

UDC 159.9:658.311.44



V. Pasichnyk



O. Savchuk



O. Yesipova

PSYCHOLOGICAL CONDITIONS FOR THE IMPLEMENTATION OF THE LEADERSHIP ROLE OF A MILITARY LEADER

The relevance of conducting a study on this topic is revealed. The methods used in the study are presented. The results of the scientific and theoretical substantiation of the psychological conditions for the implementation of the leadership role of a military leader are presented.

In accordance with the author's position, seven main psychological conditions for the implementation of the leadership role of a military leader are identified, their characteristics and features of implementation are given.

The possibility of applying the results of the study is outlined.

Keywords: *management, leadership, leadership potential, leadership qualities, leadership role of a military leader, psychological conditions for the implementation of leadership role.*

Statement of the problem. The current socio-political situation in our country, the participation of the personnel of the Defence Forces of Ukraine in repelling the large-scale armed aggression of the Russian Federation place increased demands on the management activities of military leaders at all levels. Military practice shows that the professionalism and personal position of military leaders directly determine the effectiveness of subordinate personnel in performing assigned combat missions, the nature of the social and psychological climate in military teams and the level of morale of units.

At the same time, the Russian-Ukrainian war has revealed a significant need for competent commanders with strong character and developed leadership skills, capable of quickly navigating complex risky situations, making decisions and taking responsibility. Therefore, in today's environment, the need to ensure the professional competence of military leaders and the development of their relevant moral and psychological qualities, which determine their ability to successfully perform complex tasks in their assigned positions and exercise leadership in the military team, including in view of the prospects of Euro-Atlantic integration of our country and the transition of Ukraine's security and defence sector components to NATO standards, is particularly relevant.

A study of the guiding documents of the Armed Forces of Ukraine (AFU) and the National Guard of

Ukraine (NGU), as well as an analysis of the practice of military management in these security agencies and modern scientific sources, shows that considerable attention is currently paid to the issues of ensuring the leadership role of military leaders. To a certain extent, there is a tendency due to the expediency of using the positive experience of the armies of partner countries to achieve a significant effect in the implementation of the leadership role of a military leader in the practice of his/her management activities.

At the same time, it is established that a number of scientific and practical aspects of ensuring the leadership role of a military leader in modern conditions are not sufficiently defined. Thus, scientific developments on the systematic substantiation of psychological factors and conditions for the implementation of the leadership role of a military leader in the life of a military team and the professional competencies required for this purpose do not sufficiently meet the needs of practice, and there is a lack of scientifically sound practical recommendations in this context.

Thus, the increase and updating of requirements for the content and quality of management activities of military leaders, as well as the need to improve the scientific and methodological basis for ensuring their leadership role in the process of military-social management determine the feasibility and relevance of this study.

Analysis of recent research and publications.

The review of scientific sources shows that there is currently a significant number of works that consider the semantics and phenomenology of the concept of "leadership", as well as various scientific and practical aspects of the formation of leadership qualities of an individual, development of leadership potential of a military leader (including the future), etc.

Thus, in the opinion of the authors of this article, the semantics and phenomenology of the concept of "leadership" are most fully and thoroughly revealed in the works on social psychology and management psychology by such domestic scholars as O. Bandurka, S. Bocharova and O. Zemlianska, M. Varii, H. Holovchenko and V. Shpalinskyi, L. Orban-Lembryk, L. Serheieva, V. Kondratieva and M. Khromei, V. Yahupov, etc. [1–8].

The works of V. Karpenko, O. Ihnatiuk, O. Martynenko, and O. Kokun substantiate various approaches to identifying the most important leadership qualities of officers of various power structures and defining the component structure of the leadership qualities of an effective leader-official in the context of the peculiarities of his professional activity [9, 10, 11].

Scientists M. Dosiak and V. Shatun considered the structure of the leader's leadership potential as a set of personal characteristics that contribute to the realisation of the leadership role [12, 13].

In his dissertation research, A. Kober successfully implemented an attempt to establish the organisational and psychological determinants of leadership in the internal affairs agencies of Ukraine [14].

Along with the above, the study of the array of scientific sources of the relevant context revealed that there are currently no presented works that would systematically cover the research material on the psychological conditions for the implementation of the leadership role of a military leader. It is clear that such material is practically significant and can give a certain impetus to the process of professional development of officials of the entire vertical of military command to improve the effectiveness of their managerial interaction with subordinates and psychological and pedagogical influence on them. This is what determined the purpose of the study.

The purpose of the article is to provide a scientific and theoretical substantiation of the psychological conditions for the implementation of the leadership role of a military leader.

Summary of the main material. To achieve this goal, the authors of this article used such research methods as theoretical and methodological

analysis of the concept of "leadership", analysis of modern views of scholars on the essence of the leadership potential of an individual and the socio-psychological factors that determine the manifestation of his leadership in a group, comparison and synthesis of research information on the psychological characteristics of the leadership of a military leader in the context of his managerial activity and the specifics of the military-social environment, as well as synthesis on the basis, according to the results of the study of the phenomenon of leadership, the leadership role of a military leader will be defined as the realised behaviour expected of a person who holds a certain leadership position and has a high psychological status of a leader. That is, he/she combines a formal leader and an informal leader, which, according to scientific sources [1–8] and military practice, is an important condition for achieving the effectiveness of his/her managerial activity in the position.

Further presentation of the results of the study conducted by the authors of the article will include a presentation of these established basic psychological conditions for the implementation of the leadership role of a military leader and their justification.

The first such important psychological condition is to achieve a full and objective understanding by the military leader of the essence of leadership and its role in establishing effective management of the organisation and implementation of its tasks.

This awareness determines the interest and activity of the military leader in the successful implementation of his/her leadership role in the military team. Experience has shown that the earlier in the process of professionalisation and the more complete and adequate the subjective picture of the above knowledge and perceptions is formed, the more conscious and motivated the leader will be to realise his/her leadership role. That is, a competence-based approach to the implementation of the leadership role of a military leader in the course of his/her managerial activities in the position necessitates the formation of basic socio-psychological knowledge about the essence of leadership. This knowledge will allow him/her to: understand the role of leadership in ensuring effective management of a military organisation and maintaining the proper moral and psychological state of personnel; understand the main approaches to establishing optimal interaction with subordinates, critically assess his/her own leadership potential and identify ways to minimise the factors that limit it; improve his/her position on the exercise of power, maintaining authority and

forming a positive image. In other words, an objective understanding of the essence of leadership leads to a high-quality implementation of the leadership role in practice.

According to the analysis of a number of modern scientific studies [1–9], the semantics of the phenomenon of "leadership" is currently considered as:

- the ability to influence people to strive to achieve their goals and act voluntarily in this direction;
- is the process by which one person or group of people influences the motivation, emotions and behaviour of others, which contributes to the achievement of a common group goal in the shortest possible time with maximum effect;
- relations of dominance and subordination, influence and imitation in the system of interpersonal relations in the group;
- the ability to influence people and direct their activities to achieve the goals of the team or organisation;
- the ability to organise interpersonal relationships in a group and skilfully coordinate these relationships;
- the activity of gaining followers, influencing people, promoting a vision and encouraging people to take action through their voluntary organisation.

Thus, in the scientific work of L. Orban-Lembryk, leadership is defined as one of the processes of organising and managing a small social group, which contributes to the achievement of group goals in the optimal time and with optimal effect [5]. This author notes that the phenomenon of leadership is a dynamic process of a small group, i.e. a group phenomenon, the essence of which is the ability to influence individuals and the group, to direct their efforts to achieve the goal.

Scientist V. Yagupov notes in his work: "in social psychology, leadership in small groups is understood as the activity of a person who leads a group to achieve a goal and who is given the right to make the most responsible decisions concerning the interests of the group" [8, p. 228].

In our opinion, the concept of leadership is very clearly defined in the work of G. Holovchenko and V. Shpalinskyi: leadership is a process of internal social and psychological organisation and management of communication and activities of members of a small group and team, which is carried out by the leader as a subject of group norms and expectations that spontaneously form in interpersonal relationships [4]. At the same time, group members themselves delegate the leader to this unofficial position, assessing his or her knowledge, experience, and personal qualities, but group members can also deprive the leader of these

powers without formal decisions if he or she does not meet their expectations.

Regarding the conditionality of leadership in a group by certain factors, scholars O. Bandurka and O. Zemlianska note that a person's becoming a leader depends on his or her personal qualities and characteristics, on the situation, on the nature of the group and relations with its members, their value orientations, etc. These authors also emphasise that leadership, like management, is a form of managing the activities of groups and teams. It is on them that the unity, organisation and mobility of social groups depend.

All the above-mentioned scholars agree that the organisation of intragroup life, ensuring various aspects of group life and its management are directly related to the solution of the problem of leadership and management. "Leadership and management are personalised forms of social control and integration of mechanisms and methods of social and psychological influence in order to achieve the maximum effect of group activity in communication and community management", L. Orban-Lembryk points out [5, p. 318].

At the same time, the analysis of scientific sources shows that modern Western social psychology does not make clear distinctions between leadership and management, although in English, German, and French there are relevant terms that mean formal, official leadership [1]. In contrast, domestic psychologists traditionally emphasise the need to separate these phenomena, which have both certain similarities and significant differences [2, 4, 6, 7].

First of all, management is the process of legal organisation and management of joint activities of team members, which is carried out by the manager as a representative of social control and power [2]. The manager has official powers, is appointed and dismissed by higher social structures. He or she is always included in a hierarchical chain of official relations, starting with the ministry and ending with primary units, and in this management vertical he or she simultaneously acts as a superior and a subordinate.

Thus, a manager expresses his/her official authority in managing a team to a greater extent, while a leader expresses unofficial tendencies of interpersonal relations in groups, although sometimes these two forms of management are combined in one person. An important quality of a manager-leader is the ability to be a leader without advertising it. If the manager gains authority and becomes the leader of the group, his orders are

obeyed not out of fear of punishment, but out of faith in his competence and talent. He is perceived by the group members as "one of us" and as "the best of us" [15].

Scientific research and everyday practice show that the highest success in activity is achieved by a team in which the phenomenon of coincidence of a leader and a manager in one person is realised [2, 8, 15]. This is also confirmed by M. Varii, who notes that the real influence of a leader on the team's activities is based not only on his or her official powers but also on personal authority, i.e. it has two components: a formal leader and an informal leader [3]. The optimal type of leader is one with a high official, professional and personal status. A leader can never become a leader unless the group members perceive a particular person as a leader. A leader is often appointed to a position regardless of whether his or her subordinates perceive him or her as such or not.

Researchers also note the well-known relativity of the differences between leadership and management, stating the existence of a dialectical relationship and interpenetration of these two management phenomena [1, 2, 6, 7, 15]. For example, a manager has the ability to act as an informal leader at the same time; and leadership, under certain conditions, can develop into formal management. The combination of the functions of a manager and a leader is typical for a team of the highest form of group organisation, since in these conditions the same person acts both as a manager authorised from above and as an impressive, emotionally attractive leader for everyone, if he or she shows high psychological compatibility with group members. Under certain conditions, there is also a significant commonality in the tasks performed by a manager and a leader. This brings the content of the functions they perform closer together.

Practice shows that it is especially important to study leadership and determine the principles of forming effective leaders for military organisations, which are characterised by strict subordination, multi-level management and teamwork, implemented in life-threatening conditions and a complex moral context. In the military environment, the peculiarity of leadership is manifested in the leader's great responsibility for the lives of people and the success of the task.

Thus, already at the beginning of the period of adaptation to the military-professional environment and entering the profession, the future military leader should form clear ideas about the essence of leadership, about leadership as one of the processes of managing a small social group, which contributes

to the achievement of group goals in the optimal time and with optimal effect, that the combination of leadership and management allows achieving the best results of the subordinate team, and that becoming a leader depends on the person's personality.

To achieve a full and objective understanding of the essence of leadership, its role in establishing effective management of the organisation and implementation of its tasks, all opportunities for professionalisation of military specialists should be used. This includes the potential of professional and psychological training, the use of combat and national-patriotic training, information systems, lectures, leadership self-improvement programmes, etc. In this case, it is advisable to use the entire arsenal of relevant methods of psychological and pedagogical influence, such as explanations, information, study of foreign experience, self-education, practical exercises to improve command and methodological skills and leadership qualities, and many others.

The next important condition for the realisation of the leadership role of a military leader is the formation of a sufficient level of his leadership potential and minimisation of factors that limit this potential.

The phenomenon of "leadership potential" has been appearing in scientific works since the beginning of the XXI century. According to researchers, the concept of "leadership potential" covers both innate and acquired in the process of socialisation cognitive, personal, communicative, emotional, volitional, motivational characteristics of a personality, and this concept can be logically applied in the context of leadership features of a military leader [10, 12, 13, 14].

Along with this phenomenon, the concept of "managerial potential" is often used in scientific sources to characterise the professionalism of a manager. In his work, V. Pasichnyk [15] points out that the essence of the word "potential" determines the consideration of this phenomenon as available resources, opportunities for implementation. Accordingly, "managerial potential" should be considered as the presence of personal capabilities, individual qualities that determine the ability of the manager to successfully carry out managerial activities.

Based on the fact that leadership, like management, is a mechanism for implementing managerial influences on group members, organising and coordinating their actions and bringing them to the goal, it can be argued that to a large extent the semantics of the concept of

"managerial potential" of a successful manager-leader is close to the semantics of "leadership potential".

Thus, the leadership potential of a military leader should be defined as a set of professional and psychological characteristics, physical resources, individual capabilities, personal qualities that determine the ability of a leader to successfully implement a leadership role in the course of managerial activities in his/her position. Of course, the presence of proper leadership potential in a manager contributes to the effectiveness of his/her managerial activities. Therefore, specifying the main components of the leadership potential of military leaders in the context of the peculiarities of their professional activities is an important scientific and applied task of today.

The solution to this problem can help:

- improving the system of professional and psychological selection and training of future military leaders through the use of a reasonable list of components of leadership potential and an optimal set of psychodiagnostic tools to predict the potential success of their leadership role in military teams;

- improving the content of professional training of military leaders, taking into account the reasonable comprehensive requirements for their leadership qualities, as well as minimising the factors that limit leadership potential;

- development of individual programmes for psychological and professional self-improvement of the leadership potential of a particular manager.

As the experience of managerial activity shows, every manager has significant opportunities to develop his/her leadership potential, however, according to H. Shchokin, there are subjective reasons related to the underdevelopment of managerial abilities, and they are defined as limitations [16]. In order to realise one's own leadership, it is necessary to identify, understand and overcome the factors that hinder the realisation of personal leadership capabilities.

Scientific sources indicate the factors that most often limit the managerial potential of a military leader [15, 16]. Here are some of them.

1. Inability to manage oneself. Poorly developed skills in self-regulation of behaviour, stress management, stress relief, time management, health and performance.

2. Blurred personal values. Lack of a clear hierarchy of motivating values, uncertainty of priorities, underestimation of the main thing that is ignored for the sake of the secondary one.

3. Stopping in self-development. Complacency with what has been achieved, a tendency to avoid straining the mind and will, a habit of not taking risks.

4. Underdeveloped creative approach to problem solving. Inability to make non-standard decisions, inability to see new non-trivial approaches to solving everyday problems. The inability to come up with new ideas and to appreciate those who propose them.

5. Inability to influence people. Lack of inspirational leadership skills. Poor communication skills, inability to speak correctly, listen attentively, and engage in dialogue.

6. Inability to teach. Failure to support subordinates in their personal and professional growth. Lack of qualities of a mentor or teacher.

An analysis of these factors in the context of the moral and psychological connections between the manager-leader and group members shows that they all relate to leadership potential.

Understanding the essence of the above factors that determine and limit the leadership potential of a leader, diagnosing strengths and weaknesses in his/her management practice, as well as specifying ways to overcome the limitations of leadership potential are necessary components of the successful implementation of the leadership role of a military leader.

Another condition for the realisation of the leadership role of a military leader, as confirmed by the material presented above, is *the achievement of a high level of professional competence*. Professional competence is an important component of building a leader's authority and maintaining respect for him/her in the team, and therefore, undoubtedly, contributes to the realisation of his/her leadership role. It is thanks to his or her special competence that a manager-leader is able to take the initiative and coordinate the joint efforts of team members to achieve the goals of the unit.

In the monograph by V. Pasichnyk and A. Zhelaho, it is noted that professional competence is one of the most important characteristics of a specialist and is considered as an integral quality of a personality, a synthesis of professionalism and internal properties [17]. It is based on the principles of practical skills and personal qualities that determine the readiness of a specialist to perform official functions. Professional competence covers all spheres of personality and contains two components: personal (qualities of a specialist) and content and activity (his/her qualification characteristics). Therefore, the professionalisation of a military leader should be primarily aimed at improving and acquiring new knowledge, the ability to use it creatively in practice,

developing his/her professionally important qualities and forming the ability to make informed decisions in different situations.

The availability of sufficiently developed knowledge, skills and abilities to perform all professional functions in accordance with the qualification requirements, as well as a full and objective understanding of the content of his professional activity determine the content and activity component of his professional competence.

The formation of a system of professionally important qualities of this specialist determines the personal component of his professional competence. According to the research conducted by scientists [18], the most professionally important qualities of a military leader are the following: practical intelligence, its level and characteristics; communication and organisational skills; professional motivation and job satisfaction; nervous and mental stability and adaptability; characteristics of the ability to optimal managerial interaction. It is worth noting that it is the leadership of a military leader that determines the best option for managerial interaction with subordinates.

The next condition for the realisation of the leadership role of a military leader is *the ability to optimally exercise power, form a positive image and maintain authority in the team*.

A manager should not only be a conductor of the requirements of higher authorities for his or her subordinates, but also be obliged to make them aware of the content of the tasks set, to make them the goal of each employee and the team as a whole. The manager-leader achieves this by asserting his authority and establishing business and informal relationships with all members of the group.

Regarding the authority of a group member as a manifestation of his or her leadership psychological status, it should be noted that this concept is close to the concept of "power". From Latin, "authority" is translated as influence, power [1]. In scientific sources, authority is defined as: 1) the influence exercised by a person in various spheres of life based on the recognition of his or her experience, knowledge, moral qualities, etc.; 2) the recognition of a person's right to make decisions in situations that are important to other people or a group [2].

Thus, this concept can refer to both a person with authority and a group member who does not have authority but has a high degree of reference for others. Accordingly, as noted by O. Bandurka and O. Zemlianska, the best leader is the one who solves the tasks without being carried away by administrative power, relying on moral and personal

authority [1]. After all, authority has interrelated objective and subjective sides. The objective side includes the authority of the position, rank, length of service, profession, time spent in the unit, etc. The subjective side is a synthesis of personal qualities: professional and business, moral and political, organisational, communicative, pedagogical, multiplied by psychological readiness to solve professional problems.

At the same time, the difference between the power of authority and the power of prestige lies in the way they are achieved. The power of authority is the ability to motivate, enthuse others, convince them of the need to achieve goals, i.e. to influence and motivate others [4].

The researchers found that:

– the most authoritative leaders in the team are those who are characterised not only by business competence, organisational skills, and demandingness, but also by fairness, friendliness, endurance, and commitment;

– leaders who successfully align the goals of individual employees with the goals of the group, and the goals of the group with the goals of the organisation, have the most power;

– in the framework of implementing effective leadership, the following are used: expert power, power of example, power of information, power of communication (connections), charismatic power [2, 15, 18].

One of the most important professional qualities of a managerial leader, as indicated in a number of works on management psychology, is not only a comprehensive reliance on all these forms of power, but also their dosage, depending on the situation and those in relation to whom they are used [1, 15, 19]. This quality is the basis for the formation of an integral managerial entity – the authority of the leader. It is generally accepted that when a manager has power and social status, backed by authority and influence, i.e., he or she is an informal leader in addition to a formal one, managerial interaction is much more effective [1, 15]. Of course, the sources of a manager's authority are primarily moral and psychological qualities, professional competence, and management style. Along with this, scholars also note such an important phenomenon of forming the authority of a manager-leader as the image.

The managerial experience of any leader shows that when it comes to authority, it is important not only what the leader knows or can do, how educated and competent he or she is, but also how he or she looks, how he or she positions himself or herself, how he or she can "present" himself or herself, i.e.

his or her image. The image should be seen as a certain image that a leader creates with his or her behaviour and appearance to have an emotional and psychological impact on subordinates and to consolidate the leadership position. Image is also a special kind of power, because in order to successfully manage people, one must have a bright image – the image of a successful leader [4, 15].

In scientific works, professionalism and competence; moral integrity and reliability; humanitarian (especially psychological) education are considered important components of the leader's image [1, 4, 15]. At the same time, the positive image of a modern military leader is determined primarily by the presence of such qualities as: high business activity and responsibility; sociability (ability to get along easily with people); optimism and creativity of thinking; self-confidence; balance and sense of personal dignity; high energy and ability to please people; ability to verbal influence and self-expression, etc.

Another psychological condition – *a sufficiently complete and clear definition of the requirements for the subjects of military-social management to exercise their leadership role in the military collective and achievement of awareness of these requirements by military leaders* – is related to the already discussed condition: achievement of a complete and objective understanding of the essence of leadership and its role in establishing effective management of the organisation and implementation of its tasks.

The analysis of the guiding documents shows that the requirements for the subjects of military-social management to exercise their leadership role in the military team are still insufficiently defined. At present, everything comes down to the provisions of the Doctrine on Military Leadership in the National Guard of Ukraine [20], which rather generalises and with certain elements of subjectivity of its developers considers the model of implementation of the leadership role of a serviceman. However, it is the clarity of understanding and awareness of each subject of military-social management of its own mission as a leading coordinator and organiser of collective success and appropriate approaches to effective managerial interaction with servicemen of different categories, as well as the use of leadership experience in the advanced armies of NATO member states in their own management practice that is an important basis for qualitative changes in the functioning of military organisations in our country and an urgent demand of today for the

leaders of all military organisations. Therefore, the requirements for the subjects of military-social management to exercise their leadership role in the military team should be scientifically substantiated and qualitatively reflected in the main governing documents, instructions, job descriptions, etc. This is a factor in motivating leaders to display their position and behaviour appropriately.

At the same time, experience has shown that even the most perfectly crafted guiding documents are not an incentive to change if they are not recognised by their recipients as important and are not implemented with the conviction that change is necessary. Therefore, by all possible methods and means, using all potential opportunities, guidelines and convictions should be formed for managers at all levels to exercise their leadership role and avoid formalism and ostentation in this regard.

The psychological condition described above is echoed by the following one – *the practical implementation of an effective system of motivation of military leaders of all levels to develop leadership potential and fulfil their leadership role in the military team*. At the same time, scholars note that the best effect is realised in the combination of the subject's intrinsic motivation with effective extrinsic motivation [2, 6, 15, 16].

As mentioned above, the definition of the requirements for the subjects of military-social management to exercise their leadership role in the military collective and the achievement of awareness of these requirements to a certain extent is a factor in motivating leaders to properly manifest their position and behaviour. The correct understanding by the leader of the essence of leadership, its role in establishing effective management of the organisation and implementation of its tasks is also motivating.

Management practice shows that the effectiveness of the motivation system is achieved by the complexity and consistency of motivations, its compliance with the goal being implemented and the management situation. Thus, the combination of intrinsic motivation of a military leader with effective extrinsic motivation, as well as a comprehensive impact on the cognitive and ideological, emotional and volitional, and practical spheres of the individual will contribute to the success of his leadership role in the military team.

It is also important to prevent a situation where a military leader develops biased ideas about the exaggerated complexity of the leadership role and unattainable hyper-demands on his or her personality

in this regard, which can be a factor in reducing self-confidence and their future career prospects.

The list of psychological conditions under study includes the following: *providing high-quality information, methodological and psychological support for the implementation of the leadership role of a military leader.*

The information and methodological support for the implementation of the leadership role of a military leader should meet the current needs of this innovative process. In order to achieve its success, it is advisable to create an information field of leadership growth and methodological support for the process of implementing the leadership role of military leaders in military units, which would be a technically and technologically implemented system of prompt receipt of professionally relevant information: provisions of governing documents, reference data, electronic training manuals, methodological materials for self-study, methodological guides, developed programmes for improving leadership potential, etc. It is also advisable to conduct systematic organised training for these officials to improve their scientific, theoretical and methodological levels on leadership issues.

The psychological support of this process should play a significant role in the implementation of the leadership role of a military leader in the course of his/her managerial activities. Its main directions are as follows:

- psychological diagnostics and assessment of the existing leadership potential of the manager, identification of factors that limit it, and development of recommendations for minimising them;

- monitoring the effectiveness of the manager's influence on social and psychological processes in the team, the level of his or her authority and ability to establish optimal managerial interaction;

- psychological education and counselling of managers on solving problematic issues of interpersonal communication, improving leadership skills, optimising power and personal position in the life of the team;

- psychological support for leaders in case of conflict situations, psychological problems related to the implementation of leadership roles in the military team, lack of personal resources, etc;

- development and implementation of psychological support programmes for the implementation of the leadership role of military leaders, etc.

It is worth noting that all the above aspects of psychological support for the implementation of the

leadership role of military leaders are promising areas of scientific and practical innovation and require the involvement of the combined efforts of specialists in psychological support and scientists from the security and defence sector of our country.

In addition, it is quite clear that the conditions under study, defined in a generalised form, relate to the implementation of the leadership role of a military leader in combat missions. After all, combat activity does not change the psychological essence of leadership, its conditionality by a high level of authority and respect in the team, the level of development of leadership potential, professional competence, etc. Activities in combat conditions only increase the professional and functional requirements for the reliability of the military leader's leadership in these circumstances.

Thus, the psychological conditions substantiated by the authors of this article are the main circumstances that determine the possibility of ensuring the leadership role of a military leader. After conducting an empirical study to verify this array of psychological conditions for the implementation of the leadership role of a military leader, it becomes possible to develop scientifically sound practical recommendations for their implementation in the troops, which can give a significant impetus to the leadership of military leaders at all levels of the management vertical.

Conclusions

1. The use of such research methods as theoretical and methodological analysis of the concept of "leadership", analysis of modern views of scientists on the essence of the leadership potential of an individual and socio-psychological factors that determine the manifestation of his leadership in a group, comparison and generalisation of research information on the psychological characteristics of the leadership of a military leader in the context of his managerial activity and the specifics of the military-social environment, as well as scientific synthesis, made it possible to carry out a scientific and theoretical substantiation.

2. It has been established that the main psychological conditions for the realisation of the leadership role of a military leader are: achievement of a full and objective understanding by the leader of the essence of leadership and its role in establishing effective management of the organisation and implementation of its tasks; formation of a sufficient level of his leadership potential and minimization of factors limiting this potential; achievement of a high level of

professional competence; ability to optimally exercise power, form a positive image and maintain authority in the team; sufficiently complete and clear definition of requirements for the subjects of military-social management.

The article describes the main psychological conditions for the implementation of the leadership role of a military leader and outlines the features of their practical implementation, which allow us to proceed to an empirical study to verify the results of the scientific and theoretical substantiation of these conditions, which can provide a significant impetus to the leadership of military leaders at all levels of the management vertical. This determines the appropriate direction for further scientific and applied research.

References

1. Bandurka O. M., Zemlianska O. V. (2013). *Psykhohohiia kerivnyka* [Psychology of the manager]. Kharkiv : Zolota mylia [in Ukrainian].
2. Bandurka O. M., Bocharova S. P., Zemlianska O. V. (1998). *Psykhohohiia upravlinnia* [Management psychology]. Kharkiv : Fortuna-pres [in Ukrainian].
3. Varii M. Yo. (2000). *Osnovy sotsialnoi psykhohohii viiskovoho kolektyvu* [Basics of social psychology of the military team]. Lviv : Spolom [in Ukrainian].
4. Holovchenko H. T., Shpalinskyi V. V. (1998). *Sotsialna psykhohohiia menezhmentu* [Social psychology of management]. Kharkiv : IVMO "KhK" [in Ukrainian].
5. Orban-Lembryk L. E. (2005). *Sotsialna psykhohohiia* [Social psychology]. Kyiv : Akademydav [in Ukrainian].
6. Orban-Lembryk L. E. (2003). *Psykhohohiia upravlinnia* [Management psychology]. Kyiv : Akademydav [in Ukrainian].
7. Serheieva L. M., Kondratieva V. P., Khromei M. Ya. (2015). *Liderstvo* [Leadership]. Ivano-Frankivsk : Lileia NV [in Ukrainian].
8. Yahupov V. V. (2004). *Viiskova psykhohohiia* [Military psychology]. Kyiv : Tandem [in Ukrainian].
9. Karpenko V. S. (2021). *Poniattia liderstva u voienno-naukovykh doslidzhenniakh* [The concept of leadership in military and scientific research]. *Viiskova osvita*, vol. 2 (44), pp. 91–99. DOI: <https://doi.org/10.33099/2617-1783/2021-44/91-99> [in Ukrainian].
10. Ihnatiuk O. A., Martynenko O. M. (2016). *Vymohy do profesiino vazhlyvykh ta osobystisnykh yakosteï u stanovlenni maibutnioho komandrya kerivnykom ta liderom viiskovoho pidrozdilu* [Requirements for professionally important and personal qualities in the formation of a future commander as a head and leader of a military unit]. *Problemy ta perspektyvy formuvannia natsionalnoi humanitarno-tekhnichnoi elity*, vol. 45 (49), part 1, pp. 153–166. Retrieved from: <http://surl.li/pngzwl> (accessed 12 September 2024) [in Ukrainian].
11. Kokun O. M. (2012). *Psykhohohichna struktura liderskykh yakosteï maibutnioho ofitsera* [Psychological structure of leadership qualities of the future officer]. *Visnyk Natsionalnoho universytetu oborony Ukrainy*, vol. 4 (29), pp. 170–174. Retrieved from: [Vnaou_2012_4_36.pdf](http://vnaou_2012_4_36.pdf) (accessed 12 September 2024) [in Ukrainian].
12. Dosiak M. I. (2013). *Kryterii diahnostyky liderskoho potentsialu kerivnyka vnutrishnikh viisk MVS Ukrainy ta shliakhy yikh formuvannia* [Criteria for diagnosing the leadership potential of the head of the internal forces of the Ministry of Internal Affairs of Ukraine and ways of their formation]. *Problemy ekstremalnoi ta kryzovoi psykhohohii*, vol. 14 (1), pp. 116–123. Retrieved from: [Pekp_2013_14\(1\)_17.pdf](http://pekp_2013_14(1)_17.pdf) (accessed 12 September 2024) [in Ukrainian].
13. Shatun V. T. (2017). *Kompetentnosti lidera yak determinanta efektyvnosti suchasnoho menezhnera* [Competencies of a leader as a determinant of the effectiveness of a modern manager]. *Naukovi pratsi. Ekonomika*, vol. 294, pp. 73–80 [in Ukrainian].
14. Kobera A. V. (2008). *Orhanizatsiino-psykhohohichni determinanty liderstva v orhanakh vnutrishnikh sprav Ukrainy* [Organizational and psychological determinants of leadership in internal affairs bodies of Ukraine]. Extended abstract of candidates thesis. Kyiv : KNUVS, 16 p. [in Ukrainian].
15. Pasichnyk V. I. (2018). *Psykhohohiia viiskovoho upravlinnia* [Psychology of military management]. Kharkiv : NA NGU [in Ukrainian].
16. Shchokin H. V. (1999). *Yak efektyvno upravliaty liudmy: psykhohohiia kadrovoho menezhmentu* [How to effectively manage people: the psychology of personnel management]. Kyiv : MAUP [in Ukrainian].
17. Pasichnyk V. I., Zhelaho A. M. (2015). *Sotsialno-psykhohohichni determinanty profesiinoho stanovlennia komandrya pidrozdilu z konvoiuвання, ekstradytsii ta okhorony pidsudnykh* [Socio-psychological determinants of the professional formation of the commander of the unit for escorting, extradition and protection of defendants]. Kharkiv : NA NGU [in Ukrainian].
18. Pasichnyk V. I. (2004). *Psykhohohichni osoblyvosti efektyvnoi upravlinskoï diialnosti kerivnykiv hrup aviatsiinykh fakhivtsiv (na prykladi pidrozdiliv inzhenerno-aviatsiinoho zabezpechennia)* [Psychological features of effective managerial activity of leaders of groups of aviation specialists (on the example of divisions of engineering and aviation support)]. PhD thesis. Kharkiv : KhVU, 216 p. [in Ukrainian].

19. Safin O. D. (1997). *Psykhologhiia upravlinskoi diialnosti komandyra* [Psychology of the commander's managerial activity]. Khmelnytskyi : Akad. PVU [in Ukrainian].

20. Holovne Upravlinnia Natsionalnoi hvardii Ukrainy (2022). *Doktryna z viiskovoho liderstva v Natsionalnii hvardii Ukrainy* [Doctrine of military leadership in the National Guard of Ukraine]. Retrieved from: <http://surl.li/fnxijy> (accessed 12 September 2024) [in Ukrainian].

The article was submitted to the editorial office on 05.10.2024

УДК 159.9:658.311.44

В. І. Пасічник, О. А. Савчук, О. О. Єсіпова

ПСИХОЛОГІЧНІ УМОВИ РЕАЛІЗАЦІЇ ЛІДЕРСЬКОЇ РОЛІ ВІЙСЬКОВОГО КЕРІВНИКА

Розкрито актуальність проведення дослідження за зазначеною темою, наведено методи, використані у дослідженні, а також презентовано результати науково-теоретичного обґрунтування психологічних умов реалізації лідерської ролі військового керівника.

Установлено, що основними психологічними умовами реалізації лідерської ролі військового керівника є: досягнення повного й об'єктивного усвідомлення ним сутності лідерства, його ролі у налагодженні ефективного управління організацією та реалізації її завдань; сформованість на достатньому рівні його лідерського потенціалу та мінімізація чинників, які обмежують цей потенціал; досягнення ним високого рівня професійної компетентності; здатність оптимально реалізовувати владні повноваження, формувати позитивний імідж і підтримувати авторитет у колективі; доволі повна і чітка визначеність вимог до суб'єктів військово-соціального управління щодо реалізації лідерської ролі у військовому колективі та досягнення усвідомлення цих вимог; практичне впровадження дієвої системи мотивації військових керівників усіх рівнів до розвитку лідерського потенціалу і реалізації лідерської ролі у військовому колективі; здійснення якісного інформаційно-методичного та психологічного забезпечення реалізації лідерської ролі військового керівника.

Наведено характеристику встановлених основних психологічних умов реалізації лідерської ролі військового керівника й окреслено особливості їхнього практичного впровадження. Це дає змогу перейти до проведення емпіричного дослідження з верифікації результатів науково-теоретичного обґрунтування цих умов та розроблення практичних рекомендацій щодо їхнього запровадження у військах. Визначено доцільний напрям подальших науково-прикладних досліджень.

Ключові слова: управління, лідерство, лідерський потенціал, лідерські якості, лідерська роль військового керівника, психологічні умови реалізації лідерської ролі.

Pasichnyk Volodymyr – Candidate of Psychological Sciences, Associate Professor, Associate Professor of the Department of Personnel Management of the Operational Faculty of the National Academy of the National Guard of Ukraine

<https://orcid.org/0000-0002-4094-049X>

Savchuk Oleksandr – Candidate of Psychological Sciences, Leading Researcher at the Research Laboratory (Moral and Psychological Support) of the Air Force Science Centre of the Kharkiv National Air Force University named after Ivan Kozhedub

<https://orcid.org/0000-0002-8309-5927>

Yesipova Olha – Candidate of Pedagogical Sciences, Senior Researcher at the Scientific and Organisational Department of the National Academy of the National Guard of Ukraine

<https://orcid.org/0000-0002-7068-0545>