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THE PHENOMENON OF LEADERSHIP IN EXECUTIVE POSITIONS

Background. *The study explores leadership as a crucial element of effective management, emphasizing its role in organizational success, team cohesion, and employee motivation. It investigates the relationship between leadership qualities and managerial effectiveness, highlighting the psychological and social aspects that contribute to strong leadership. The research delves into various leadership theories, comparing personal determinants with situational factors that shape effective leadership. It acknowledges the works of renowned scholars and underscores the significance of leadership as a multidimensional phenomenon.*

Methods. *Theoretical analysis, survey by Zharikov-Krushelnytsky, Q-sorting, KOS.*

Results. *It was found that managers with higher levels of emotional intelligence, teamwork abilities, and strategic thinking exhibit stronger leadership skills. Notably, communication and organizational competencies significantly influence employee satisfaction and team performance. Regression analysis further confirmed the significance of these factors, with organizational skills demonstrating a stronger impact on leadership effectiveness.*

The findings underscore the necessity of developing leadership qualities through structured training programs, mentoring, and self-improvement techniques. Leadership enhancement requires the implementation of time management strategies, conflict resolution techniques, and motivational approaches.

The study concludes that leadership is a dynamic and adaptable skill that can be cultivated through targeted development efforts. Future research should explore leadership variations across industries and cultural contexts, as well as the impact of digital transformation on contemporary leadership practices.

Most managers demonstrate moderately developed leadership skills, which is the basis for successful management. 75 % of respondents demonstrate moderate leadership skills. The most successful managers have well-developed emotional intelligence and organizational skills.

Conclusions. *It has been revealed that leadership is a key factor in successful management. The development of existing leadership qualities is possible through special trainings.*

Keywords: *leadership, communication skills, organizational skills.*

Background

The development of organizations is impossible without effective management, primarily by the CEO. A manager's ability to create a favorable social and psychological climate in the team, his or her ability to resolve conflict situations, to interest employees in their work, to apply an adequate motivational management mechanism, to demonstrate their leadership skills – all this depends on the set of leadership qualities possessed by a particular manager. The latter have a significant impact on the efficiency of the organization and the performance of subordinates.

Comparing the phenomena of leadership and management within the framework of classical management and leadership, it can be argued that leadership implies the ability to lead employees to a common goal, to inspire employees to want to do what is necessary. In other words, a leader creates a favorable social environment for employees to feel comfortable and at the same time to be productive (Bizo, Ibragimov, Kikot, Baran et al., 2012).

Psychologists determine defines power as any ability to carry out one's own will within a given social relationship, even despite resistance, regardless of what this ability is based on.

Manifestations of leadership in teams of working people, i.e. the dominance of some individuals over others, are associated with the fact that the group entrusts the solution of important tasks not to just anyone, but to those whose willingness to act is appropriate for the moment. The specificity of leadership lies in the fact that the role of a leader is not only given, but also taken. In other words, a leader can become someone who, in addition to having the appropriate social and psychological makeup, has sufficient leadership motivation, i.e., is willing to fulfill this role. The

main means of a leader's behavior in the process of leadership is a continuous impact on the managed object, team or individual. The effectiveness of this action is largely determined by the leader's level of competence and personal characteristics. Those who seek recognition are most likely to rate their communication skills (ability to communicate, manners, attractiveness) and partially their social intelligence (humor, insight).

The phenomenon of leadership is characterized by the fact that the process of becoming a leader is closely linked to personal development, which includes the realization and crystallization of one's life values, conscious choice of one's life position, style of behavior and communication with people. The meaning of such a choice is determined, on the one hand, by the values and ideals inherent in society and this particular social group, and, on the other hand, by their perception by the leader and their correspondence to his or her own views, life goals and values. The choice itself will largely determine the degree of professional, personal and social self-realization of the leader, his success in life and authority among his supporters.

Researchers have considered leadership in different ways: both in terms of its personal determinants and situational components and in terms of the types of leaders and leadership styles identified. A number of foreign scholars were interested in this issue: E. Bogardus, R. Bales, C. Byrd, C. Jibb, L. M. Weber, G. Allport, R. Cattell, K. Knickerbocker, L. Lord, R. Stogdill, F. Fiddler, D. Phillips, G. Howmans, and others. A number of issues in this area were also developed by Ukrainian psychologists: O. I. Vasykova, L. M. Karamushka, A. V. Milosh, S. V. Pohodenko and others (Litvinovsky, 2021).

No wonder the problem of leadership is one of the most discussed and controversial in the social sciences, including psychology. Scientists are trying to understand, theorize and practically define what allows individuals to stand out from the crowd and become leaders (Fetiskin, Kozlov, & Manuilov, 2002).

Leadership as a social phenomenon exists everywhere. It can be argued that wherever a human community has formed, leaders must appear. There is an objective need for leadership in society, and it cannot but be realized. Leadership is one of the mechanisms for uniting group activities, when an individual or part of a social group plays the role of a leader, i.e. organizes and directs the actions of the entire group, which expects, accepts and supports the leader's actions.

In the process of training and development of managers, it is difficult to overestimate the importance of an attitude towards successful professional activity. It is known that the fact of a manager's orientation toward success or failure can play a decisive role in his or her career. Both the results of his professional activity and his formation as a leader directly depend on whether he seeks to achieve positive and constructive results or avoid negative ones. Therefore, the first pedagogical condition is the motivational and value orientation of the future specialist in administrative management to successful professional activity by actualizing the positive experience of achievements and the sense of success in specially modeled situations.

Thus, in order to become a successful manager and leader, you need continuous self-improvement. If you don't do it yourself, you won't be able to motivate others:

- focus on serving others. In any situation, you should ask yourself what the other person needs besides what you personally need;
 - radiating positive energy and goodwill and avoiding the perception of negative energy;
 - belief in other people. A leader must see their potential, value and good qualities;
 - rational distribution of time and energy;
 - internal confidence and optimism;
 - self-criticism, tolerance, and recognition of the merits of others. Not so many, but most of us admit that we live solely in our own interests, not paying attention to others. Don't be surprised, the world responds in kind.
- We would like to offer you some useful exercises that will help you develop your organizational and communication skills:
- "Pantomime" – practice portraying different emotions (anger, excitement, joy, etc.) in front of a mirror, which will help you to adequately convey information to your subordinates.
 - "Singing" is another exercise to adequately convey emotions, you need to ask questions and answer with the help of singing.
 - "Persuasiveness" – write your desire on a piece of paper and try to convince your opponent that he or she should fulfill it.
 - "Get out of the circle" – the task of the leader in this exercise is to persuade the person to leave the drawn circle.

Thus, an objective self-assessment will help you understand whether you have leadership or organizational skills. But even if it's not your strongest suit, there's nothing wrong with that. There are not many bright leaders in the world who can ignite a crowd with a word. Start with yourself, with your workplace, with your communication skills. Become a true professional in your field, learn to value time and resources, and then your organizational skills will definitely show.

According to W. Bennis, there are a number of key practices that contribute to the development of leadership potential. These practices include: self-reflection, which involves understanding one's own values, beliefs, purpose, and leadership style; learning – continuous educational and professional growth to expand knowledge and acquire new skills; mentoring - engaging in interaction with experienced leaders who can provide mentoring, support, and appropriate direction; experimentation – gentle testing of new ideas, methods, and approaches to solving problems and achieving results; transformation – the ability to set ambitious goals, motivate and inspire others to achieve their goals.

Since, according to our research, it is the lack of organization that prevents our respondents from becoming high-level leaders, we believe it is advisable to improve their organization skills. For this purpose, we propose the following: the exercise "Formation of organizational skills" allows to develop leadership and acquire organizational skills in managers. By drawing up a plan and a list of key goals important for the development of leadership skills, participants analyze their own capabilities, develop a plan for the formation of leadership skills, analyze their own growth through communication with leaders in their own lives, studying special literature, and taking special training courses.

The relevance of studying the phenomenon of leadership is due to the modern requirements for managers who must possess not only professional knowledge but also a high level of emotional intelligence, communication and organizational skills to effectively manage a team. The article focuses on the psychological features of the phenomenon of leadership among managers, emphasizing the socio-psychological characteristics that contribute to effective management. Theoretical approaches to leadership are studied, an empirical study of the level of leadership abilities, communication and organizational tendencies of managers is carried out, and psychological recommendations for the development of leadership qualities in managers are identified.

The purpose of the article is to reveal the phenomenon of leadership in people in managerial positions.

Methods

The study involved 30 managers who were asked to take tests to assess their leadership abilities and communication and organizational skills: "Diagnostics of Leadership Abilities" (E. Zharikov, E. Krushelnitsky) to determine leadership potential. Q-sorting methodology for studying self-assessment of behavioral tendencies in the team. Methodology for assessing communicative and organizational aptitudes (V. Sinyavsky, B. Fedorishyn) to analyze the level of communication skills of managers (Riggio, 2010).

Results

The analysis of the results of the levels of leadership qualities among managers showed that a high level of leadership abilities was characteristic of managers who demonstrate emotional intelligence, teamwork, and strategic thinking. Communication and organizational skills had a direct impact on employee satisfaction and team performance.

The study showed that leadership in managerial positions involves a set of qualities, among which the key ones are emotional intelligence, the ability to motivate staff, communication and organizational skills. To improve management effectiveness, it is recommended to provide support for the development of these skills among managers.

To objectively confirm the hypothesis that there is a link between the leadership qualities of managers and the effectiveness of their management activities, statistical data

processing was carried out. The purpose of the analysis was to study the level of leadership abilities, as well as communication and organizational skills of managers.

The study sample consisted of 30 managers of different ages (from 20 to 60 years old) from different fields of activity, which created the prerequisites for a comprehensive analysis and increased the representativeness of the results.

Based on the results of the Leadership Diagnostic methodology (Fig. 1), mean values (M) and standard deviation (SD) were calculated: The average value of leadership skills among managers was 28.2 points; the standard deviation was 5.1 points.

This data indicates a moderate level of leadership abilities among the participants with minor fluctuations. The

indicator of variability demonstrates a certain homogeneity of the sample in terms of the main level of leadership skills.

For a deeper understanding, we analyzed the relationship between communication, organizational skills and leadership abilities, how communication and organizational skills affect general leadership qualities, and conducted a Pearson correlation analysis.

The results showed the following connections: The correlation between communication skills and leadership qualities was $r = 0.68$ ($p < 0.05$), indicating a significant positive relationship. The correlation between organizational skills and leadership (Fig. 2) qualities was $r = 0.72$ ($p < 0.05$), indicating an even more pronounced relationship.

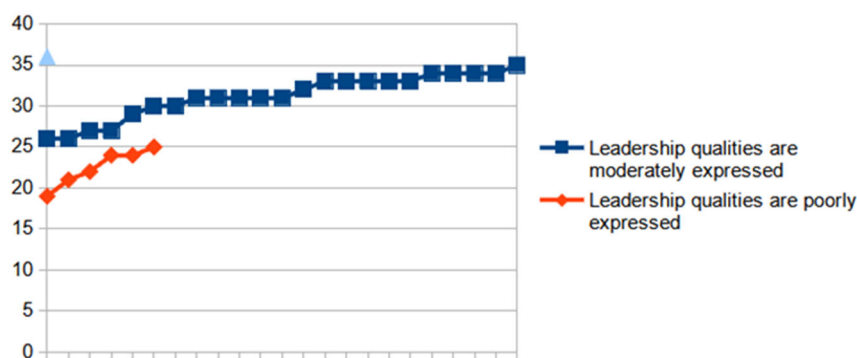


Fig. 1. Diagram of leadership qualities

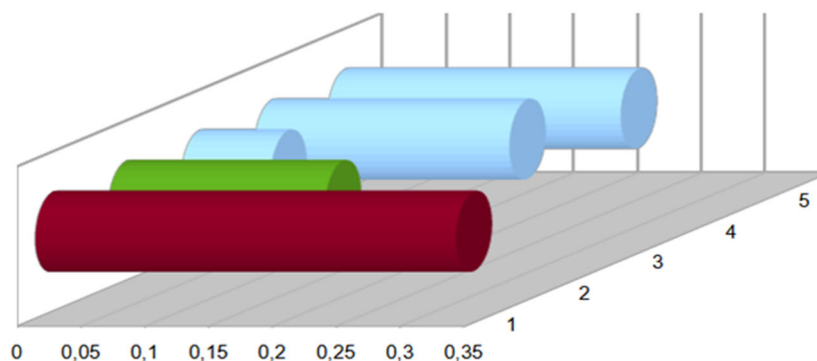


Fig. 2. Indicators of organizational skills according to the methodology "Assessment of communication and organizational aptitudes – COA"

Thus, it has been statistically confirmed that developed communication and organizational skills significantly contribute to the leadership potential of managers, especially in the field of teamwork organization. The next step in analyzing the results of the Q-sorting survey is to analyze the results of the methodology (Fig. 3). It will be an analysis of "sociability" or "unsociability" in the interpretation of the "Q-sorting" methodology. That is, about contact, the leader's desire to form emotional ties both in his or her group and outside of it. So, after analyzing the indicators, we got the results of sociability (86 %), unsociability indicators were shown by (7 %) of respondents, and neutrality was shown by (7 %) of respondents out of 30 respondents.

Thus, most of the respondents turned out to be contact oriented, seeking to form emotional ties with people both in their group, with their subordinates, and outside of it. According to the results of the Spearman correlation, sociability, as well as non-sociability, has no connection with leadership. That is, a leader's contact with subordinates does not affect his or her leadership qualities. He will remain

a leader even if he does not establish an emotional connection with his subordinates.

To identify differences between groups of managers in terms of communication skills, the following hypothesis was put forward: "Managers with high communication and organizational skills demonstrate higher leadership indicators". The Student's t-test was used to test this hypothesis. The average value for the group of managers with high communication skills was 32.1 points, while the average value for the group with lower skills was 24.3 points. The difference found is statistically significant ($t = 2.97$, $p < 0.05$), which confirms the hypothesis that communication skills influence leadership potential.

To confirm the homogeneity of the sample and study the variability, descriptive statistics of the results for each methodology were conducted: The mean of leadership ability (M) is 28.2 points; Median (Md): 29.0 points; Mode (Mo): 30 points; Standard Deviation (SD): 5.1 points; Coefficient of variation (CV): 18,09 %.

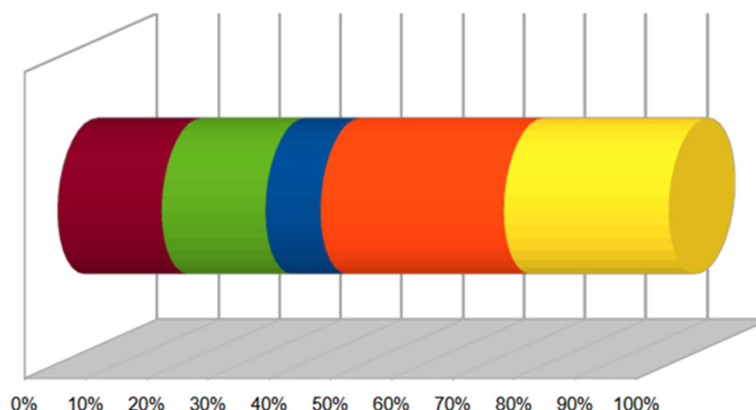


Fig. 3. Indicators of organizational skills according to the methodology "Assessment of communication and organizational aptitudes – KOS"

The coefficient of variation (less than 20 %) indicates the relative homogeneity of the sample in terms of leadership skills. This is also confirmed by the close values of the median, mode, and mean, which indicates a symmetrical distribution.

To ensure the correctness of further analyses, we applied the Shapiro-Wilk test, which assesses whether the distribution of results follows a normal distribution: Shapiro-Wilk test: $W = 0.96$, $p = 0.32$.

Since the p -value is > 0.05 , we accept the hypothesis that the distribution of test results is normal. This allows us to use parametric methods for further analysis. According to the results of the regression analysis, the coefficient of communication skills: 0.45 , $p < 0.05$; coefficient of organizational skills: 0.62 , $p < 0.05$;

The regression results confirm that both factors (communication and organizational skills) have a significant impact on the level of leadership qualities, and organizational skills have a stronger effect.

For the extended analysis, a univariate analysis of variance (ANOVA) was conducted to assess the effect of both independent variables (communication and organizational skills) on leadership skills. The results of the ANOVA showed that the value of $F = 4.37$ at $p < 0.05$, which confirms the significant effect of communication and organizational skills on leadership skills.

The obtained results clearly confirm the importance of developed communication and organizational skills for the successful manifestation of leadership qualities in managers. In particular, the strong correlation between organizational skills and leadership qualities indicates the importance of the ability to organize the work of the team for effective management.

Thus, the data confirm that the development of communication and organizational skills is a prerequisite for improving the efficiency of managers' management activities.

Discussion and conclusions

Leadership is one of the most important phenomena of social life, determining the direction of development of communities, organizations, and entire countries. The question of the nature of leadership has long been a subject of academic debate, including whether it is an innate gift that is passed on to a select few or a skill that can be developed. One common approach is the concept of leadership as a gift from God, which emphasizes the unique traits of an individual that determine his or her ability to lead others.

From a historical perspective, leaders have often been identified with divine election. In many cultures of antiquity, rulers were considered to be endowed with special qualities

from a higher power: Egyptian pharaohs were seen as the earthly incarnation of the gods, medieval monarchs appealed to the concept of the "divine right of kings," and biblical characters such as Moses or David received their calling through direct divine command. This formed a strong perception of leadership as something sacred that cannot be rationally explained or trained.

The religious and philosophical aspect of leadership as a gift from God remains important in many societies.

The Christian tradition emphasizes the concept of "called leader" (servant leadership), when a leader does not just have power but is a servant of society, acting in accordance with moral principles and God's will.

Similar views exist in other religions, such as Islam and Buddhism, where a righteous ruler or mentor is considered a guide of divine wisdom.

Thus, the phenomenon of leadership can be viewed as a synthesis of innate abilities, socio-cultural influence, and the spiritual dimension. Despite the advances in science, the concept of the divine gift of leadership remains relevant, as many societies continue to believe in the exclusivity of individuals with a special mission. This question remains open for further research, as humanity has not yet given a definitive answer as to what makes a person a true leader.

As a result of the theoretical and methodological analysis of the literature, we have found that the phenomenon of leadership is considered a multidimensional social and psychological phenomenon that includes the personal characteristics of the leader, his or her ability to influence the team and organize activities. You found out that leadership is formed under the influence of both personal determinants and situational factors, and successful leadership depends on the ability to adapt to change and effectively interact with the team.

The phenomenon of leadership is an extremely important component of management activities. Its influence can be traced back to all stages of human development and remains a key factor in the success of organizations and groups. Leadership goes beyond formal management; it is based on trust, influence, inspiration, and the ability to lead people to a common goal. Personal qualities of a leader play a significant role in creating a favorable social and psychological climate in the team. Leadership traits such as responsibility, emotional intelligence, ability to communicate and motivate are fundamental to successful leadership. It is important that leaders develop these qualities to ensure effective management and long-term success of the organization. The empirical study found that successful

leaders have well-developed communication and organizational skills, as evidenced by the results of the Zharikov–Krushelnytsky, Q-sorting, and KOS assessment. This confirms the importance of not only innate leadership qualities, but also those that can be developed through targeted training and practical programs. Practical recommendations for optimizing leadership skills include developing emotional intelligence, building effective communication in the team, using an individual approach to motivating employees, and improving conflict resolution strategies. An important component is also the manager's ability to self-reflect and continuous self-development. The theoretical analysis has shown that modern science offers a variety of approaches to the study of leadership, each of which emphasizes the importance of context and situational factors. The combination of a leader's personal qualities with a properly selected management strategy allows to achieve high performance of the team.

Thus, the phenomenon of leadership remains one of the key factors of success in managing organizations. Leadership qualities can and should be developed, which makes the role of a leader dynamic and adaptive to the challenges of our time. As a result of the theoretical and methodological analysis of the literature, we found that the phenomenon of leadership is considered as a multidimensional social and psychological phenomenon that includes the personal characteristics of the leader, his or her ability to influence the team and organize activities. We found out that leadership is formed under the influence of both personal determinants and situational factors, and successful leadership depends on the ability to adapt to changes and effectively interact with the team.

Leadership is a complex psychological and social phenomenon that involves both individual traits and external factors. The study confirms that effective leaders possess strong organizational and communication skills, along with emotional intelligence.

Leadership is a complex social and psychological phenomenon that is multidimensional. It combines personal characteristics of a leader, his/her ability to influence the team and organize activities. Theoretical and methodological analysis of the literature shows that leadership is formed under the influence of both personal determinants and situational factors. Successful leadership depends on the ability to adapt to changes and interact effectively with the team, which is especially important in today's unstable environment.

Leadership goes beyond formal management, as it is based on trust, influence, inspiration, and the ability to lead people to a common goal.

Personal qualities of a leader play a key role in creating a favorable social and psychological climate in the

team. Traits such as responsibility, emotional intelligence, communication skills and motivational abilities are fundamental to effective leadership. Empirical research shows that successful leaders have well-developed organizational and communication skills, as confirmed by the Zharikov–Krushelnytsky, Q-sorting, and KOS assessment methods.

Since leadership qualities can be developed, an important task of modern management is to implement training, mentoring and personal development programs.

Given the importance of emotional intelligence and interpersonal skills in leadership, future research should focus on analyzing the impact of different leadership styles on the effectiveness of organizations in different industries. Additionally, the intercultural aspects of leadership effectiveness and the role of digital transformation in shaping modern leadership practices should be studied. This study provides a basis for further research in the field of leadership management and development.

The practical implications of this research suggest that leadership qualities can be developed through structured training, mentoring programs, and self-improvement techniques. For instance, exercises such as "Pantomime," "Singing," and "Persuasiveness" can help managers refine their communication skills. Additionally, time management strategies, conflict resolution training, and motivational techniques play a crucial role in leadership enhancement.

Given the importance of emotional intelligence and interpersonal skills in leadership, future studies should explore how different leadership styles impact organizational performance across various industries. This research provides a foundation for further investigation into cross-cultural variations in leadership effectiveness and the role of digital transformation in modern leadership practices.

Authors' contribution: Yaroslav Ryabchych – conceptualization; formulation of key definitions; drafting – revision and editing; Yulia Solod – preparation of theoretical framework; analysis of sources; drafting – original draft.

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ФЕНОМЕН ЛІДЕРСТВА НА-КЕРІВНИХ ПОСАДАХ

Вступ. Дослідження присвячене лідерству як важливому елементу ефективного управління, підкреслюючи його роль в успіху організації, згуртованості команди та мотивації співробітників. Воно досліджує взаємозв'язок між лідерськими якостями та ефективністю управління, висвітлюючи психологічні та соціальні аспекти, що сприяють сильному лідерству. Дослідження заглиблюється в різні теорії лідерства, порівнюючи особистісні детермінанти з ситуативними факторами, що формують ефективне лідерство. Визнає роботи відомих вчених і підкреслює значення лідерства як багатовимірного явища.

Методи. Теоретичний аналіз, опитування Жарикова–Крушельницького, Q-сортування, KOS.

Результати. Було виявлено, що менеджери з вищим рівнем емоційного інтелекту, вміння працювати в команді та стратегічного мислення демонструють сильніші лідерські якості. Зокрема, комунікативні та організаційні компетенції значно впливають на задоволеність співробітників та ефективність роботи команди. Регресійний аналіз ще раз підтвердив важливість цих факторів, причому організаційні навички демонструють сильніший вплив на ефективність лідерства.

Результати дослідження підкреслюють необхідність розвитку лідерських якостей за допомогою структурованих програм навчання, наставництва та технік саморозвитку. Покращення лідерських якостей вимагає впровадження стратегій управління часом, технік вирішення конфліктів та мотиваційних підходів.

У дослідженні зроблено висновок, що лідерство є динамічною та адаптивною навичкою, яку можна розвивати за допомогою цілеспрямованих зусиль. Майбутні дослідження повинні вивчати варіації лідерства в різних галузях та культурних контекстах, а також вплив цифрової трансформації на сучасні практики лідерства.

Більшість менеджерів демонструють помірно розвинені лідерські навички, що є основою успішного управління. 75 % респондентів демонструють помірні лідерські навички. Найуспішніші менеджери мають добре розвинену емоційну інтелігенцію та організаторські здібності.

Висновки. Було виявлено, що лідерство є ключовим фактором успішного управління. Розвиток існуючих лідерських якостей можливий за допомогою спеціальних тренінгів.

Ключові слова: лідерство, комунікативні навички, організаторські здібності.

Автори заявляють про відсутність конфлікту інтересів. Спонсори не брали участі в розробленні дослідження; у зборі, аналізі чи інтерпретації даних; у написанні рукопису; в рішенні про публікацію результатів.

The authors declare no conflicts of interest. The funders had no role in the design of the study; in the collection, analyses or interpretation of data; in the writing of the manuscript; or in the decision to publish the results.