisocial needs). The instructions accompanying the method required participants to respond to the question of why they chose this profession by rating each of 40 statements describing the profession of a law enforcement officer on a five-point scale.

The use of the motivational profile method by S. Ritchie & P. Martin (1999) enabled the assessment of current professional motivation. This method includes the following scales: the need for a high salary and material rewards, the need for good working conditions and a comfortable environment, the need for clearly structured work and feedback, the need for social interaction, the need to form and maintain long-term stable relationships, the need for recognition from others, the need to set ambitious and challenging goals and achieve them, the need for influence and power, including a desire to lead others, the need for variety, breaks, and stimulation, with an aversion to routine, the need to be a creative and reflective worker, open to new ideas, the need for self-improvement, personal growth, and development, the need for engaging, socially meaningful work. The questionnaire comprises 33 items, each offering four response options. Respondents were required to distribute 11 points among the options based on how meaningful or relevant each one is to them.

¹ Helsinki Declaration. (1964, June). Retrieved from https://zakon.rada.gov.ua/laws/show/990_005#Text.

The Motivation Sources Inventory, developed by J.E. Barbuto & R.W. Scholl (1998), was used to identify a broad range of motivational drivers. This tool enabled the assessment of the following categories: motives related to objectively defined social goals and the nature of the profession, motives linked to personal development and professional improvement, autonomous choice of profession, non-autonomous choice of profession, motives associated with the external prestige of the profession and material well-being, motives linked to the romanticised appeal of the profession, motives aimed at compensating for characterological deficiencies, antisocial motives (perceiving the profession as a means of satisfying personal antisocial needs), the need for a high salary and material rewards, the need for good working conditions and a comfortable environment, the need for clearly structured work and feedback, the need for social interaction, the need to form and maintain long-term stable relationships, the need for recognition from others, the need to set ambitious and challenging goals and achieve them, the need for influence and power, including a desire to lead others, the need for variety, breaks, and stimulation, with an aversion to routine, the need to be a creative and reflective worker, open to new ideas, the need

for self-improvement, personal growth, and development, the need for engaging, socially meaningful work, internal processes, instrumental motivation, external self-concept, internal self-concept, goal internalisation.

The methods described above were standardised for Ukrainian samples and have been repeatedly used to examine the specific features of professional motivation among military personnel and law enforcement officers in Ukraine. To determine the structure of the motivational sphere among law enforcement personnel, factor analysis was conducted using the Principal Components method, followed by Varimax rotation with Kaiser Normalization. The data were processed using SPSS 17.0.

■ Results and Discussion

The factor analysis revealed that six extracted factors accounted for 75.95% of the variance, indicating that the model was sufficiently robust to describe the motivational sphere of officers in the Ministry of Internal Affairs of Ukraine. This level of explained variance is considered acceptable in socio-psychological research and confirms the strong explanatory power of the identified factors. The corresponding factor matrix is presented in Table 1.

Table 1. Factor structure of the motivational and volitional sphere of Ukrainian law enforcement officers

Variables	Factors					
	1	2	3	4	5	6
Motives related to objectively defined social goals and the nature of the profession	0.88	0.11	-0.05	0.01	-0.06	-0.01
Motives linked to personal development and professional improvement	0.77	0.03	0.40	0.06	-0.01	0.05
Autonomous choice of profession	0.77	0.11	0.15	0.08	0.08	0.04
Non-autonomous choice of profession	0.18	0.04	0.87	0.07	0.03	0.01
Motives aimed at compensating for characterological deficiencies	0.77	0.09	0.42	0.01	-0.02	-0.03
Antisocial motives (perceiving the profession as a means of satisfying personal antisocial needs)	0.34	0.07	0.83	-0.05	-0.04	0.03
The need for a high salary and material rewards	-0.02	-0.07	0.06	-0.77	0.23	-0.05
The need for clearly structured work and feedback	0.03	-0.03	0.03	0.03	-0.09	0.99
The need for recognition from others	0.01	-0.07	-0.01	-0.07	0.97	-0.09
The need to set ambitious and challenging goals and achieve them	0.07	-0.04	0.09	0.82	0.13	-0.02
Internal processes	0.06	0.81	0.13	-0.08	-0.06	-0.05
Instrumental motivation	0.01	0.81	0.15	-0.11	0.03	-0.07
Internal self-concept	0.18	0.76	-0.21	0.22	-0.03	0.06
Goal internalisation	0.10	0.81	0.01	0.06	-0.05	0.04

Note: Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 5 iterations.

Source: authors' research

The percentage distribution across the extracted factors was as follows: the first factor (component) accounted for 19.65% of the variance, the second for 18.42%, the third for 13.65%, the fourth for 9.69%, the fifth for 7.34%, and the sixth for 7.21%. A factor loading threshold of 0.76 was used as the significance criterion. This threshold helped to exclude indicators with low factor loadings, i.e. those that

contributed minimally to a given factor. A positive factor loading indicates a direct relationship between the variable and the factor, while a negative loading reflects an inverse relationship. The first factor (informational value – 19.65%) is characterised by strong correlations with indicators related to: objectively defined social goals and the nature of the profession (0.88), personal development and professional

improvement (0.77), autonomous choice of profession (0.77), and the desire to compensate for characterological deficiencies (0.77).

This aggregation of indicators aligns with the concept of public service motivation (Breau *et al.*, 2018), which highlights the importance of civic responsibility, altruism, and professional self-realisation in the public sector (Vandenabeele & Schott, 2020). In particular, P. Alonso & G. Lewis (2001) argued that motivations such as protecting national interests, developing personal competencies, and fulfilling a sense of civic duty are critical for public sector employees – especially under conditions of high professional responsibility and shifting external circumstances.

This approach is supported by the research of J. Perry (1996), which demonstrates that internal value orientations – such as patriotism and self-actualisation – significantly influence the effectiveness of law enforcement services. R. Johnson (2012) also highlights that officers with a high level of public service motivation exhibit greater stress resilience and job satisfaction, both of which are critical in law enforcement work.

Furthermore, the concepts outlined by J. Heckhausen (2018) underscore the importance of intrinsic motivation and a sense of competence, which aligns with the strong loadings observed for this component. The research of E.L. Deci & R.M. Ryan (2000), within the framework of self-determination theory, confirms that autonomous motivation is key to sustaining high engagement and professional growth in fields with elevated levels of responsibility, such as policing.

Under wartime conditions and heightened law enforcement involvement in complex operations, the presence of this factor highlights the need to support not only external incentives but also the development of internal resources that ensure adaptability and resilience in extreme circumstances. These conclusions are supported by the findings of Y. Matsegora *et al.* (2022), who argue that professional identity and a sense of social approval shape the level of occupational motivation and performance under challenging conditions. The results obtained confirm that the integration of institutional, personal, and socio-professional factors is fundamental to shaping the motivational structure of law enforcement officers. This finding aligns with contemporary academic research and opens avenues for developing new approaches to personnel management within the law enforcement sector.

The second factor, which explains 18.42% of the variance, shows strong positive correlations with the indicators: internal processes (0.81), instrumental motivation (0.81), goal internalisation (0.81), and internal self-concept (0.76). This factor thus represents a complex of internal motivational processes, which are essential for fostering a stable professional

approach under conditions of high responsibility and external uncertainty.

The high score for internal processes reflects active self-regulation and an awareness of one's own capabilities, which form the foundation for intrinsic motivation. This is consistent with recent research demonstrating the role of internal psycho-emotional processes in reducing stress responses and enhancing adaptability among law enforcement personnel (McCraty & Atkinson, 2012; Bardy *et al.*, 2020; Shvets *et al.*, 2020). Instrumental motivation indicates a focus on achieving specific, measurable results in professional activity. Current studies suggest that such goal orientation not only improves task performance but also contributes to personal development through the consistent attainment of set objectives (Scarborough *et al.*, 1999). The process of goal internalisation is a key mechanism through which external demands and tasks are integrated into an individual's internal system of value orientations (Koestner *et al.*, 2014). This fosters internal coherence and enhances motivation to fulfil duties even in challenging and high-stress situations – particularly relevant for law enforcement officers operating in wartime conditions. The internal self-concept reflects levels of self-awareness, self-respect, and confidence in one's own abilities (Bigler *et al.*, 2001). Contemporary research shows that a positive self-image and a clear understanding of personal capabilities are critical for maintaining psychological resilience and high performance under intense operational pressure (Ahmed *et al.*, 2022).

The second factor highlights that an internal motivational system – based on self-regulation, goal orientation, internalisation of external tasks, and strong self-esteem – is crucial for ensuring the effectiveness of law enforcement activity. Recent scientific studies confirm that the development of internal motivational processes contributes to stress reduction, improved adaptability, and greater resilience among officers – qualities that are especially vital in conditions of high responsibility and the ongoing challenges of modern policing.

The third factor, which accounts for 13.65% of the explained variance, is characterised by strong positive correlations with the indicators of non-autonomous choice of profession (0.87) and antisocial motives (0.83). Its content is further clarified by the inclusion of the variables motives aimed at compensating for characterological deficiencies (0.42) and motives linked to personal development and professional improvement (0.40). This factor reflects situations in which the choice of a professional path is made predominantly under the influence of external factors rather than through intrinsic motivation or a conscious desire for self-realisation. A high score for nonautonomous choice of profession suggests that the decision to enter the profession may be shaped by

external influences such as family traditions, social pressure, or labour market conditions, thereby reducing personal autonomy in decision-making. At the same time, prominent antisocial motives indicate a focus on fulfilling individual needs that may not align with collective social or professional expectations.

Contemporary global research supports these findings. Scholars have noted that a low level of autonomy in choosing a profession is often accompanied by excessive reliance on external incentives, which can negatively affect long-term engagement and professional growth. When career decisions are primarily driven by external factors, they may lead to the emergence of antisocial motives, which hinder the development of a stable professional identity. Moreover, antisocial motives and externally determined career choices are often associated with a weak integration of personal value orientations with the demands of professional activity. This misalignment frequently results in lower job satisfaction and poorer adaptation in challenging conditions – an especially critical issue for law enforcement officers operating under high levels of stress.

Thus, the third factor reflects a synthesis of external influences and internal motivational conflicts, characterising a situation in which a career is chosen not as a result of a conscious desire for personal development, but as a reaction to external circumstances. Recent international studies (Korna-Opincăne & Katane, 2017; Prisniakova *et al.*, 2023) confirm that such a motivational model can have a detrimental impact on the long-term effectiveness and stability of professional performance, highlighting the need for targeted interventions to support autonomy and internal motivation among law enforcement personnel.

The fourth factor, which accounts for 9.69% of the variance, is defined by a strong positive correlation with the motivational variable of the need to set ambitious and challenging goals and achieve them (0.82), and a negative correlation with the need for a high salary and material rewards (–0.77). This suggests that, for a significant number of law enforcement officers, challenges, opportunities for self-realisation, and the achievement of professional objectives are more important than material incentives alone.

These findings are consistent with contemporary research on the motivation of law enforcement personnel in various countries. For instance, a study by G.P. Gomes *et al.* (2022) indicates that police officers who are driven by complex professional challenges tend to be more resilient to occupational burnout and report higher levels of job satisfaction. Researchers also note that such individuals are more likely to remain in the profession for longer periods than those primarily motivated by financial rewards.

According to studies by I.C. Demirkol & M.K. Nalla (2018) and D. White *et al.* (2021), modern law

enforcement officers require not only financial compensation but also opportunities for development and career progression. Scholars argue that police forces face significant challenges, including high-stress levels, public scrutiny, and complex operational duties. In such demanding contexts, those who find meaning in their work and possess intrinsic motivation to pursue ambitious goals tend to perform their duties more effectively.

Moreover, the findings align with the self-determination theory developed by R.M. Ryan & E.L. Deci (2017), which posits that autonomy, competence, and a sense of meaningful engagement are core components of intrinsic motivation. Law enforcement officers who strive to achieve challenging goals are likely to experience greater autonomy in decision-making and to view their professional activities as a means of personal and career development. The negative correlation with material incentives also corresponds to the study by G. Rahman & S. Shanjabin (2022), which found that officers primarily motivated by financial rewards tend to exhibit lower emotional engagement in their duties and are more likely to experience professional dissatisfaction. Thus, the fourth factor confirms that law enforcement motivation is primarily driven by the pursuit of challenging goals, overcoming difficulties, and developing professional skills. While material incentives play a role, they are not the main drivers of effective and sustained service. This underscores the need for law enforcement leadership to create conditions that foster professional growth and allow personnel to pursue their personal ambitions.

The fifth factor, which accounts for 7.34% of the variance, is characterised predominantly by a strong positive correlation with the indicator of the need for recognition from others (0.97), whereas the variable of the need for a high salary and material rewards, shows significantly lower loading (0.23). This indicates that the motivational structure of law enforcement officers is largely shaped by non-material elements, such as social recognition, professional prestige, and the affirmation of competence.

Research confirms the critical role of social recognition as a key motivational factor. D. Mekuri & D. Kassaye (2024) noted that non-material rewards – particularly positive feedback from colleagues and the wider public – enhance intrinsic motivation and organisational commitment among staff. The desire for social recognition helps to strengthen professional identity and maintain a high level of engagement, even in demanding work environments. L. Friedlander *et al.* (2007) pointed out that a positive perception by others is an important factor in boosting self-esteem and developing a stable motivational profile, reinforcing the significance of the high correlation coefficient for the need for recognition.

K. Mittal (2023) concluded that non-material aspects of reward, such as prestige and status, have a more substantial impact on long-term motivation than purely financial incentives. D. Kumar *et al.* (2015) added that the validation of professional achievements serves as a powerful motivator for continued professional development and that in cases of insufficient internal motivation, financial rewards may not adequately compensate for a lack of social recognition.

Thus, the fifth factor indicates that social recognition is a primary driver in the formation and maintenance of strong professional motivation among law enforcement officers, while material incentives play only a secondary role. Contemporary global studies confirm that fostering and supporting this dimension of motivation is essential for improving both performance and job satisfaction in the high-stress context of modern law enforcement work.

The sixth factor (explaining 7.21% of the variance) is defined by a strong positive correlation with the variable of the need for clearly structured work and feedback (0.99). This highlights the importance of organisational structure and feedback mechanisms in enhancing motivation among law enforcement personnel. Several studies have confirmed that well-structured work and effective feedback significantly influence employee engagement and job satisfaction. For example, a 2023 study demonstrated that a well-organised work environment and supportive leadership contribute to higher levels of motivation and productivity (Ludin *et al.*, 2023). Additionally, another study found that clearly defined tasks and regular feedback reduce professional burnout and improve job satisfaction (Koval & Kolosova, 2024).

Applying these findings to the field of law enforcement agencies, it may be asserted that effective feedback mechanisms and a structured approach to professional duties are essential for strengthening motivation among officers. This not only facilitates the professional development of staff but also enhances their effectiveness in performing tasks related to public safety and law enforcement.

■ Conclusions

The findings of the factor analysis on the motivation structure of law enforcement personnel in Ukraine

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confirmed the necessity of integrating both internal and external motivational factors to ensure resilience and effectiveness in professional activity under conditions of high responsibility and increased stress. Strong factor loadings – particularly for components such as informational value, intrinsic motivation, social recognition, and professional development – highlight the scientific relevance of this study for exploring the motivational domain of public servants engaged in the law enforcement sector.

The developed motivation framework holds significant practical value for future research and the design of management strategies aimed at enhancing the performance of law enforcement officers. Notably, the effectiveness of professional activity during wartime and in the face of constant external challenges directly depends on the development of internal motivational processes, such as selfregulation, internal self-concept, and a focus on achieving complex goals. Therefore, integrating social, institutional and personal factors – including the promotion of social recognition and the establishment of a clear organisational structure – can substantially improve professional motivation and resilience among personnel.

Future research should focus on refining and expanding motivational models in light of changing external circumstances, such as armed conflict or socio-political transformation. Another critical area of inquiry is the examination of specific managerial strategies that foster intrinsic motivation and effective self-organisation among law enforcement officers. Considering psychological factors such as stress resistance and professional burnout is essential to developing support systems aimed at enhancing the quality and stability of law enforcement work under contemporary conditions.

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■ Conflict of Interest

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Структура мотиваційної сфери працівників правоохоронних органів України

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■ **Анотація.** Актуальність дослідження зумовлена необхідністю глибшого розуміння мотиваційної сфери працівників правоохоронних органів для вдосконалення їх професійної діяльності та підвищення ефективності роботи. Метою статті було визначення структури мотиваційної сфери правоохоронців МВС України, зокрема аналізу факторів, що впливають на їхню професійну діяльність, а також виявлення специфічних мотиваційних компонентів, які визначають поведінку й ефективність роботи співробітників. Для цього в роботі застосовано метод факторного аналізу, який надав можливість виокремити й дослідити основні структурні компоненти мотивації правоохоронців на основі даних, отриманих від 897 опитуваних, що представляють різні вікові категорії, посади та рівень досвіду. У дослідженні використано стандартизовані методики, адаптовані для української вибірки. З метою визначення структури мотиваційної сфери в українських правоохоронців використано процедуру факторного аналізу. Основні результати дослідження засвідчили наявність шести ключових факторів, які визначають мотиваційну структуру правоохоронців. Перший фактор демонструє значний вплив соціальних завдань, особистісного розвитку та професійного вдосконалення, що своєю чергою стимулює правоохоронців до ефективної роботи й самовдосконалення. Другий фактор об'єднує внутрішні мотиваційні процеси, зокрема інтерналізацію мети й інструментальну мотивацію, що вказує на значення внутрішнього переконання в правильності вибору професії та розвитку кар'єри. Третій фактор виявляє зв'язок з мотивами, пов'язаними з несамотійним вибором професії та наявністю асоціальних мотивів, що засвідчує потребу розуміння власної професійної діяльності. Четвертий фактор акцентує на важливості прагнення до складних цілей та самореалізації, де мотивація досягнення значно важливіша за матеріальні стимули. П'ятий фактор фокусується на потребі в соціальному визнанні та престижі, що свідчить про важливість зовнішніх оцінок і соціальних стандартів для мотивації співробітників. Шостий фактор відображає значення чіткої організаційної структури та зворотного зв'язку, що є важливим для збереження мотивації та стабільності в роботі. Практична цінність роботи полягає у використанні отриманих результатів для оптимізації мотиваційних стратегій, що підвищить ефективність роботи правоохоронців, їх професіоналізм і рівень задоволеності службою.

■ **Ключові слова:** мотиваційна сфера; екстремальні умови; правоохоронець; професійна діяльність; мотиваційні фактори; Національна поліція України; поліцейська діяльність