



**PSYCHOLOGICAL COMPATIBILITY OF SERVICEMEN AS THE BASIS
FOR THE COHESION OF THE MILITARY COLLECTIVE OF
ПСИХОЛОГІЧНА СУМІСНІСТЬ ВІЙСЬКОВОСЛУЖБОВЦІВ ЯК ОСНОВА
ЗГУРТОВАНOSTІ ВІЙСЬКОВОГО КОЛЕКТИВУ**

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Annotation: *The article is devoted to the study of cohesion of servicemen as one of the important factors determining the nature of interaction in the military collective. The author emphasizes that the cohesion of servicemen largely depends on: psychological compatibility of servicemen, combination of their psychological qualities, which would allow them to participate peacefully in joint combat activities, the basis of which is correspondence of individual temperamental properties and socio-psychological compatibility of wrestlers, which reflects their professional and moral qualities. According to the author, compatibility is one of the most important conditions for group cohesion and effectiveness of activities in combat conditions. It was noted that military psychologists and unit commanders should pay great attention to the recruitment of small military units based on three levels of psychological compatibility of military personnel: psychological (compatibility of temperaments); professional (compatibility of ideas about military activities); value-orientated (consistency of value orientations of servicemen).*

Keywords: *servicemen, military collective, cohesion, psychological compatibility.*

Introduction

Understanding the functioning of military collectives and also their effective management in the current conditions of full-scale invasion is becoming important for a wide range of professionals working with people, in particular, they are not only military, but also psychologists, sociologists, military consultants and others.

One of the most actively studied socio-psychological characteristics of the team is cohesion. The main interest in this concern is that cohesion is seen as an important factor for efficiency and stability of life of any team. At the same time, cohesion is one of the most complex and controversial socio-psychological phenomena.

The main text

The head of the military unit strives to unite the collective. After all, modern conditions of war require effective interaction of people in the performance of collaborative activities. As the level of cohesion increases the level of performance of combat tasks, comfort of soldiers, close understanding and coherence between them. Team cohesion is a necessary factor of productive and purposeful work of the company. The solution of the tasks assigned to the team requires the common efforts of people with different knowledge, skills, experience. Only a cohesive and worn-out team can successfully overcome crisis periods during its formation and development, in which its cardinal difference from the team is not sufficiently cohesive.

Only the collective, the team is the most important transformer and stabilizer of all external influences on the warrior and his inner activity. The collective for warriors is the best motivator for their combat activity, their weighty motivator. Just in the collective the soldier develops a sense of unity, the confidence that he is not



alone, he is not lonely, he overcomes his fear of being hurt and being left alone with it, without help, without support. Overcoming this fear is facilitated by a combat military team, organized and worked on the principles of psychological compatibility, collectivism and fighting society.

Military collective is a set of combined only purposes (solution of combat tasks) of soldiers of the military unit whose relationship is based on mutual trust, mutual assistance and mutual assistance.

A military collective can function effectively only if it contains intra-group norms: conventional wisdom about what are acceptable rules of engagement and in peacetime, what are the criteria for dignity, loyalty, collaborationism, betrayal, cowardice, decency and other ones. An important role is played by the influence of the informal leader, a person whose action is aimed at increasing the combat effectiveness of the military collective, its cohesion, common values, formation of combat traditions, as well as the imposition of intra-group sanctions against fighters, who violate collective norms. The most important psychological characteristics of the military collective, which affect the effectiveness of its activities in the combat environment, psychological compatibility and cohesion of servicemen.

Group cohesion as an indicator of interpersonal relationships is one of the important factors determining the nature of interaction in the military community. It is a well-known fact that cohesion is also an important factor in the effective management of the military collective, because it has a number of benefits, which are spread not only to the collective, but also to each of its members. In the study L.E. Basovsky and V.B. Protasiev noted the following benefits for the civil team, but they are also relevant for military collectives:

- 1) Improving the quality and effectiveness of service activities;
- 2) Increase of business activity;
- 3) Improving the quality of service communications;
- 4) Moral growth of the members of the team;
- 5) Effective management of various issues;
- 6) Coordinated informal leaders and leadership.

It should be understood that the desirability of building a cohesive military collective should be seen in the context of effectiveness of group activity. Yes, in a situation when the growth of cohesion of the team ensures the effective performance of combat tasks, improves the socio-psychological climate of the team, morale and belief in victory.

A cohesive group is fostered by the ability of its members to listen, to sympathize; willingness to help others; ability to find common ground, common values and interests; clarity and sharpness of positions; the desire to avoid conflict; openness, flexibility.

Among the qualities that prevent the formation of a cohesive group can be distinguished: desire to dominate and (or) constantly engage in dispute; peremptory statements; assessing the ideas of others as bad or wrong; habit of being always right; the need to be victorious, to prevail; indifference, apathy, fear. The cohesion of the team, people's satisfaction with their stay in it largely depends on: psychological compatibility of servicemen, combination of their psychological qualities, which



would allow them to participate in a conflict-free joint combat activity based on conformity of individual temperamental properties and socio-psychological compatibility, which reflects the correspondence of their professional and moral standing [1].

Considering the cohesive group always compatible, K.K. Platonov identified four levels of compatibility: physiological, psychophysiological, psychological and socio-psychological. Thus, the physiological level includes the gender and age characteristics of the members of the group, their temperamental organization and the properties of the nervous system. The psychophysiological level is based on the interaction of temperaments and needs of individuals. Psychological level implies interaction of characters, motives of behavior of people. The socio-psychological level is already a more integrated level of interaction, which implies harmonizing social roles, interests, value orientations [2].

It should also be noted that the notion of "psychophysiological compatibility" includes reciprocity, positive nature of emotional attitudes, mutual suggestibility, community of interests and needs, similarity of dynamic orientation and psychophysiological responses in stressful situations and also the absence of expressive egocentric aspirations in this group. The same characteristics are characteristic for a cohesive military collective. We suggest briefly considering the significance of certain characteristics in order to shed more light on the problem of the cohesion of military collectives.

Consonance in the context of cohesion is considered as a mutual understanding between the members of the group, when everyone is sufficiently well aware of the personal qualities of their colleagues. This characteristic ensures the reliability of interpersonal relations.

The basis of the positive character of emotional attitudes is mutual sympathy, the need for communication, interaction with each other, which ensures the well-being of the members of the group.

Mutual suggestibility is a special case of imitation, when there is a convergence of opinions, value judgments, there is a mutual similarity of group members both in individual actions and in behavior in general.

Among the conditions ensuring the socio-psychological compatibility of the members of the team, the following can be highlighted:

- compliance of personal possibilities of each member of the collective with the structure and content of its activities;
- similarity of moral positions of members of the collective;
- homogeneity of main motives of activity and individual goals of members of collective;
- the possibility of real complementarity and organic combination of abilities of members of the team;
- a rational distribution of functions and responsibilities among the members of the team.

According to many researchers, for the cohesion of the team, only psychophysiological compatibility is not enough, it is necessary and important for people to have spiritual rapprochement [3].



Conclusion

Therefore, cohesion can be seen as the result of optimal compatibility of its members and the condition of effective teamwork. Better use of individual and team members' competencies can be achieved through various psychological compatibility mechanisms:

- 1) the similarity and complementarity of the qualities of the interacting soldiers;
- 2) contrast properties and qualities;
- 3) homeostasis, that is, maintaining balance through the exchange of information, redistribution of roles and functions, with the aim of the sustainability and effectiveness of group activities [2].

In this way, based on the above, it is clear that compatibility is an essential condition for group cohesion and efficiency. The cohesion of the military collective is such a degree of intellectual, emotional and volitional unity of the collective, which allows it to successfully solve combat tasks, making use of psychological abilities of all servicemen.

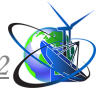
Team cohesion is a unique basis for maintaining high psychological resilience and activity of individual soldiers. As the experience of combat operations in Ukraine has shown, despite the numerical and armed advantage of the Russian invaders, the Armed Forces not only withstood the onslaught of the enemy, but also inflicted crushing defeats on him. The most effective units on the battlefield were those that consisted of well-known servicemen, they had trust and psychological compatibility, there were those people who were very active, initiative and sustainability. Studying this pattern, the German military psychologist E. Dinter noticed that fear of losing the trust of the group, to be in moral isolation because of cowardice acts most, allows you to do bold things.

Consequently, military psychologists and unit commanders should pay great attention to the recruitment of small military personnel, taking into account three levels of psychological compatibility of military personnel: psychological (compatibility of temperaments); professional (compatibility of ideas about military activities) and value-orientated (consistency of value orientations of servicemen).

List of references

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***Анотація:** Стаття призвячена дослідженню згуртованості військовослужбовців, як одному із важливих чинників, який визначає характер взаємодії у військовому колективі. Авторка акцентує увагу на тому, що згуртованість військовослужбовців багато в чому залежить від: психологічної сумісності військовослужбовців, поєднанні їхніх психологічних якостей, які дозволяли б їм безконфліктно брати участь у спільній бойовій діяльності основу якої складає відповідність індивідуальних темпераментальних властивостей та соціально-психологічної сумісності бійців, що відображає відповідність їхніх професійних і*



моральних якостей. На думку авторки сумісність виступає однією із найважливіших умов групової згуртованості та ефективності діяльності в бойових умовах. Зазначено, що військові психологи і командири підрозділів повинні приділяти велику увагу комплектуванню дрібних військових підрозділів з урахуванням трьох рівнів психологічної сумісності військовослужбовців: психологічного (сумісність темпераментів); професійного (сумісність уявлень про військової діяльності); ціннісно-орієнтаційного (несуперечливість ціннісних орієнтацій військовослужбовців).

Ключові слова: військовослужбовці, військовий колектив, згуртованість, психологічна сумісність.