

UDC: 005.32:316.46

JEL Classification: M12, D23

*Sergiienko T. I.***LEADERSHIP AND GROUP DYNAMICS AS A KEY FACTOR IN EFFECTIVE WORK ORGANIZATION IN MANAGEMENT AND ADMINISTRATION****National University “Zaporizhzhia Polytechnic”, Zaporizhzhia, Ukraine**

The article examines the phenomenon of leadership as a key factor in shaping effective group dynamics within social and organizational systems. The relevance of the study is determined by the need to enhance team performance in the context of rapid environmental changes, increasing competition, and the necessity of ensuring innovative development. The aim of the work is to clarify the role of the leader in the process of group consolidation, harmonization of interpersonal relations, and improvement of collective efficiency. The methodological framework is based on systemic and interdisciplinary approaches that integrate the principles of management theory, social psychology, and organizational behavior. The study employs comparative analysis of classical and contemporary leadership models, content analysis of scientific sources, as well as elements of socio-psychological modeling to identify the patterns of leadership style influence on group dynamics. This comprehensive approach made it possible to reveal the mechanisms through which a leader develops interaction strategies, maintains participants' motivation, and ensures the alignment of individual and collective goals. The scientific novelty of the research lies in a deeper exploration of the role of democratic and transformational leadership as the most effective styles in modern conditions, fostering team creativity, trust, and responsibility. It has been proven that the adaptability and flexibility of the leader are decisive factors in ensuring stability and productivity of group dynamics. Furthermore, conceptual approaches to integrating psychological and managerial aspects of leadership in collective processes have been clarified. The practical significance of the results lies in their potential application in human resource management, leadership training, corporate culture development, and improvement of team-building technologies. The findings may be useful for both scholars and practitioners in the fields of management, education, and psychology.

**Keywords:** leadership, group dynamics, human resource management, leadership style, organizational behavior, team effectiveness, socio-psychological factors, strategic adaptability.

**DOI:** 10.32434/2415-3974-2025-22-2-114-123

***Introduction and problem statement***

In the contemporary context of globalization, digital transformation, and increasing competition, the key task of organizations is not only the efficient use of resources but also the establishment of effective interaction within teams. Group dynamics, as a socio-psychological phenomenon, is determined by multiple factors, among which leadership plays a leading role.

A leader is capable of directing group processes, ensuring cohesion, harmonizing interpersonal relations, and fostering a favorable psychological climate. The level of team effectiveness, the group's readiness for change, and its ability to achieve set goals largely depend on the leader's influence.

Despite the long-standing tradition of studying the phenomenon of leadership in both domestic and

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international scholarship, a number of issues remain debatable. First, it is relevant to clarify the relationship between leadership style and the effectiveness of group dynamics. Second, the role of the leader in the processes of organizational adaptation to the challenges of a modern environment – characterized by high uncertainty and the constant need for innovation—requires further analysis. In addition, the mechanisms of integrating managerial and socio-psychological aspects of leadership in shaping team effectiveness remain insufficiently explored.

Thus, a scientific problem arises: in what way does leadership act as a system-forming factor of group dynamics, and which approaches make it possible to ensure the highest efficiency of team interaction in modern organizations? Solving this problem has both theoretical and practical significance, as it contributes to the development of scientific understanding of group interaction mechanisms and provides a foundation for improving managerial practices in the field of human resource management.

The scientific problem lies in the insufficient theoretical and practical clarity regarding the role of leadership as a system-forming factor of group dynamics, particularly in identifying the mechanisms of its influence on cohesion, team interaction effectiveness, and the adaptation of a collective to the conditions of the modern competitive environment. Despite a considerable body of research in the fields of management and social psychology, unresolved issues remain concerning the integration of various approaches to understanding leadership, the identification of optimal leadership styles, and the establishment of connections between managerial and socio-psychological aspects in the formation of effective teams.

The theoretical significance of the article is determined by the deepening of scientific understanding of leadership as a key factor in shaping effective group dynamics. The work generalizes and systematizes approaches to the analysis of leadership in the context of socio-psychological and managerial processes, allowing the integration of existing theories into a holistic conceptual model. Defining the relationship between leadership styles, group cohesion, and team performance creates prerequisites for the further development of organizational behavior theory. The obtained findings expand the scientific understanding of the mechanisms through which a leader influences group processes and may be applied to form new research paradigms in management and social psychology.

The relevance of studying leadership as a key factor in the formation of effective group dynamics is

driven by the ongoing transformational processes in the socio-economic environment. In the context of globalization, digitalization, and high competitiveness, organizations face the necessity of rapid adaptation to changes, effective utilization of human capital, and the building of cohesive and productive teams. Leadership thus becomes the essential tool that integrates the individual efforts of participants into joint activity, facilitates the harmonization of interpersonal relations, and fosters an atmosphere of trust and collective responsibility.

Group dynamics, as one of the central objects of study in social psychology and management, directly depends on the leader's ability to organize communication processes, resolve conflicts, and maintain the motivation of team members. At the same time, contemporary research demonstrates that traditional authoritarian and administrative approaches to management no longer meet the needs of the market, where innovation, strategic flexibility, and the capacity for team self-organization play a decisive role.

Therefore, the study of leadership in the context of group dynamics is of exceptional importance, as it combines both theoretical and applied dimensions. On the one hand, it deepens the understanding of socio-psychological mechanisms of individual influence on a collective, and on the other, it provides practical guidelines for enhancing human resource management, developing team potential, and ensuring the long-term competitiveness of organizations.

#### *Analysis and research of publications*

The reviewed literature makes it possible to assess the current state of leadership and management styles, as well as their impact on organizational effectiveness and group dynamics. For example, in the article by A. Bardas and co-authors [1], it is emphasized that the leader is a key factor in shaping group dynamics within an organization, capable of stimulating internal motivation and effective team interaction. The study by M. Yefymenko and N. Izyumtseva [3] demonstrates the role of leadership in human resource management, particularly how the choice of leadership style influences employee engagement and productivity.

O. Nestulia and co-authors [5] and L. Sergeeva with colleagues [10] outline the key competencies of leaders necessary for effective management and adaptation to changes in the business environment. H. Shvets [12] shows that the development of leadership competencies is an integral component of effective management and strategic governance.

The research of P. Fasenکو [13], I. Pererva [6], and V. Tomakh with co-authors [15] reveals the influence of leadership styles on enterprise performance, highlighting the advantages of

transformational and adaptive approaches. A. Klochko [4] explores the structural components of management style and their significance for organizational effectiveness, including in educational institutions. A. Chornyj [16] and V. Shatun [11] propose integrating modern theoretical models of leadership with a competency-based approach, which enhances the effectiveness of managerial decision-making and the development of teams under complex conditions.

Thus, the literature review confirms that effective leadership and the chosen management style are decisive factors in the successful functioning of organizations and can be adapted to the conditions of wartime and the recovery of territorial communities.

#### ***Purpose of the article***

The aim of the article is to clarify the role of leadership as a key factor in shaping effective group dynamics, as well as to determine its impact on cohesion, the performance of team interactions, and the adaptation of collectives to the challenges of the modern competitive environment. Achieving this aim involves analyzing theoretical approaches to the concept of leadership, identifying the mechanisms of interaction between leadership styles and group process dynamics, and substantiating optimal management models capable of ensuring the effectiveness of team activities.

#### ***Presentation of the main material***

The issues of leadership have historically developed and evolved over the centuries. Even in

ancient times, thinkers such as Plato and Aristotle examined the role of the leader in shaping organizational processes and influencing the collective. A leader was understood as an individual capable of affecting the behavior of a group, integrating diverse viewpoints, and ensuring the achievement of common goals. The American sociologist E. Bogardus described “leadership” as a set of psychological qualities, among which the most important are energy, intellect, and character [17, p. 411].

Leadership acts as one of the mechanisms for integrating group activity, where an individual or a part of the group unites and directs the actions of the entire group toward achieving set objectives. It is an objective phenomenon that characterizes relationships between people within a group and arises from the needs and practices of informal management. Leadership can manifest to varying degrees; however, there is always a person who enjoys special authority and the trust of the majority of group members.

It is important to emphasize that in the works of Western psychologists, the concepts of “leader” and “manager” are often used interchangeably. In English, German, and other languages, there is no differentiation between these terms: both phenomena are denoted by the same word – “leader.” The difference lies in the method of selection: a “leader” is usually chosen “from the bottom up,” whereas a manager is appointed “from the top down” (Fig. 1).

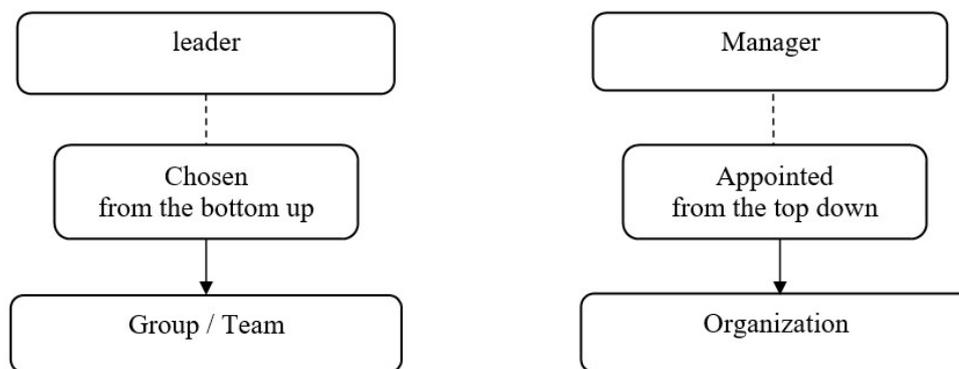


Fig. 1. Differences between a leader and a manager in terms of selection method

Source: compiled by the author

Contemporary research confirms that a leader serves as a central factor in effective group dynamics. Their influence manifests through participant motivation, communication organization, conflict management, and the development of professional and social competencies among group members [8, p. 55]. A leader determines the balance between individual

goals and collective interests, builds trust, shapes the psychological climate, and promotes team cohesion. Leadership entails a high level of responsibility, integrity, strategic thinking, managerial courage, and the ability to make decisions even under conditions of uncertainty [9, p. 52]. It encourages the development of intellectual abilities, creative thinking, and the capacity to anticipate

events, which is particularly important for maintaining effective group interaction.

For an individual to effectively influence group dynamics, they must possess several key characteristics. First, the ability to identify vital goals and interests of the collective, mobilize participants around them, and coordinate their activities. Second, organizational skills, intuition, and the capacity to make decisions in new or complex situations. Third, the ability to create a favorable psychological climate, ensure mutual respect, and maintain motivation among group members. Fourth, the capacity to inspire, persuade, and guide the team toward achieving common goals while sustaining cohesion and effectiveness [7, p. 186].

Thus, leadership acts as a key factor in shaping effective group dynamics, as it defines the structure of interactions, the level of motivation, the psychological climate, and the team’s ability to adapt to changes

and achieve set objectives. Conscious development of leadership competencies among group members enhances collective performance and contributes to the sustainable progress of the organization.

In contemporary organizational and social contexts, leadership is regarded as one of the key factors in effective group interaction, as it not only coordinates the activities of group members but also shapes an atmosphere of trust, motivation, and collaboration, which directly impacts the productivity and performance of the team [2, p. 14].

Effective group dynamics are determined by the balance between individual goals and collective interests, the participants’ ability to adapt, and the constructive resolution of conflicts. The leader acts as a mediator in these processes, facilitating the integration of diverse perspectives and ensuring a shared focus on achieving collective objectives (Fig. 2).

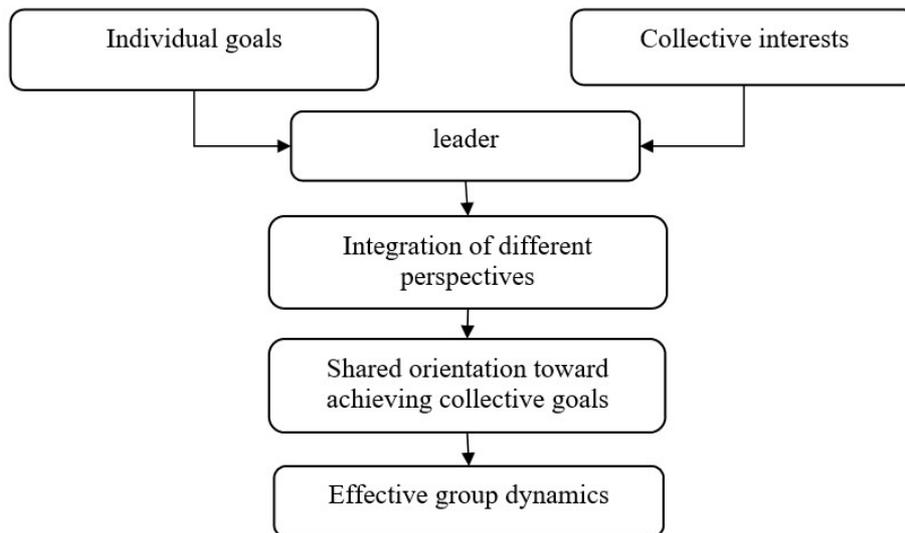


Fig. 2. The role of a leader in shaping effective group dynamics

Source: compiled by the author

Thus, leadership ensures the coordination of participants’ actions, shapes a favorable psychological climate, motivates the achievement of collective results, and contributes to the development of individual competencies. The influence of a leader is manifested in the following key aspects of group dynamics:

Motivation and engagement of participants – the leader creates conditions for the active participation of each group member, stimulates initiative, encourages the proposal of new ideas, and promotes independent decision-making. This fosters intrinsic motivation, increases interest in achieving shared goals, and strengthens the sense of responsibility for outcomes.

Formation of communication channels – the leader organizes open information exchange, establishes clear feedback channels, and ensures transparency of processes. This helps reduce misunderstandings, enables timely adjustment of actions, strengthens trust among group members, and enhances the effectiveness of team interaction [14, p. 56].

Conflict management – the leader defines behavioral norms, facilitates constructive dispute resolution, promptly addresses sources of tension, and ensures harmony within the team. This prevents escalation, maintains psychological comfort, and creates a favorable atmosphere for collaboration, even

in stressful or crisis situations.

Development of professional and social competencies – the leader encourages learning, experience sharing, implementation of innovations, and the development of critical thinking skills. This enhances the professional and personal potential of group members, strengthens the team’s ability to adapt to changes, make effective decisions, and achieve high results in complex and dynamic conditions.

It is also worth noting that research confirms that leadership style directly determines the level of effectiveness of group interaction. Different leadership styles create distinct conditions for the development of group dynamics and influence motivation, communication, and team cohesion. Table 1 presents the main leadership styles and their impact on group dynamics.

Table 1

**The impact of leadership styles on group dynamics**

Leadership Style	Characteristics	Impact on the Group
Transformational	The leader inspires and stimulates change, shapes a vision of the future, and motivates the achievement of high results	Increases motivation, innovativeness, and engagement of group members; fosters creative thinking and readiness for change; strengthens the psychological climate and team cohesion
Democratic	Decision-making is collective, considering the opinions of all group members; the leader acts as a coordinator and advisor	Strengthens trust and cooperation, enhances cohesion and sense of ownership of results; promotes open idea exchange and constructive conflict resolution
Authoritarian	Centralized authority, strict control, clear regulation of participants’ actions; the leader makes decisions unilaterally	May limit initiative and creativity of group members, reduces flexibility and adaptability, but increases discipline and speed of decision-making in crisis situations
Laissez-Faire	The leader minimally intervenes in group activities, allowing members freedom to make decisions independently	Encourages autonomy and independence, promotes individual initiatives, but may cause disorder, lack of coordination, and hinder achievement of collective goals

Source: compiled by the author

The analysis of leadership styles indicates that transformational and democratic leadership create the most favorable conditions for effective group dynamics. They stimulate active participation of team members, promote open communication, enhance the group’s adaptability, and provide opportunities for professional and personal development. At the same time, authoritarian and laissez-faire styles limit the group’s potential: the former reduces initiative and flexibility, while the latter can lead to disorder and insufficient coordination of actions. This underscores the importance of consciously choosing a leadership style based on the goals, tasks, and context of the team’s activities.

Effective group dynamics are formed through the integration of several key elements. Clear role definition ensures that each member understands their functions, responsibilities, and areas of accountability. Establishing interaction norms through behavioral rules and communication standards helps prevent conflicts and provides a foundation for constructive exchange of ideas. Feedback serves as a tool for regular evaluation of results, adjustment of actions, and enhancement of group productivity. Finally, psychological support

creates an atmosphere of trust, mutual respect, and willingness to cooperate, which is critical for team cohesion.

A visual model of the impact of leadership on group dynamics illustrates the relationship between the leader’s key functions and team performance (Fig. 3). Through motivation, communication organization, conflict management, and development of participants’ competencies, the leader directly shapes effective group dynamics, which in turn increases the team’s ability to achieve set goals and adapt to changes.

Thus, leadership serves as a key factor in shaping effective group dynamics, with its impact manifested not only in the distribution of tasks and process management but also in creating a favorable psychological climate, fostering active interaction among group members, and stimulating both personal and professional development of each participant. The leader establishes a communication system, promotes motivation, coordinates conflict situations, and integrates different perspectives to achieve collective goals. The main functions of a leader and their impact on the group are summarized in Table 2.

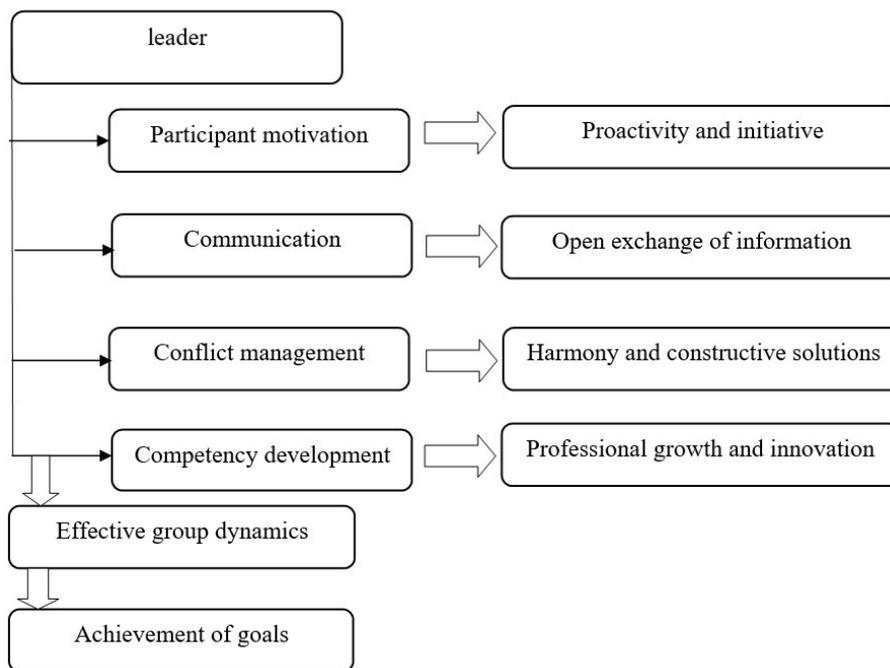


Fig. 3. Interaction between the leader and group dynamics

Source: compiled by the author

Table 2

**The main functions of a leader in shaping effective group dynamics**

Leader's Function	Description of Impact on the Group
Motivation	The leader creates conditions for high activity and initiative among participants, encourages independent decision-making, and promotes the aspiration to achieve high results. This increases members' engagement, fosters intrinsic motivation, and strengthens the sense of responsibility for outcomes
Organization of communications	The leader ensures effective channels of information exchange, stimulates open dialogue and feedback. This contributes to process transparency, eliminates misunderstandings, and increases trust among group members, thereby enhancing coordination and team cohesion
Conflict management	The leader helps identify sources of conflict, formulates constructive solutions, and promotes harmony within the group. This prevents escalation, strengthens mutual respect, maintains a positive psychological climate, and ensures effective interaction even in stressful situations
Task and role distribution	The leader clearly defines the functions and responsibilities of each group member, establishes priorities and checkpoints. This increases work efficiency, reduces duplication of efforts and role-related conflicts, and creates a transparent system of interaction
Competency development	The leader stimulates learning, knowledge sharing, and the development of participants' professional and personal skills. This enhances the team's potential, fosters innovation, supports adaptation to change, and strengthens the group's ability to effectively solve complex tasks

Source: compiled by the author

A conscious choice of leadership style, combined with the integration of group interaction mechanisms, allows for maximizing team productivity, cohesion, and adaptability, thereby enhancing its ability to effectively accomplish tasks in complex and dynamic conditions. Contemporary management paradigms, such as flexible organizational structures, knowledge- and innovation-oriented approaches, systems thinking, and management by objectives, emphasize the importance of integrated leadership and the development of team potential to achieve strategic outcomes.

### Conclusions

In conclusion, this study highlights that leadership is a key factor in shaping effective group dynamics. It determines the structure of interaction, levels of motivation, the psychological climate, and the team's ability to adapt to change. A leader influences group dynamics through organizing communication, managing conflicts, developing participants' professional and social competencies, and creating conditions for trust, mutual respect, and active engagement in collective activities.

The choice of leadership style is particularly important. Transformational and democratic styles stimulate team member engagement, promote open communication, and enhance the group's adaptability to change, whereas authoritarian and laissez-faire styles have limited potential for fostering high-performance interaction. Conscious development of leadership competencies, integration of contemporary management paradigms, and application of group interaction mechanisms allow for increased productivity, cohesion, and effectiveness of the team, ensuring the achievement of organizational strategic goals and sustainable progress.

Future research should focus on examining the impact of different leadership styles on group dynamics effectiveness in various organizational contexts, analyzing the relationship between a leader's personal characteristics and team performance, and developing methods to assess group interaction efficiency as well as recommendations for cultivating leadership competencies through training and mentoring.

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## ЛІДЕРСТВО І ГРУПОВА ДИНАМІКА ЯК ОСНОВА ЕФЕКТИВНОЇ ОРГАНІЗАЦІЇ ПРАЦІ В УПРАВЛІНСЬКІЙ І МЕНЕДЖЕРСЬКІЙ ДІЯЛЬНОСТІ

Сергієнко Т. І.

У статті розглянуто феномен лідерства як ключовий чинник формування ефективної групової динаміки в соціальних і організаційних системах. Актуальність дослідження зумовлена потребою підвищення результативності командної взаємодії в умовах швидких змін середовища, зростання конкуренції та необхідності забезпечення інноваційного розвитку. Метою роботи є з'ясування ролі лідера у процесі консолідації групи, гармонізації міжособистісних відносин і підвищення ефективності спільної діяльності. Методологічну основу становлять системний і міждисциплінарний підходи, що поєднують положення теорії менеджменту, соціальної психології та організаційної поведінки. Використано порівняльний аналіз класичних і сучасних моделей лідерства, метод контент-аналізу наукових джерел, а також елементи соціально-психологічного моделювання для визначення закономірностей впливу стилю керівництва на динаміку групових процесів. Такий комплексний підхід дозволив виявити механізми, через які лідер формує стратегії взаємодії, підтримує мотивацію учасників і забезпечує узгодженість індивідуальних та колективних цілей. Наукова новизна дослідження полягає у поглибленому розкритті ролі демократичного та трансформаційного лідерства як найбільш ефективних стилів у сучасних умовах, що сприяють розвитку командної креативності, довіри та відповідальності. Доведено, що саме адаптивність і гнучкість лідера є визначальними чинниками стабільності та продуктивності групової динаміки. Крім того, уточнено концептуальні підходи до інтеграції психологічних і управлінських аспектів лідерства у процесах колективної діяльності. Практичне значення отриманих результатів полягає у можливості їх використання в системі управління персоналом, при підготовці керівників, формуванні корпоративної культури та вдосконаленні технологій командоутворення. Результати дослідження можуть бути корисними як для науковців, так і для практиків у сфері менеджменту, освіти та психології.

**Ключові слова:** лідерство, групова динаміка, управління персоналом, стиль керівництва, організаційна поведінка, командна ефективність, соціально-психологічні чинники, стратегічна адаптивність.

Received 20.09.2025.

Revised 30.09.2025.

Accepted 02.12.2025.

Published 25.12.2025.

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**Keywords:** leadership, group dynamics, human resource management, leadership style, organizational behavior, team effectiveness, socio-psychological factors, strategic adaptability.

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