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## **LEADERSHIP AS A KEY FACTOR IN EFFECTIVE ORGANIZATIONAL MANAGEMENT**

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## **ЛІДЕРСТВО ЯК КЛЮЧОВИЙ ЧИННИК ЕФЕКТИВНОГО УПРАВЛІННЯ ОРГАНІЗАЦІЄЮ**

*Constant changes in the external environment, globalization processes, digitalization, and increasing demands for the quality of managerial decisions necessitate the search for new approaches to organizing managerial activities. In this context, leadership is one of the key factors in determining the effectiveness of organizing, planning, controlling, and coordinating an organization's activities. The purpose of this article is to examine the role of leadership as a key factor in effective organizational management. The study results demonstrate that only a comprehensive view of leadership, which considers transformational, transactional, and situational approaches, involves combining a leader's ability to inspire and create a shared vision (transformational), effectively organize task execution through rules, rewards, and control (transactional), and adapt the influence style depending on employees' competence, motivation, and specific tasks (situational). It has been proven that such a perspective defines leadership not only as a managerial characteristic of a leader but also as a strategic resource of the organization, given its role in integrating strategic goals with employees' potential and motivation, effectively coordinating task execution, adapting managerial decisions to changes in the external and internal environment, and supporting development, innovation, and competitiveness. It is noted that the key aspects of effective organizational management, formed through a comprehensive approach to leadership, include: achieving objectives—that is, the organization implements its strategic and current tasks; rational use of resources—that is, minimizing time, financial, human, and material costs while achieving maximum results; adaptability to change—that is, the ability to respond quickly to changes in the external and internal environment; improvement of personnel performance—that is, employee motivation, professional development, and engagement; and coordination and control—that is, ensuring the consistency of actions among structural units and monitoring task execution.*

*Постійні зміни у зовнішньому середовищі, глобалізаційні процеси, цифровізація та зростання вимог до якості управлінських рішень*

зумовлюють необхідність пошуку нових підходів до організації управлінської діяльності. У цьому контексті лідерство виступає одним із ключових чинників, що визначає ефективність процесу організації, планування, контролю та координації діяльності організації. Метою статті є дослідження ролі лідерства як ключового чинника ефективного управління організацією. За результатами дослідження доведено, що лише комплексний погляд на лідерство, який враховує трансформаційний, транзакційний та ситуаційний підходи, передбачає поєднання здатності керівника надихати та формувати спільне бачення (трансформаційний), ефективно організовувати виконання завдань через правила, винагороди та контроль (транзакційний) та адаптувати стиль впливу залежно від компетентності, мотивації працівників і конкретних завдань (ситуаційний). Доведено, що такий погляд на лідерство визначає його не лише як управлінська характеристика керівника, а і як стратегічний ресурс організації, враховуючи його роль в інтеграції стратегічних цілей із потенціалом та мотивацією працівників, ефективній координації виконання завдань, адаптацію управлінських рішень до змін зовнішнього і внутрішнього середовища, а також підтримку розвитку, інновацій та конкурентоспроможності. Констатовано, що ключові аспекти ефективного управління організацією, які формуються за комплексного підходу до лідерства, включають: досягнення цілей (тобто організація реалізує свої стратегічні та поточні завдання); раціональне використання ресурсів (тобто здійснюється мінімізація витрат часу, фінансів, людських та матеріальних ресурсів при досягненні максимального результату); адаптивність до змін (тобто здатність швидко реагувати на зміни зовнішнього та внутрішнього середовища); підвищення результативності персоналу (тобто мотивація, професійний розвиток і залученість співробітників); координацію та контроль (тобто забезпечення узгодженості дій структурних підрозділів і контроль за виконанням завдань).

**Keywords:** *leader; shared vision; task execution; influence; employee motivation; minimization of time expenditure; resources; rational use of resources.*

**Ключові слова:** *лідер; спільне бачення; виконання завдань; вплив; мотивація працівників; мінімізація витрат часу; ресурси; раціональне використання ресурсів.*

**Problem statement.** Constant changes in the external environment, globalization processes, digitalization, and increasing demands for the quality of managerial decisions necessitate the search for new approaches to organizing managerial activities. In this context, leadership is one of the key factors in determining the effectiveness of organizing, planning, controlling, and coordinating an organization's activities. This is because leadership enables an organization to respond promptly to changes in the external environment, shape strategic development priorities, and effectively coordinate personnel activities. In particular, a leader's engagement of employees in the decision-making process and support for their initiatives contribute to higher employee motivation, increased accountability for results, and greater team readiness to implement innovative changes.

In modern organizational practice, a leader uses tools of non-material motivation—such as involving employees in managerial decision-making, encouraging initiative, and maintaining open communication—to foster a sense of shared purpose within the team. For example, implementing a team-based approach to the development and execution of innovative projects under a leader's guidance enhances employees' responsibility for outcomes, increases engagement, and improves their readiness to accept organizational changes. Leadership thus aligns individual employees' interests with the organization's strategic goals, positively influencing the effectiveness of managerial decisions and the sustainability of organizational development.

**Analysis of research and publications.** The general essence of leadership and its specific features within organizational management have been examined by

scholars such as Bunyak N. [1], Markina I. A., Voronina V. L., Dmytrenko I. A. [6], Shvindina G., Balahurovska I., Bilotserkivska O., and Kvilinsky O. [8]. In particular, they have conducted thorough research to summarize scientific approaches to leadership, define its substantive characteristics, and analyze its core components.

At the same time, the analysis of leadership as a key factor in effective organizational management requires further study, since the integration of a leader's personal qualities with professional competence, the ability to make well-founded managerial decisions, and the effective implementation of these decisions remains insufficiently addressed in current scholarly literature. As a result, organizational management practice faces numerous challenges in forming effective managerial teams, optimizing decision-making processes, and motivating personnel.

Therefore, investigating these issues is crucial, as there is currently a lack of sufficient theoretical and practical foundations for analyzing leadership in the context of enhancing organizational management effectiveness.

***Formulation of the article's objectives.*** The purpose of this article is to examine the role of leadership as a key factor in effective organizational management. To achieve this goal, the following objectives have been set:

1. To analyze contemporary theoretical approaches to leadership (transformational, transactional, and situational) and their significance for managerial practice.
2. To explore the relationship between a leader's personal qualities and professional competence, the ability to make well-founded managerial decisions, and ensure their effective implementation.
3. To determine the impact of leadership on organizational effectiveness, employee motivation, team collaboration, and the organization's ability to adapt to changes in the external environment.

***The paper main body.*** Within the scope of the study, the authors aimed to demonstrate that the concept of leadership is highly debatable, both in its

characteristics and in the specifics of a leader's influence. In particular, Markina I. A., Voronina V. L., and Dmytrenko I. A. [6] suggest analyzing leadership from the perspective of influence directly tied to formal authority. For example, a leader can be:

- a senior specialist or project group coordinator who has authority among colleagues due to experience and competence;
- an expert-mentor within the team whose advice is considered by other employees;
- a temporary team leader in a project who coordinates the group's work without formally holding a managerial position.

In turn, Hryshchenko I. M. [4] proposes analyzing leadership based on the specifics of managerial influence over a team, for which it is less important who the leader is and more important which domain they hold authority in. It is evident that this difference in approaches to the characteristics and specifics of a leader's influence stems from various scientific concepts of leadership presented in the globally recognized works of J. MacGregor Burns, Bernard M. Bass, P. Hersey, and K. Blanchard, who describe the transformational, transactional, and situational approaches (see Table 1).

In particular, transformational leadership, according to the approaches of James MacGregor Burns and Bernard M. Bass and their followers, is defined as a management style in which a leader does not merely assign tasks based on formal authority but inspires the team, shapes a shared vision, and fosters personnel development, thereby enhancing organizational productivity and innovativeness. Within this approach, leadership is viewed as a flexible process capable of adapting to changes in the external and internal environments, taking into account employees' individual needs, and adjusting influence strategies to specific conditions.

**Table 1. Characteristics of contemporary leadership approaches influencing the concept of leadership**

| Leadership approach                                       | Core essence                                                                                                                                       | General Characteristic Underlying the Approach                                              | Key Features and Mechanisms of Influence                                                                                                                                                                                                                          |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transformational (J. MacGregor Burns and Bernard M. Bass) | Leadership aimed at organizational change and development through inspiring and motivating personnel.                                              | Leadership is inherently flexible.                                                          | <ul style="list-style-type: none"> <li>- Formation of a shared vision and strategic goals</li> <li>- Motivation and engagement of employees;</li> <li>- Encouragement of innovation and creativity;</li> <li>- Inspiring self-improvement.</li> </ul>             |
| Transactional (J. MacGregor Burns)                        | Leadership based on a system of rewards and accountability to achieve specific results.                                                            | Leadership represents the translation of the influence of specific leaders.                 | <ul style="list-style-type: none"> <li>- Establishment of clear rules and objectives and their communication across management levels.</li> <li>- Use of rewards and sanctions</li> <li>- Monitoring task performance</li> <li>- Evaluation of results</li> </ul> |
| Situational (P. Hersey and K. Blanchard)                  | Leadership involving adaptation of the managerial influence style to the specific situation and the level of employees' competence and motivation. | Leadership is a process that combines reactive actions with proactive managerial decisions. | <ul style="list-style-type: none"> <li>- Flexible choice of management style;</li> <li>- Focus on the specific needs and abilities of subordinates</li> <li>- Ability to respond quickly to changes</li> </ul>                                                    |

*Source: developed based on [1-3; 4-5]*

Transactional leadership, according to the approach of James MacGregor Burns, is a management style in which the leader focuses on exchange relationships with subordinates, in which task performance by employees is conditioned by a system of rewards or sanctions. In this approach, leadership is regarded as a clearly structured process of transmitting the leader's influence to subordinates through the establishment of rules, monitoring compliance, and evaluating results, which ensures organizational stability and the achievement of predefined objectives.

Situational leadership, according to the approaches of Paul Hersey and Ken Blanchard, is a flexible managerial process in which a leader adapts their influence style to employees' competence and motivation, as well as to specific tasks and working conditions. This approach combines reactive actions—such as rapid

responses to changes and personnel needs—with proactive managerial decisions, ensuring effective task execution and sustained organizational performance.

At the same time, to avoid a fragmented understanding of leadership in management, it should be emphasized that leadership cannot be reduced to a single style or a set of managerial tools. Rather, it is a comprehensive managerial phenomenon that integrates a leader's personal qualities, professional competence, and the ability to effectively influence employee behavior, while taking into account specific organizational conditions. In this sense, leadership can be regarded as a strategic resource for enhancing the overall effectiveness of organizational management.

It is precisely in this sense that leadership ensures the integration of an organization's strategic goals with employees' interests and serves as an important prerequisite for enhancing the effectiveness of managerial activity. Accordingly, the main characteristics of leadership within an organization include:

1. The presence of purposeful managerial influence (according to the studies of Vdovichenko O. V. and Stoianova L. V. [3], this refers to influence aimed at achieving the organization's strategic and current objectives).
2. Recognition of the leader by the workforce (according to the research of Bunyak N. [1], this implies influence based not only on formal authority but also on trust, credibility, and employees' willingness to follow the leader's managerial guidance).
3. The ability to form and communicate a strategic vision for organizational development (according to the studies of Hryshchenko I. M. [4], this refers to influence adjusted in response to changes in the external and internal environment).
4. Motivation and engagement of personnel in the process of managerial decision-making and in achieving shared results.
5. Effective managerial communication (according to the research of Vdovichenko O. V. and Stoianova L. V. [3], this refers to influence that

ensures coordination of actions, effective cooperation, and a reduction in organizational conflicts).

6. Flexibility and adaptability in management style (as studied by Bunyak N. [1]) imply the leader's ability to adjust approaches to the situation and to the levels of employees' competence and motivation.
7. Orientation toward development and the implementation of innovations, as well as support for organizational change [8].

The outlined characteristics transform leadership into a key factor in effective organizational management, provided they are systematically implemented in managerial practice [4]. For example, in a company introducing an innovative product, a leader applying transformational approaches shapes a shared vision for project development, motivates the team to actively participate in decision-making, and adapts the management style depending on employees' levels of competence and experience. As a result, team productivity increases, the number of errors in task execution decreases, and the implementation of innovative solutions is accelerated.

Thus, it is not sufficient for these characteristics to exist merely “on paper”—they must be manifested in the leader's actual actions. This occurs when a leader's personal qualities are combined with professional managerial competence, the ability to make well-founded managerial decisions, and the capacity to ensure their effective implementation, as clearly demonstrated by the content of Table 2.

Based on the basic combinations of leadership qualities and managerial competencies outlined in the table, leadership in organizational management contributes to increased employee motivation and engagement, a positive organizational climate, effective adaptation to external environmental changes, and the achievement of strategic development goals [7].

**Table 2. Characteristics of the basic combinations of a leader's personal qualities with the components Influencing management effectiveness**

| Basic combinations of leadership qualities              | Content of the basic combinations of a leader's qualities with the components influencing management effectiveness                                                                                                                                                                          | Example of when a leader's qualities are combined with the highlighted components                                                                                                                          |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional managerial competence                      | Ensures the systematic and scientifically grounded nature of managerial actions and develops the ability to plan, organize, coordinate, and control processes within the organization. It enhances employees' trust in the leader and improves the effectiveness of teamwork.               | A company manager implements a project-based management system, clearly distributes tasks among departments, and monitors deadlines, which enables timely project completion and improves team efficiency. |
| Ability to make well-founded managerial decisions       | Contributes to the selection of optimal strategies and tactics and minimizes the risks of erroneous actions. A leader who makes well-founded decisions ensures the achievement of organizational goals and enhances the organization's adaptability to changes in the external environment. | The manager selects an optimal marketing strategy based on market analysis and consumer behavior, allowing the organization to increase sales and reduce expenses on ineffective campaigns.                |
| Ability to ensure effective implementation of decisions | Ensures the effective implementation of adopted decisions through control, personnel motivation, and coordination of actions. A leader who implements decisions effectively increases organizational productivity and achieves strategic objectives.                                        | After deciding to implement a new IT system, the manager organizes personnel training and supervises the integration process, enabling the team to adapt quickly and enhancing overall productivity.       |

*Source: developed based on [1-2; 6; 8]*

This occurs because a leader, by combining personal qualities with professional competence, can formulate a clear vision of the organization's objectives and communicate it effectively to employees [5-6]. Through regular feedback, recognition for achieving results, and delegation of responsibility, employees develop a sense of ownership in the organization's success, which enhances intrinsic motivation, encourages initiative, and promotes active participation in task execution.

In addition, the leader fosters an atmosphere of trust and mutual respect, takes employees' opinions into account when making decisions, and maintains open communication. This approach reduces conflicts, enhances psychological comfort, and fosters team collaboration, thereby creating a stable and supportive organizational climate.

The combination of leadership qualities and the ability to make well-founded managerial decisions enables the leader to quickly assess market changes, determine optimal response strategies, and coordinate the team's actions, enabling prompt adaptation to new conditions without loss of productivity and increasing organizational flexibility.

Finally, combining leadership qualities with professional competence and the ability to ensure effective implementation of decisions allows the leader to systematically plan and control processes, coordinate resources, and direct employees' efforts toward key priorities. This ensures alignment of actions across all organizational units, improves the effectiveness of strategic program implementation, and accelerates the achievement of the organization's long-term goals.

Thus, the basic combinations of a leader's qualities with the components influencing management effectiveness form the foundation for the systematic implementation of leadership characteristics, where all elements function together, support one another, and are directed toward achieving the organization's objectives.

A comprehensive view of leadership transforms it into a strategic organizational resource, ensuring the integration of strategic goals with employees' potential and motivation, effective coordination of task execution, adaptation of managerial decisions to changes in the external and internal environment, and support for development, innovation, and competitiveness.

**Conclusions.** The study results demonstrate that only a comprehensive view of leadership, which considers transformational, transactional, and situational approaches, involves combining a leader's ability to inspire and create a shared vision (transformational), effectively organize task execution through rules, rewards, and control (transactional), and adapt the influence style depending on employees' competence, motivation, and specific tasks (situational).

It has been shown that such a perspective defines leadership not only as a managerial characteristic of a leader but also as a strategic organizational resource,

given its role in integrating strategic goals with employees' potential and motivation, effectively coordinating task execution, adapting managerial decisions to changes in the external and internal environment, and supporting development, innovation, and competitiveness.

The key aspects of effective organizational management formed through a comprehensive approach to leadership include:

- Achievement of objectives, i.e., the organization successfully implements its strategic and current tasks.
- Rational use of resources, i.e., minimizing time, financial, human, and material costs while achieving maximum results.
- Adaptability to change, i.e., the ability to respond quickly to changes in the external and internal environment.
- Enhancement of personnel performance, i.e., employee motivation, professional development, and engagement.
- Coordination and control, i.e., ensuring alignment of actions among organizational units and monitoring task execution.

***Prospects for further research*** involve a deeper analysis of the impact of leadership on organizational management effectiveness and include:

- Studying the relationship between different leadership styles and the specifics of organizational structures across various economic sectors.
- Investigating the mechanisms for integrating a leader's personal qualities with professional competence, the ability to make well-founded managerial decisions, and the capacity to ensure their effective implementation.

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