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PECULIARITIES IN SOCIOMETRICALLY VARIED SERVICEMEN'S ATTITUDES TOWARDS LEADERSHIP MANIFESTATIONS IN MILITARY TEAMS

An analysis of theoretical scientific research on the state of leadership in modern military units, including the proposal of constructive manifestations of leadership identified from the professional experiences of the servicemen in the National Guard of Ukraine, along with the identification of peculiarities noted between the attitudes of servicemen with different sociometric statuses, specifically in regards to authorities (manifestations of leadership) within military teams.

Keywords: leadership, military leadership, constructive leadership, leadership behavior, sociometric status, military team.

Statement of the problem. The effectiveness of the National Guard of Ukraine units in performing service (combat) tasks depends on a number of factors. A special place among these factors is occupied by the ability of the commander to create favorable conditions for the unit's functioning, to maintain an atmosphere of mutual understanding, to have a qualitative influence on subordinate personnel, to take measures to unite military teams, to recognize and appropriately use servicemen's potential, to motivate and promote their development in order to achieve the set goal. The leadership behavior of commanders, that accompanies the activities of the unit, serves as a form of interaction and impacts the performance of the personnel, thus affecting the quality of service (combat) task execution.

The Doctrine on Military Leadership in the National Guard of Ukraine defines the concept of "military leadership" as "the purposeful influence of various servicemen categories in everyday, official, training and combat activities, as well as in unordered (non-standard, critical) situations on personnel by setting a goal, directing on its achievement, ensuring discipline and motivation to perform assigned tasks, maintaining trust and respect and improving the National Guard of Ukraine as a public institution" [1].

In this regard, the leadership behavior of a commander who is endowed with leadership qualities and competences and works on their

development occupies an important place in the life of any unit, is an important component in the professional activities of a military team and is the focus of research by domestic and foreign authors.

Analysis of recent research and publications.

The issue of leadership has been and remains the subject of research by many domestic and foreign scholars. A significant contribution to the study of the phenomenon of leadership was made by foreign scholars, including E. Bogardus, D. Goleman, D. McGregor, K. Levin, J. Mouton, F. Cardell, R. Stogdill, F. Fiedler. The scientific achievements of N. Agayev, V. Barka, O. Boyko, O. Kokun, O. Kolesnichenko, J. Macegora, N. Lozinska, V. Osodl, I. Pishko, I. Prykhodko, O. Romanovskiy, V. Stasiuk, V. Yahupov and other researchers confirm the professional interest of domestic scientists in the study of military leadership.

In studying military leadership, scholars have formed a conceptual and categorical apparatus that makes it possible to study the phenomenon of leadership, to determine the role and place of leadership in the system of interpersonal interaction and its impact on the effectiveness of joint activities [2–6, 10].

Thus, O. Usachenko conducted a theoretical analysis of scientific approaches to the phenomenon of military leadership and noted that the process of military leadership development affects management decision-making and causes further transformation, which is manifested in leadership

attitudes to professional success, in specifics of service tasks performing, their dynamics and the formation of a specific psychological system of military and professional activity [6].

Interesting provisions were proposed by J. Willink in his book "Leadership Strategy and Tactics" [7], where he, drawing on his own experience serving in the special forces of the US Navy, examines the essence and characteristics of military leadership, particularly proposing ten main principles of leadership that are hard to disagree with.

Doctrinal publications of the armies of the world's leading countries, which are widely used by many contemporary domestic researchers in the field of leadership psychology, are quite relevant in studying the essence of military leadership.

For example, the US Army's doctrinal publication "Army Leadership and the Profession" [8] reveals the basics of military leadership, based on the military profession and army values. The most interesting aspect is the proposed model of military leadership, which describes the key leadership qualities and competencies.

The Army Leadership Doctrine of the British Armed Forces [9], developed by the Centre for Army Leadership at the Royal Military Academy Sandhurst, highlights the key concepts that are fundamental to understanding the army's approach to the essence of leadership. It emphasizes the importance of leading by example, proposes three key areas of a leader activity (developing individuals, team building, and achieving results), and provides a detailed examination of the Military Leader's Code of Conduct.

The analysis of scientific and theoretical sources indicates that, when studying leadership, scholars pay significant attention to aspects that contribute to achieving the organization's goals, namely constructive or functional leadership.

Constructive leadership is defined as the leader's behavior that enhances subordinate's interest in task accomplishment and is expressed in charismatic and team-oriented decisions and actions. This type of leadership can be called a set of decisions and actions that take into account the goals and are oriented towards both the organisation and subordinates [10].

In view of the above, studying the psychological characteristics of leadership manifestation in managing military teams remains a relevant research direction. It requires a deeper understanding of the phenomenon of military leadership, taking into account the historical and cultural aspects of the professional activities of the country's security and defence forces.

The purpose of the article is to determine the peculiarities of the attitude towards leadership manifestations among servicemen with different sociometric statuses in military teams in the context of their significance for the servicemen of the National Guard of Ukraine.

Summary of the main material. Military leadership today can without exaggeration be called one of the priority research directions. Practice shows that in the professional activities of servicemen, there is constant interpersonal interaction, which directly or indirectly affects the quality of the unit's functioning. Such interaction has a number of features and depends on numerous factors, with the primary one being the social status of the interaction subjects. To determine the characteristics of servicemen's attitudes towards leadership manifestations in military teams, the following algorithm was used:

1) conducting a scientific and theoretical analysis and generalisation of current research on leadership in military teams;

2) determining the individual sociometric status of military personnel using a non-parametric sociometry method;

3) identifying the presence and forms of constructive leadership manifestations in military teams;

4) determining the perceptions of servicemen of the National Guard of Ukraine with different sociometric statuses about the significance of constructive leadership manifestations in military teams;

5) qualitative and quantitative analyses of the data obtained.

The study involved 104 military personnel (65 males and 39 females) from the National Academy of the National Guard of Ukraine who pursue higher military education and have different formal statuses.

After analyzing the psychodiagnostic tools that makes it possible to determine leadership manifestations in an organization, the following were developed:

– a questionnaire to identify forms of constructive leadership manifestations in military teams, which offers 22 statements for evaluation, based on the model proposed in the US Army doctrinal publication "Army Leadership and the Profession" [8], reflecting the leadership qualities and competencies of a military leader;

– a questionnaire to determine the significance of the forms of constructive leadership manifestations in military teams, which offers 22 statements specified in the previous questionnaire for evaluation and is aimed at ranking forms of constructive leadership manifestations.

To compare the indicators between groups,

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Student's t-test for independent samples and one-way ANOVA were used.

In the first stage of the study, to determine the characteristics of the impact of constructive leadership on servicemen, their sociometric status was established. To achieve this, a non-parametric version of the sociometry method developed by J. Moreno was used. The obtained data allowed forming three

groups, namely: high (27.9 %), neutral (43.3 %), and low (28.8 %) sociometric status.

In the second stage of the study, to identify the presence and forms of constructive leadership manifestations, a survey was conducted using the questionnaire for identifying forms of constructive leadership manifestations in military teams. The results are presented in Table 1.

Table 1 – Comparative characteristics of the presence and forms of constructive leadership manifestations in military teams (evaluation of servicemen with different sociometric status) (Xcp, points)

Forms of Constructive Leadership Manifestations in Military collectives	Group			F	Meaning
	1	2	3		
1. Supports army values, shows respect, dedication, honour, courage, sense of duty	4.63	4.49	4.38	0.27	–
2. Shows empathy towards others, capable of understanding and experiencing another person's feelings and emotions	3.90	4.00	4.14	0.21	–
3. Manifests and shares military traditions and group beliefs that embody the spirit of the military profession	4.47	4.09	4.14	0.65	–
4. Demonstrates discipline, is able to obey and demand discipline from others	4.40	4.38	4.59	0.24	–
5. Has the image of a "commander's presence", reflects the professional image of a person with power	3.97	4.44	4.52	1.41	–
6. Possesses good health, strength and endurance that inspire others and instill confidence in long-term stress conditions	3.93	4.31	4.52	1.43	–
7. Demonstrates confidence, believes in the unit's ability to perform tasks, and is not influenced by anyone's emotions	4.57	4.53	4.72	0.19	–
8. Demonstrates resilience and has a tendency to recover quickly from setbacks, shocks, adversity and stress	4.27	4.38	4.45	0.13	–
9. Has a flexible mind, able to think beyond stereotypes, see and apply a variety of solutions to problems	4.30	4.16	4.34	0.17	–
10. Able to make informed judgements, assess strengths and weaknesses, and develop effective solutions	4.20	4.16	4.62	1.15	–
11. Demonstrates innovation, able to develop new ideas based on emerging opportunities or challenges	4.17	4.00	4.41	0.73	–
12. Creates and maintains an atmosphere of trust in the team, demonstrating trustworthy relationships by personal example	4.27	4.22	4.14	0.07	–
13. Demonstrates tact and self-control during interaction	3.93	3.84	4.45	1.40	–
14. Is competent, possesses knowledge, facts, beliefs, logical assumptions and understanding of the relevant field of activity	4.50	4.31	4.62	0.50	–
15. Leads by example, uses appropriate methods of influence, knows how to set goals, motivate and inspire followers	4.37	4.27	4.34	0.07	–
16. Sets a personal example in fulfilling professional duties	4.50	4.27	4.69	0.95	–
17. Goes beyond the limits of influence defined by authority, is able to negotiate and create compromises in resolving conflicts	4.40	4.04	4.52	1.47	–
18. Contributes positively to the development of the profession, creates a positive image and ensures the development of military affairs	4.67	4.27	4.31	1.04	–
19. Creates a positive environment, helps to create and maintain cohesion and an atmosphere of effective interaction in the team	4.33	4.02	4.10	0.43	–
20. Works on self-improvement, maintains physical and mental fitness at a proper level	4.13	4.09	4.66	1.54	–
21. Promotes the development of others, understands the need for other's development	4.53	4.31	4.34	0.31	–
22. Achieves results, is able to set priorities, organise and coordinate the activities of subordinates	4.57	4.49	4.45	0.07	–

Analyzing the obtained results, several generalizations can be made.

1. No statistically significant differences were found in the evaluation of forms of constructive leadership manifestations by servicemen with different sociometric statuses. However, several trends were identified regarding the evaluations of their commanders leadership manifestations by servicemen with different sociometric statuses, namely:

- servicemen with high sociometric status believe that their commanders exhibit less empathy, less ability to understand and experience the feelings and emotions of others, feel the image of the "commander's presence," reflecting their professional image as a person endowed with authority, possess strong health, strength, and endurance that inspire and instill confidence in long-term stress conditions, demonstrate resilience and a tendency to quickly recover from failures, shocks, traumas, adversities, and stress compared to those with low sociometric status. This may indicate a trend toward increasing perception of such forms of manifestation depending on the decrease in the sociometric status of a serviceman in the military team;

- such forms of constructive leadership manifestations as supporting army values, demonstrating respect, selflessness, honor, courage, and a sense of duty, creating and maintaining an atmosphere of trust in the collective, demonstrating credible relationships by the commander, achieving

results by the commander, the ability to prioritize, organize, and coordinate the activities of subordinates are perceived less by servicemen with low sociometric status than by those with high sociometric status. This may indicate a trend toward increasing perception of such forms of manifestation depending on the increase in the sociometric status of a serviceman in the military team.

The trends of increasing and decreasing perceptions of forms of constructive leadership manifestations by servicemen with different sociometric statuses are shown in Figure 1.

2. The analysis of the obtained data also allows determining the most common forms of constructive leadership manifestations in military teams, as perceived by servicemen with different sociometric statuses. Thus, servicemen with a high sociometric status believe that constructive leadership by commanders is more likely to be manifested in the following forms: the commander positively contributes to the development of the profession, creates a positive image and ensures the development of military affairs; the commander supports army values, shows respect, dedication, honour, courage, and a sense of duty; the commander demonstrates confidence, believes in the unit's ability to perform tasks, and is not influenced by someone else's emotions; the commander achieves results, knows how to prioritise, organise and coordinate the activities of subordinates.

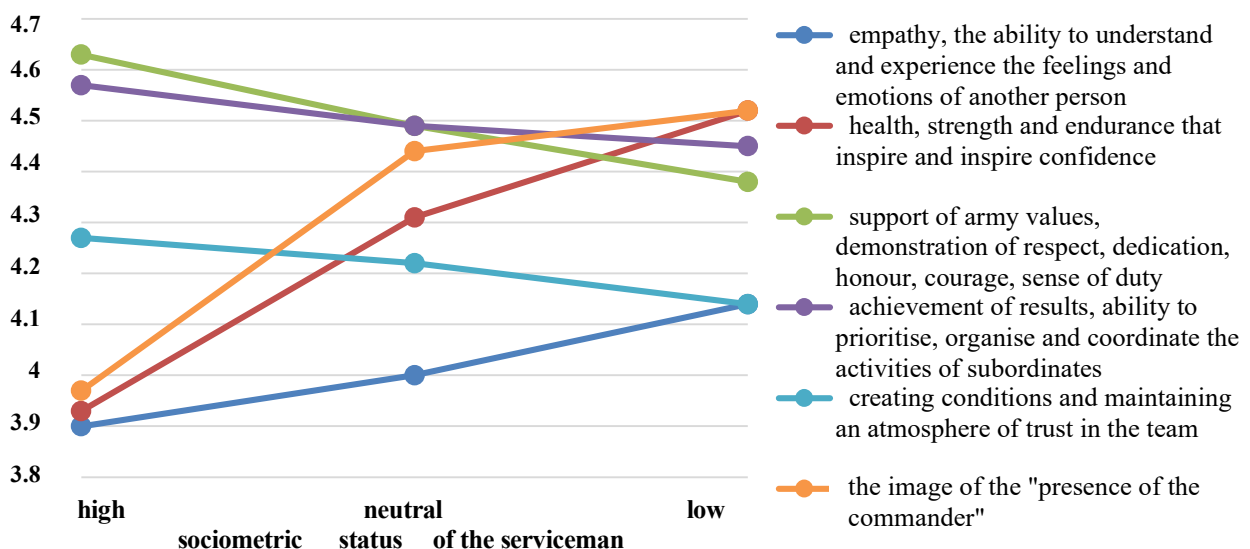


Figure 1 – The trends of increasing and decreasing perceptions of forms of constructive leadership manifestations by servicemen with different sociometric statuses

At the same time, this category of servicemen least feels the manifestation of such forms of constructive leadership in the military team, such as: commander's empathy towards others, ability to understand and experience another person's feelings and emotions; commander's health, strength and endurance that inspire others and instill confidence in activity under long-term stress; commander's demonstrating tact and self-control during interactions.

This perception of constructive leadership by servicemen with a high sociometric status may indicate their self-sufficiency and ambition, which is reflected in a lower perception of the above-mentioned forms of constructive leadership manifestations. The leadership manifestations felt most by these servicemen may indicate that their values largely align with those of their commanders.

Servicewomen with low sociometric status believe that the following forms of constructive leadership are more often manifested in a team: the commander's demonstration of confidence, his belief in the unit's ability to perform tasks, not to be influenced by someone else's emotions; the commander setting a personal example in fulfilling professional duties; the commander's self-improvement, maintaining physical and mental fitness at a proper level.

At the same time, this category of servicemen perceives less the manifestation of constructive leadership, which is expressed in: the commander creating a positive environment, contributing to the creation and maintenance of cohesion, an atmosphere of effective interaction in the team; the commander showing empathy towards others, the ability to understand and experience another person's feelings and emotions; the commander demonstrating behavior that shares military traditions and group beliefs embodying the spirit of the military profession; the commander creating conditions and maintaining an atmosphere of trust in the team, demonstrating credible relationships by personal example.

Such perceptions of constructive leadership forms by servicemen with low sociometric status may indicate their level of motivation and should draw commander's attention to selecting approaches for interacting with this category.

It should also be noted that all the proposed forms of constructive leadership manifestations in the collectives received average values, that had fairly high indicators (the form of constructive

leadership with the least manifestation had a value of 3.84), which can be considered a positive fact in the context of constructive leadership manifestations in collectives.

At the next stage, the significance of the forms of constructive leadership manifestations in military collectives was determined using the questionnaire for determining the significance of the forms of constructive leadership manifestations in military collectives. The results are shown in Table 2.

The analysis of the table revealed several features regarding the significance attributed to forms of constructive leadership by servicemen with different sociometric statuses.

1. There are several statistically significant differences in the importance given to certain forms of constructive leadership by servicemen with different sociometric statuses. For example, the demonstration of innovation by the commander, the ability to develop new ideas based on emerging opportunities (challenges), is more important for servicemen with high sociometric status, while the commander's work on self-improvement and maintaining physical and mental fitness is more significant for those with low sociometric status.

2. For servicemen with high sociometric status, the most significant forms of constructive leadership by commanders are: demonstrating a flexible mind, capable of thinking beyond stereotypes, the ability to see and apply various solutions to problems; supporting army values, demonstrating respect, selflessness, honor, courage, and a sense of duty; competence, possessing knowledge, facts, beliefs, logical assumptions, and understanding of the relevant field of activity.

At the same time, this category of servicemen does not attach much importance to the behaviour of commanders aimed at developing others, understanding such needs, the ability to negotiate and create compromises in conflict resolution, and demonstrating tact, self-control and stability in interaction.

3. Servicemen with a low sociometric status attach importance to the following forms of constructive leadership: demonstration of a flexible mind, the ability to think beyond stereotypes, see and apply different solutions; setting a personal example in the performance of professional tasks; demonstration of confidence and faith in the unit's ability to perform tasks, avoiding the influence of other people's emotions.

Table 2 – Evaluation of the significance of forms of constructive leadership manifestations by servicemen with different sociometric statuses

Forms of Constructive Leadership Manifestations	Group			F	Meaning
	1	2	3		
1. Supports army values, shows respect, dedication, honour, courage, sense of duty	8.43	11.95	11.76	2.65	–
2. Shows empathy towards others, capable of understanding and experiencing another person's feelings and emotions	9.60	9.93	10.45	0.13	–
3. Manifests and shares military traditions and group beliefs that embody the spirit of the military profession	11.07	12.61	13.66	1.15	–
4. Demonstrates discipline, is able to obey and demand discipline from others	9.17	9.89	12.28	1.92	–
5. Has the image of a "commander's presence", reflects the professional image of a person with power	11.83	10.70	12.66	0.91	–
6. Possesses good health, strength and endurance that inspire others and instill confidence in long-term stress conditions	11.50	10.91	12.55	0.64	–
7. Demonstrates confidence, believes in the unit's ability to perform tasks, and is not influenced by anyone's emotions	8.77	9.93	8.83	0.41	–
8. Demonstrates resilience and has a tendency to recover quickly from setbacks, shocks, adversity and stress	12.37	14.30	10.90	1.97	–
9. Has a flexible mind, able to think beyond stereotypes, see and apply a variety of solutions to problems	6.47	7.93	8.07	0.76	–
10. Able to make informed judgements, assess strengths and weaknesses, and develop effective solutions	9.80	11.57	12.00	1.19	–
11. Demonstrates innovation, able to develop new ideas based on emerging opportunities or challenges	12.77	13.07	16.55	4.71	0.01
12. Creates and maintains an atmosphere of trust in the team, demonstrating trustworthy relationships by personal example	11.07	13.25	10.34	2.24	–
13. Demonstrates tact and self-control during interaction	13.90	12.18	11.72	1.19	–
14. Is competent, possesses knowledge, facts, beliefs, logical assumptions and understanding of the relevant field of activity	8.50	8.86	11.31	1.83	–
15. Leads by example, uses appropriate methods of influence, knows how to set goals, motivate and inspire followers	9.77	9.43	9.93	0.06	–
16. Sets a personal example in fulfilling professional duties	10.90	11.34	8.41	1.91	–
17. Goes beyond the limits of influence defined by authority, is able to negotiate and create compromises in resolving conflicts	14.63	12.34	13.76	1.64	–
18. Contributes positively to the development of the profession, creates a positive image and ensures the development of military affairs	12.80	14.18	13.79	0.39	–
19. Creates a positive environment, helps to create and maintain cohesion and an atmosphere of effective interaction in the team	10.43	10.41	11.66	0.37	–
20. Works on self-improvement, maintains physical and mental fitness at a proper level	13.13	14.09	10.62	3.08	0.05
21. Promotes the development of others, understands the need for other's development	13.27	12.02	10.79	1.19	–
22. Achieves results, is able to set priorities, organise and coordinate the activities of subordinates	9.43	10.48	9.41	0.31	–

Additionally, forms of constructive leadership such as: positively contributing to the development of the profession, creating a positive image, and ensuring the advancement of military affairs; demonstrating innovation, the ability to develop new ideas based on emerging opportunities or challenges; the commander's behavior going beyond the influence defined by authority, the ability to negotiate and create compromises in resolving conflicts, did not receive high significance ratings from servicemen with low sociometric status.

Summarising the data obtained from the study, it can be concluded that servicemen with different sociometric statuses demonstrate different attitudes to the forms of constructive leadership that are either present or absent in a team. The results reflecting the presence and significance of forms of constructive leadership for servicemen with

high sociometric status are presented in Table 3.

The analysis of the manifested forms of constructive leadership indicates that the behavior of the commander, which positively contributes to the development of the profession, creates a positive image, and ensures the advancement of military affairs, and the development of others, does not hold great significance for servicemen with high sociometric status. In contrast, the commander's competence, achievement of results, ability to set priorities, demonstration of confidence, support of army values, demonstration of respect, dedication, honour and sense of duty are significant for this category.

Table 4 presents the summarized results regarding the presence or absence of forms of constructive leadership manifestations and their significance for servicemen with low sociometric status.

Table 3 – Forms of Constructive Leadership Manifestations and Their Significance for Servicemen with High Sociometric Status

Forms of Constructive Leadership Manifestations		
	Significant	Insignificant
Manifested	<p>He/she is competent, possesses knowledge, facts, beliefs, logical assumptions and understanding of the relevant field of activity.</p> <p>Achieves results, is able to set priorities, organise and coordinate the activities of subordinates.</p> <p>Demonstrates confidence, believes in the ability of the unit to perform tasks, and is not influenced by anyone's emotions.</p> <p>Supports army values, shows respect, dedication, honour, courage, sense of duty</p>	<p>Positively contributes to the development of the profession, creates a positive image, and ensures the advancement of military affairs.</p> <p>Contributes to the development of others, understands the development needs of others</p>
Not manifested	<p>Able to make informed judgements, assess strengths and weaknesses, and develop effective solutions</p>	<p>Demonstrates tact, self-control, and stability in interaction.</p> <p>Works on self-improvement, maintains physical and mental fitness at the proper level.</p> <p>Demonstrates innovation, able to develop new ideas based on emerging opportunities or challenges</p>

Table 4 – Forms of Constructive Leadership Manifestations and Their Significance for Servicemen with Low Sociometric Status

Forms of Constructive Leadership Manifestations		
	Significant	Insignificant
Manifested	<p>He/she is leads by example in the performance of professional tasks.</p> <p>Demonstrates confidence, believes in the unit's ability to perform tasks, and is not influenced by anyone's emotions</p>	<p>There are no forms of constructive leadership</p>
Not manifested	<p>There are no forms of constructive leadership</p>	<p>Manifests and shares military traditions and group beliefs that embody the spirit of the military profession</p>

The analysis of Table 4 shows that for servicemen with low sociometric status, the manifestation and observance by commanders of military traditions and group beliefs that embody the spirit of the military profession is less important and remains less noticeable for this category. This requires greater attention from commanders towards the formation and maintenance of traditions and beliefs within units. There are no significant forms of constructive leadership that are not manifested or insignificant forms of constructive leadership that are manifested in a military team. This indicates that for this category of servicemen, there are no insignificant manifestations of constructive leadership: any visible efforts by commanders will be perceived and evaluated positively.

Conclusions

Interpersonal interaction between commanders and personnel, based on the principles of military leadership, is an important component of the professional activity of servicemen and military teams. It is determined by a number of psychological features that are expressed, in particular, in specific forms of constructive leadership manifestations and have certain peculiarities in their perception depending on the sociometric status of a serviceman.

Thus, the results of the study showed that servicemen with a high sociometric status perceive their commander's behavior aimed at supporting army values, demonstrating respect, honor, courage, and a sense of duty, and see them as competent and knowledgeable, able to achieve results, to set priorities, to organize and coordinate the activities of subordinates. They consider these manifestations of constructive leadership to be significant.

For servicemen with low sociometric status, it is important that commanders set their own example in performing tasks. For such servicemen, there are no insignificant manifestations of constructive leadership: any visible efforts by commanders will be perceived and evaluated positively.

What unites servicemen with different sociometric statuses is the perception that commanders demonstrate confidence and belief in their unit's ability to accomplish tasks, and the fact that such demonstration is important for all categories of servicemen.

Thus, the study has shown that the evaluation of leadership manifestations in their collectives by servicemen depends on their sociometric status. This should be taken into account by officials when

planning measures to influence personnel to effectively perform service (combat) tasks.

Establishing the psychological characteristics of leadership impact in managing military teams, particularly the destructive manifestations of leadership, is a promising direction for further research.

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ОСОБЛИВОСТІ СТАВЛЕННЯ ВІЙСЬКОВОСЛУЖБОВЦІВ З РІЗНИМ СОЦІОМЕТРИЧНИМ СТАТУСОМ ДО ПРОЯВІВ ЛІДЕРСТВА У ВІЙСЬКОВИХ КОЛЕКТИВАХ

Проаналізовано й узагальнено сучасні науково-теоретичні дослідження військового лідерства, наведено форми конструктивного лідерства, наявні у професійному середовищі військовослужбовців Національної гвардії України. Визначено форми конструктивного лідерства, які демонструють командири у своїй професійній діяльності. З огляду на соціометричний статус військовослужбовців виявлено й проаналізовано тенденції як до зниження, так і до підвищення сприйняття форм конструктивного лідерства, які виявляють командири.

Проранжовано за значущістю форми конструктивного лідерства, які демонструють командири, для військовослужбовців із різним соціометричним статусом. Виявлено особливості і відмінності форм конструктивного лідерства, які проявляються або не проявляються у військових колективах, та значущість їх сприйняття військовослужбовцями з різним соціометричним статусом. Установлено, що для військовослужбовців із низьким соціометричним статусом важливою є демонстрація прикладу з боку командира, що виконує свої професійні завдання, а несуттєвих чинників конструктивного лідерства немає, і будь-які зусилля командира щодо прояву конструктивного лідерства сприйматимуться ними позитивно. Визначено, що впевненість і віра командирів у здатність своїх підрозділів виконувати завдання сприймаються як значуща всіма військовослужбовцями, незалежно від їхнього соціометричного статусу.

Обґрунтовано актуальність і перспективність подальших наукових досліджень психологічних особливостей керівного впливу в процесах військового управління.

Ключові слова: *лідерство, військове лідерство, конструктивне лідерство, лідерська поведінка, соціометричний статус, військовий колектив.*

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