

SILESIAIAN UNIVERSITY OF TECHNOLOGY
Discipline Council for Management and Quality Science

SUMY STATE UNIVERSITY



**Silesian
University
of Technology**



ABSTRACT OF THESIS DOCTORAL DISSERTATION

**Development of methodological bases for evaluating the
effectiveness of leadership style**

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The work was carried out within the framework of The Excellence Initiative – Research University programme based on Cotutelle Agreement 145/RY015/RR4/2023

ZABRZE 2026

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1. Rationale for the research

The economic development of each country depends to a significant extent on the effectiveness of organizations of various types and forms of ownership, which constitute the fundamental actors in socio-economic processes. Under conditions of globalization, digitalization, and dynamic changes in the external environment, organizations are compelled to continuously improve management methods, seek new sources of competitive advantage, and enhance their adaptive capabilities. The role of employees is becoming increasingly important, as they are recognized as one of the most valuable resources of modern organizations. As a result, an anthropocentric approach to management is gaining prominence, according to which people are perceived not only as performers of specific functions but also as active participants in value creation and organizational development.

Contemporary processes of humanizing the economy are leading to the emergence of new organizational models aimed not only at achieving strong economic performance but also at creating conditions conducive to employee development, strengthening their engagement, and fulfilling corporate social responsibility. In such conditions, leadership becomes particularly important as it enables the harmonious integration of economic objectives with the needs of developing human potential. Leadership is becoming one of the key factors ensuring the effectiveness of organizations and their long-term stability.

In the proposed study, leadership is considered a complex socio-organizational phenomenon that transcends traditionally understood management functions. This approach is based on a subordinate understanding of the relationship between leadership and management, according to which management is one of the instruments used to implement leadership^{1,2,3,4,5,6}. In this approach, leadership is a broader category, encompassing not only the processes of planning, organizing, and controlling but also the shaping of the vision of development, inspiring employees, building shared values, and initiating organizational changes.

Leadership focuses on influencing people and social processes within an organization, while management is responsible for ensuring the effective achievement of objectives and

¹ Bass, B. M. (1985). *Leadership and Performance beyond Expectations*. Free Press; Collier Macmillan.

² Burns, J. M. (1978). *Leadership*. Harper & Row.

³ Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson Education

⁴ Toor, S.-u.-R. (2011). Differentiating Leadership from Management: An Empirical Investigation of Leaders and Managers. *Leadership and Management in Engineering*, 11(4), 310–320. [https://doi.org/10.1061/\(asce\)lm.1943-5630.0000138](https://doi.org/10.1061/(asce)lm.1943-5630.0000138)

⁵ Bohl, K.W. (2019). Leadership as Phenomenon: Reassessing the Philosophical Ground of Leadership Studies. *Philosophy of Management* 18, 273–292. <https://doi.org/10.1007/s40926-019-00116-x>

⁶ Rosenthal, S. B., & Buchholz, R. A. (1995). Leadership: Toward New Philosophical Foundations. *Business & Professional Ethics Journal*, 14(3), 25–41. <http://www.jstor.org/stable/27800977>

coordinating activities. This approach makes it possible to perceive a leader not only as a person responsible for achieving organizational results, but also as an initiator of development, capable of integrating the interests of the organization and its employees and creating conditions conducive to increased engagement, innovation, and adaptive capabilities^{7,8}. It's also important to distinguish between the roles of a manager and a leader. A manager focuses primarily on planning, organizing, coordinating, and controlling organizational processes, while a leader influences employees through vision, inspiration, authority, and the ability to motivate them to achieve shared goals^{9,10,11}. In practice, the most effective solution is to combine both roles in one person. A manager with leadership competencies is capable not only of effectively managing processes but also of engaging employees, supporting their development, and building an organizational culture based on collaboration and trust. This configuration promotes increased organizational efficiency and improved management decision-making.

The importance of leadership is particularly heightened in times of uncertainty, economic crises, technological change, and intensifying competition. Organizations operating in turbulent environments need leaders capable of responding quickly to change, initiating transformational processes, and effectively managing teams amid high volatility. Leadership then becomes not only a tool for achieving organizational goals but also a mechanism supporting the development of the management system itself^{12,13,14,15,16}. A leader acts as a change agent, combining a long-term strategic vision with a commitment to employee development and to building organizational potential. Organizational development increasingly depends on the quality of its management team and the effectiveness of its leadership styles. Contemporary management trends emphasize the need to develop leadership competencies at all organizational levels.

At the same time, numerous studies indicate that mistakes in manager selection and improperly applied leadership styles can lead to significant organizational losses. The most

⁷ Algahtani, D. A. (2014). Are Leadership and Management Different? A Review. *Journal of Management Policies and Practices*, 2(3). <https://doi.org/10.15640/jmpp.v2n3a4>

⁸ Toor, S.-u.-R., & Ofori, G. (2008). Leadership versus Management: How They Are Different, and Why. *Leadership and Management in Engineering*, 8(2), 61–71. [https://doi.org/10.1061/\(asce\)1532-6748\(2008\)8:2\(61\)](https://doi.org/10.1061/(asce)1532-6748(2008)8:2(61))

⁹ Mintzberg, H. (2009). *Managing*. Berrett-Koehler Publishers

¹⁰ Kotter, J. (2012). *Leading Change*. Boston, MA: Harvard Business Review Press

¹¹ Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson Education

¹² Levine, S. (2010). An approach to constructive leadership. *Journal of Social Issues*, 5(1), 46–53. <https://doi.org/10.1111/j.1540-4560.1949.tb02107.x>

¹³ Cameron, K. (2013). *Practicing Positive Leadership: Tools and Techniques That Create Extraordinary Results*. Berrett-Koehler Publishers, Incorporated

¹⁴ Kramer, M. W., & Crespy, D. A. (2011). Communicating collaborative leadership. *The Leadership Quarterly*, 22(5), 1024–1037. <https://doi.org/10.1016/j.leaqua.2011.07.021>

¹⁵ Hickey, N., Flaherty, A., & Mannix McNamara, P. (2022). Distributed Leadership: A Scoping Review Mapping Current Empirical Research. *Societies*, 12(1), 15. <https://doi.org/10.3390/soc12010015>

¹⁶ Baum, H. (2005). Transparent leadership. *Leader to Leader*, 2005(37), 41

common negative consequences include decreased employee motivation, lower levels of engagement, poorer internal communication, increased staff turnover, reduced innovation, and a deterioration in the organization's financial performance^{17,18,19,20,21,22}. In the long term, these problems can limit an organization's ability to grow and remain competitive in the market.

Therefore, identifying and assessing leadership effectiveness is particularly important. Management practice still lacks universal tools to comprehensively assess the effectiveness of leadership styles, taking into account both organizational outcomes and the social aspects of work team functioning. Therefore, there is a need to develop a scientifically sound approach and appropriate analytical tools to assess leadership effectiveness in organizations.

In the present study, leadership effectiveness is adopted as the central evaluative construct^{23,24,25,26,27,28}, while organizational performance is treated as an outcome variable that is related to, but not equivalent to, leadership effectiveness. This conceptual distinction enables a more theoretically robust and empirically valid assessment of leadership, avoiding the identification of leadership quality with team outcomes and allowing for a clearer interpretation of the causal role of leadership in complex organizational systems.

The development of a tool to assess the effectiveness of leadership style will enable the identification of strengths and weaknesses in existing management practices, reduce the risk of

¹⁷ Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43(2), 178–190. <https://doi.org/10.2307/1556375>

¹⁸ Zapf, D., & Einarsen, S. (2001). Bullying in the workplace: Recent trends in research and practice—an introduction. *European Journal of Work and Organizational Psychology*, 10(4), 369–373. <https://doi.org/10.1080/13594320143000807>

¹⁹ Einarsen, S., Aasland, M. S., & Skogstad, A. (2007). Destructive leadership behaviour: A definition and conceptual model. *The Leadership Quarterly*, 18(3), 207–216. <https://doi.org/10.1016/j.leaqua.2007.03.002>

²⁰ Ashforth, B. (1994). Petty tyranny in organizations. *Human Relations*, 47(7), 755–778. <https://doi.org/10.1177/001872679404700701>

²¹ Lipman-Blumen, J. (2005). The allure of toxic leaders: Why followers rarely escape their clutches. *Ivey Business Journal*, 69(3), 1–40

²² Lipman-Blumen, J. (2006). *The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians—and How We Can Survive Them*. Oxford University Press

²³ Ullah Khan, M. S., Sophia, J., & Shetty, P. (2025). The Evolving Role of Management Accounting in Strategic Decision-Making: A Study of Contemporary Practices in Data-Driven Enterprises. *International Journal of Research and Scientific Innovation*, XII(VI), 1578–1590. <https://doi.org/10.51244/ijrsi.2025.120600133>

²⁴ Joseph, J., & Sengul, M. (2024). Organization Design: Current Insights and Future Research Directions. *Journal of Management*. <https://doi.org/10.1177/01492063241271242>

²⁵ Goel, K., Bandara, W., & Gable, G. (2023). Conceptualizing Business Process Standardization: A Review and Synthesis. *Schmalenbach Journal of Business Research*. <https://doi.org/10.1007/s41471-023-00158-y>

²⁶ Raveglia, F., Orlandi, R., Rimessi, A., Minervini, F., Cioffi, U., Simone, M. D., Guttadauro, A., & Scarci, M. (2021). Standardization of Procedures to Contain Cost and Reduce Variability of Care After the Pandemic. *Frontiers in Surgery*, 8, 695341. <https://doi.org/10.3389/fsurg.2021.695341>

²⁷ Figueiredo, E., Margaça, C., García, J. C. S., & Ribeiro, C. (2025). The Contribution of Reward Systems in the Work Context: A Systematic Review of the Literature and Directions for Future Research. *Journal of the Knowledge Economy*. <https://doi.org/10.1007/s13132-024-02492-w>

²⁸ Manzoor, F., Wei, L., & Asif, M. (2021). Intrinsic Rewards and Employee's Performance With the Mediating Mechanism of Employee's Motivation. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.563070>

inappropriate personnel decisions, and enhance the effective utilization of human potential. The results of such an assessment can provide a basis for improving management processes, developing managerial competencies, and building modern leadership models capable of addressing the challenges of the contemporary economy. This demonstrates the timeliness, theoretical significance, and practical value of research devoted to developing the methodological foundations for assessing the effectiveness of leadership styles in organizations.

2. Research objectives, hypotheses and research model

The primary objective of this dissertation is to develop a tool to evaluate leadership styles, thereby enhancing management effectiveness and organizational outcomes.

The theoretical goal is to expand the understanding of leadership theory, analyze its impact on organizational processes, and identify the strengths and weaknesses of various leadership styles.

The practical aim of the study is to provide organizations with a tool for informed choice, development, and planning of leadership strategies, thereby increasing leadership effectiveness and overall organizational performance, as informed by the study's results.

To achieve the goal, the study provides a solution to the following tasks:

- to systematize and generalize classical and modern scientific approaches to interpreting the essence of leadership as a managerial phenomenon, taking into account the evolution of theoretical concepts;
- to analyze the existing criteria for classifying leadership styles, as well as to justify the directions of their improvement in accordance with modern organizational contexts;
- to investigate theoretical approaches and conceptualize the system of relationships between leadership style and individual employee performance;
- to investigate the dynamics of the development of leadership theories by conducting bibliometric analysis and content analysis of scientific publications of leading researchers, in order to identify dominant themes, concepts, and new research directions;
- to develop a scientific and methodological approach to qualitative research of the relationship between leadership style and employee performance, and to conduct qualitative empirical research;
- to identify and describe the parameters of leadership styles based on the results of data processing of semi-structured interviews with managers, identifying stable configurations of leadership behavior and management practices;

- to parameterize the components of leadership style and carry out their initial validation for further quantitative evaluation;
- to develop a quantitative model of leadership assessment and empirically verify the relationships between leadership styles and employee performance indicators;
- develop a tool for assessing leadership style effectiveness in organizations that combines the results of qualitative and quantitative analysis and can be used in human resource management practice.

The main assumption, as mentioned above, is that leadership is a multi-component, flexible, situational system that integrates various behavioral patterns. There may also exist a new, not yet defined form of leadership (X-Leadership), identifiable through the relationships between motivation, leader-team interaction, and performance outcomes. This assumption enabled the formulation of the following research questions and hypotheses.

Research questions (RQ):

RQ1. How does leadership style depend on the field of activity?

RQ2. How does leadership style affect the satisfaction of employees with higher-level needs?

RQ3. How does leadership style affect the ratio of tangible and intangible rewards?

RQ4. How do value orientations and perceptions of the leadership standard affect the leadership style and interaction with followers in Ukrainian organizations?

RQ5. What team management methods do leaders use, and how are these methods related to assessing team effectiveness and setting goals?

RQ6. How does leadership style affect the development of talents in the team?

RQ7. How can leaders influence the effectiveness of the team?

Hypotheses:

Hypothesis 1. Leadership style affects the satisfaction of employees' higher-level needs, depending on the field of activity.

Hypothesis 2. Each leadership style is characterized by a unique configuration of parameters that distinguishes it from other styles.

Hypothesis 3. Leadership style significantly impacts the development of team talents and overall performance.

Hypothesis 4. Empirical analysis may reveal previously unidentified leadership configurations emerging from specific combinations of leadership parameters.

The following sub-hypotheses were formulated to proceed with quantitative modeling.

H4.1. Innovative-decisive style (H4.1a: Positively affects job satisfaction, H4.1b: Reduces stress levels due to quick decision-making, H4.1c: Increases organizational behavior due to innovation orientation).

H4.2. Strategic-crisis style (H4.2a: Reduces stress levels, H4.2b: Stabilizes job-related outcomes, H4.2c: Increases financial well-being and compensation outcomes due to effective resource management in a crisis).

H4.3. Humanistic-visionary style (H4.3a: Positively affects well-being, H4.3b: Increases job satisfaction through support and empathy, H4.3c: Improves emotional response to leadership).

H4.4. Communicative-inspirational style (H4.4a: Positively affects organizational behavior through effective communication, H4.4b: Reduces stress levels through transparency and inspiration)

Figure 1 presents the conceptual model.

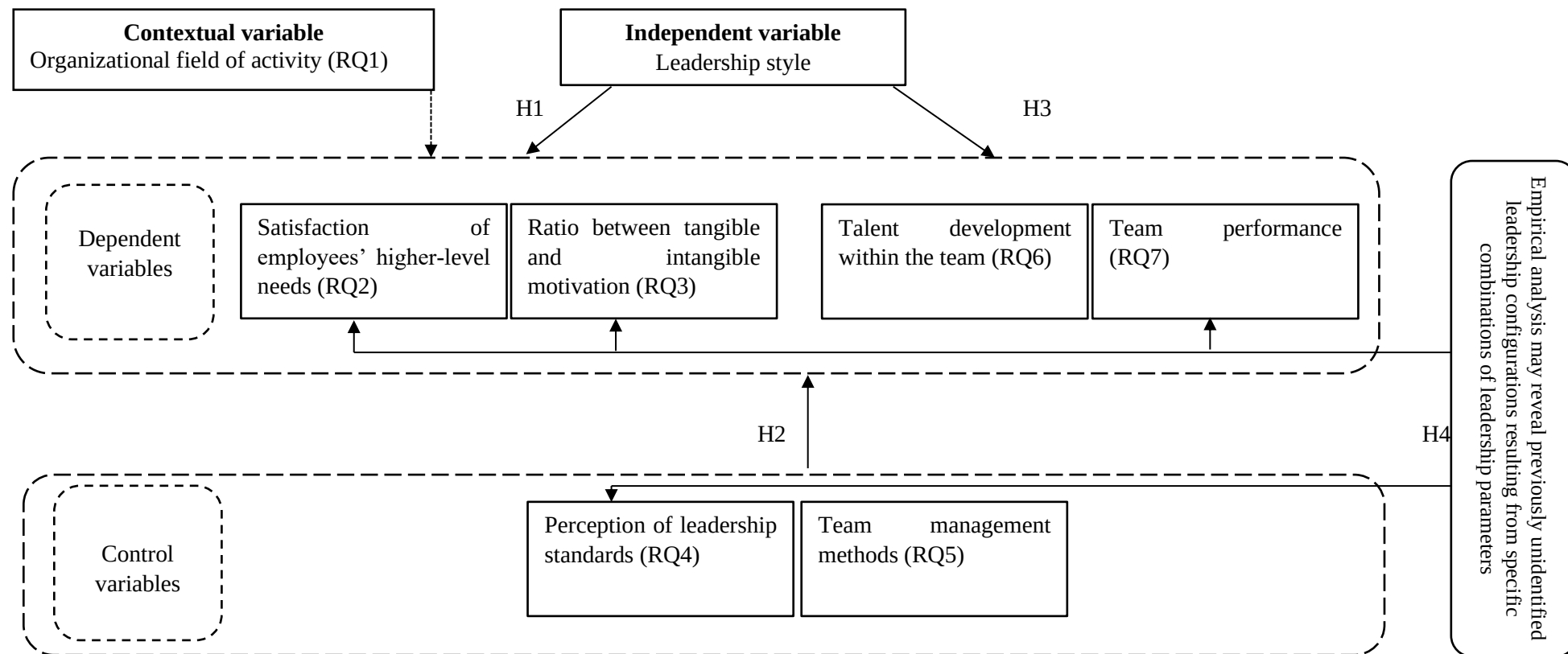


Figure 1. Conceptual model.

Source: developed by author

3. Methodology of empirical research

Stage 1. Theoretical research, which takes place in the following sequence: systematic literature review - bibliometric analysis - content analysis - synthesis of concepts and phenomena of modern leadership by generalizing and systematizing ideas from selected sources.

The study was based on an interdisciplinary approach integrating the contributions of management theory, organizational psychology, sociology, and economics. A *systematic review of the scientific literature* was conducted by selecting scholarly sources from the international scientometric databases Scopus, Web of Science, and Google Scholar, analyzing theoretical concepts and empirical studies from 1950 to 2025, and subsequently synthesizing the findings to identify the main and most recent scientific approaches.

A bibliometric analysis^{29,30} was conducted by processing the chronological distribution of scientific publications from 1995 to 2025, resulting in a total of 495,164 publications containing the keyword “leader.” To narrow the research scope and increase the relevance of the sample, a keyword combination strategy was applied in the Scopus scientometric database, which resulted in the identification of 4,340 documents for the query “leadership AND effectiveness AND assessment.” Further analysis of the selected publications was performed using VOSviewer software. A total of 43 key terms were identified and grouped into five thematic clusters.

Subsequently, a content analysis of scientific publications addressing leadership issues was conducted. To identify leading and promising areas of scientific research, an analysis of the 10 most frequently cited articles published between 2020 and 2025 was performed. Additionally, the most frequently cited scientific works addressing leadership issues published between 1995 and 2025 were selected, resulting in a sample of 20 publications. A further 10 scientific studies published between 1995 and 2025 that were particularly relevant to the Scopus database were also identified.

A synthesis of contemporary leadership concepts and phenomena was conducted by generalizing and systematizing ideas derived from the selected sources. In compiling the final sample of scientific sources, a total of 40 publications were considered; however, three of them were excluded from the final list because they did not meet the thematic criteria of the study.

²⁹ Zupic, I., & Čater, T. (2014). Bibliometric Methods in Management and Organization. *Organizational Research Methods*, 18(3), 429-472. <https://doi.org/10.1177/1094428114562629>

³⁰ Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285-296. <https://doi.org/10.1016/j.jbusres.2021.04.070>

Stage 2. The empirical research was based on an exploratory sequential research design, combining qualitative and quantitative methods within a phased analytical framework. The first stage involved qualitative research aimed at identifying leadership categories and patterns, while the second stage comprised quantitative research designed to verify, generalize, and statistically interpret the findings obtained during the qualitative stage.

The qualitative analysis included semi-structured interviews with managers from various organizations, enabling the analysis of leadership styles and management practices within their organizational contexts. The scope of the interviews covered: industry specifics, organizational objectives, and individual characteristics and components of leadership style (PB1); team interactions and leaders' communication practices (PB2); motivational strategies, including the balancing of tangible and intangible incentives (PB3); leadership values and standards, as well as perceptions of an ideal leader (PB4); patterns of interaction with subordinates, including the "Wallenda factor," and elements of positive leadership (PB5); practices for identifying, developing, and retaining talent (PB6); the perceived impact of the leader on team effectiveness (PB7); a focus on leadership understood as an orientation toward personal achievement or teamwork (Attitude 1); and an orientation toward values-based management, encompassing the leader's priorities and values in the management process (Attitude 2).

The study covers five economic sectors that demonstrate dynamic development in Ukraine: information technology and software development³¹; healthcare and biotechnology^{32,33}; agricultural technologies and food production^{34,35}; e-commerce and online retail^{36,37}; e-banking³⁸.

³¹ Digital State. (2024). Ukraine's IT powerhouse 2024: From resilience to global reach. <https://digitalstate.gov.ua/news/it-outsourcing/ukraines-it-powerhouse-2024-from-resilience-to-global-reach>

³² Expertise France.(2025). Expert for strategic development and coordination of the MedTech and BioTech sectors (H/F). <https://www.expertisefrance.fr/web/guest/on-recrute?redirected=2#page-13090---1---expert-for-strategic-development-and-coordination-of-the-medtech-and-biotech-sectors-h-f>

³³ Dolan, R. (2024). Ukraine's pharma sector keeps clinical trials going amid war. BioPharma Dive. <https://www.biopharmadive.com/news/ukraine-pharma-clinical-trials-war-parexel-immunic/713701/>

³⁴ European Parliamentary Research Service. (2024, March). Ukraine's economy during the war and beyond. https://www.europarl.europa.eu/RegData/etudes/BRIE/2024/760432/EPRS_BRI%282024%29760432_EN.pdf

³⁵ Food Agriculture Organization of the United Nations. (2024). Emergency response and resilience programme: Ukraine – Plan of action 2024–2025. <https://openknowledge.fao.org/server/api/core/bitstreams/a83414e0-22c6-47f8-8676-0bc56cc3b5db/content>

³⁶ Site2B. (2024). E-commerce in Ukraine: Figures, facts, prospects of online commerce development. <https://www.site2b.ua/en/web-blog-en/e-commerce-in-ukraine-figures-facts-prospects-of-online-commerce-development.html>

³⁷ Euromonitor International. (2024). Retail and commerce in Ukraine. <https://www.marketresearch.com/Euromonitor-International-v746/Retail-Commerce-Ukraine-40674367>

³⁸ National Bank of Ukraine. (2024, December 1). From December 1, 2024, the new version of SEP with instant transfer functionality was launched in Ukraine. <https://bank.gov.ua/en/news/all/z-01-grudnya-2024-roku-v-ukrayini-zapratsyuvava-nova-versiya-sep-z-funktsionalnistyu-mittyevih-perekaziv>

The study involved 22 managers (11 men and 11 women) holding managerial positions, including company owners and directors. The number of respondents ($n = 22$) was determined based on the principle of thematic saturation, which is a widely accepted criterion in qualitative research^{39,40,41}.

Data processing was carried out in stages: conducting semi-structured interviews, transcribing audio recordings into Ukrainian, translating transcripts into English, identifying and coding respondents, coding data in Taguette, thematic analysis, triangulating data (cross-checking empirical findings with existing academic sources).

Quantitative data analysis involves surveying employees to assess the impact of the selected X-parameters of leadership style (Change maker, Humanist, Empath, Fair (integrity), Balancer (L&W), Team supporter, Responsible executive, Strategist, Decisive, Risk-taking, Crisis manager, Visionary, Innovator, Inspiration, Communicator) on eight Y-categories of leadership effectiveness (Job-Related Outcomes^{42,43}, Well Being^{44,45}, Job Satisfaction^{46,47}, Stress

³⁹ Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), 59–82. <https://doi.org/10.1177/1525822X05279903>

⁴⁰ Baker, S.E., Edwards, R. and Doidge, M. (2012) How Many Qualitative Interviews Is Enough? Expert Voices and Early Career Reflections on Sampling and Cases in Qualitative research. Working Paper. https://eprints.ncrm.ac.uk/id/eprint/2273/4/how_many_interviews.pdf

⁴¹ Marshall, B., Cardon, P., Poddar, A. and Fontenot, R. (2013) Does Sample Size Matter in Qualitative Research? A Review of Qualitative Interviews in Is Research. *Journal of Computer Information Systems*, 54, 11-22. <https://doi.org/10.1080/08874417.2013.11645667>

⁴² Hur, W.-M., Han, S.-J., Yoo, J.-J., & Moon, T. W. (2015). The moderating role of perceived organizational support on the relationship between emotional labor and job-related outcomes. *Management Decision*, 53(3), 605–624. <https://doi.org/10.1108/md-07-2013-0379>

⁴³ Pramudita, A., Sukoco, B. M., Wu, W.-Y., & Usman, I. (2021). The effect of psychological contract on job related outcomes: The moderating effect of stigma consciousness. *Cogent Business & Management*, 8(1), 1947556. <https://doi.org/10.1080/23311975.2021.1947556>

⁴⁴ Tov, W. (2018). Well-being concepts and components. In *Handbook of subjective well-being* (pp. 1-15). Salt Lake City, UT: Noba Scholar

⁴⁵ Murphy, E. R. (2023). Hope and well-being. *Current Opinion in Psychology*, 50, 101558. <https://doi.org/10.1016/j.copsyc.2023.101558>

⁴⁶ Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241

⁴⁷ Hartika, A., Fitridiani, M., & Asbari, M. (2023). The Effect of Job Satisfaction and Job Loyalty on Employee Performance: A Narrative Literature Review. *Journal of Information Systems and Management (JISMA)*, 2(3), 9–15. <https://doi.org/10.4444/jisma.v2i3.309>

Levels^{48,49}, Organizational Behavior^{50,51}, Emotional Response to Leadership^{52,53}, Compensation Outcomes^{54,55}, Financial Well-Being of Employees^{56,57}). The questionnaire consists of two main blocks. The first block is designed to assess the manifestation of the leader's leadership style and includes fifteen statements that correspond to the selected parameters. Each statement is formulated as a dichotomous pair, which allows you to assess the presence or absence of a specific characteristic in the leader's behavior. The second block is designed to assess the effectiveness of the leadership style and its impact on employees, comprising seventeen statements that reflect the leader's impact on eight categories of effectiveness. All statements in both blocks are evaluated by respondents on a five-point Likert scale, where one is "strongly disagree," and five is "strongly agree", which allows you to convert subjective assessments into numerical data for further statistical processing. The collected data will enable you to perform statistical processing.

The pilot survey covered 10 medical workers with 1 to 3 years of experience in the organization, who belong to the specialist category. The formed sample is homogeneous in terms of type of professional activity, length of professional experience, and job status. This stage of the study aims to determine the degree of consistency between the manager's self-assessment and the perception of his leadership style by employees. At the validation stage, the

⁴⁸ Sherman, G. D., Lee, J. J., Cuddy, A. J., Renshon, J., Oveis, C., Gross, J. J., & Lerner, J. S. (2012). Leadership is associated with lower levels of stress. *Proceedings of the National Academy of Sciences*, 109(44), 17903-17907. <https://doi.org/10.1073/pnas.1207042109>

⁴⁹ Dodanwala, T. C., Santoso, D. S., & Shrestha, P. (2022). The mediating role of work–family conflict on role overload and job stress linkage. *Built Environment Project and Asset Management*. <https://doi.org/10.1108/bepam-12-2021-0153>

⁵⁰ McShane, S. L., Von Glinow, M. A. Y., Von Glinow, M., & Mcshane, S. (2010). *Organizational behavior*. New York, NY: McGraw-Hill Irwin

⁵¹ Banks, G. C., Woznyj, H. M., & Mansfield, C. A. (2023). Where is “behavior” in organizational behavior? A call for a revolution in leadership research and beyond. *The Leadership Quarterly*, 34(6), 101581. <https://doi.org/10.1016/j.leaqua.2021.101581>

⁵² Dasborough, M. T. (2019). Emotional Intelligence as a Moderator of Emotional Responses to Leadership. In *Research on Emotion in Organizations* (pp. 69–88). Emerald Publishing Limited. <https://doi.org/10.1108/s1746-979120190000015005>

⁵³ Coronado-Maldonado, I., & Benítez-Márquez, M.-D. (2023). Emotional intelligence, leadership, and work teams: A hybrid literature review. *Heliyon*, Стаття e20356. <https://doi.org/10.1016/j.heliyon.2023.e20356>

⁵⁴ Chingos, P. T. (2002). *Paying for performance: a guide to compensation management*. John Wiley & Sons

⁵⁵ Goel, D. (2023). *Performance appraisal and compensation management: A modern approach*. PHI Learning Pvt. Ltd.

⁵⁶ Singh, D., & Malik, G. (2022). A systematic and bibliometric review of the financial well-being: advancements in the current status and future research agenda. *International Journal of Bank Marketing*. <https://doi.org/10.1108/ijbm-06-2021-0238>

⁵⁷ Brüggen, E. C., Hogreve, J., Holmlund, M., Kabadayi, S., & Löfgren, M. (2017). Financial well-being: A conceptualization and research agenda. *Journal of Business Research*, 79, 228-237. <https://doi.org/10.1016/j.jbusres.2017.03.013>

data obtained during semi-structured interviews with the manager (W1HC) were thematically analyzed to identify leadership narratives.

The quantitative study was based on survey data collected from 227 respondents representing various sectors of economic activity, different levels of work experience, and diverse professional categories. According to the generally accepted empirical rule^{58,59,60}, the minimum allowable sample size is determined by the formula: $n \geq 15 \times k$, where n - number of respondents, k - number of independent variables. The study used 15 variables to describe the parameters of leadership style; accordingly, the minimum recommended sample size is 225 respondents. Thus, the actual sample size ($n = 227$) ensures the statistical reliability of the obtained results, the stability of the regression coefficient estimates, and reduces the risk of model overfitting.

To identify the latent constructs underlying leadership styles, an exploratory factor analysis (EFA) was conducted. The adequacy of the data was confirmed using the KMO coefficient^{61,62} (0,834) value (0.834) and Bartlett's test of sphericity⁶³ ($p < 0,001$). Factor extraction was performed using the principal component method with Varimax rotation. The identified factors were subsequently used in structural equation modeling (SEM) to analyze the relationships between leadership style factors and organizational outcomes. Model fit was assessed using the RMSEA, CFI, TLI, and SRMR indices.

Based on the conducted research, an original tool for assessing leadership style effectiveness was developed, enabling a comprehensive analysis of leadership behaviors and their impact on organizational functioning. The research process (Figure 2) combines theoretical and empirical approaches, providing a comprehensive understanding of the phenomenon of leadership in contemporary organizations.

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⁵⁸ Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2019). *Multivariate Data Analysis* (8th ed.). England: Pearson Prentice

⁵⁹ Green S. B. (1991). How Many Subjects Does It Take To Do A Regression Analysis. *Multivariate behavioral research*, 26(3), 499–510. https://doi.org/10.1207/s15327906mbr2603_7

⁶⁰ Field, A.P. (2018) *Discovering Statistics Using IBM SPSS Statistics*. 5th Edition, Sage, Newbury Park

⁶¹ Kaiser, H. (1970). A second generation Little Jiffy. *Psychometrika*, 35, 401-15

⁶² Kaiser, H. (1974). An index of factorial simplicity. *Psychometrika*, 39, 31-6

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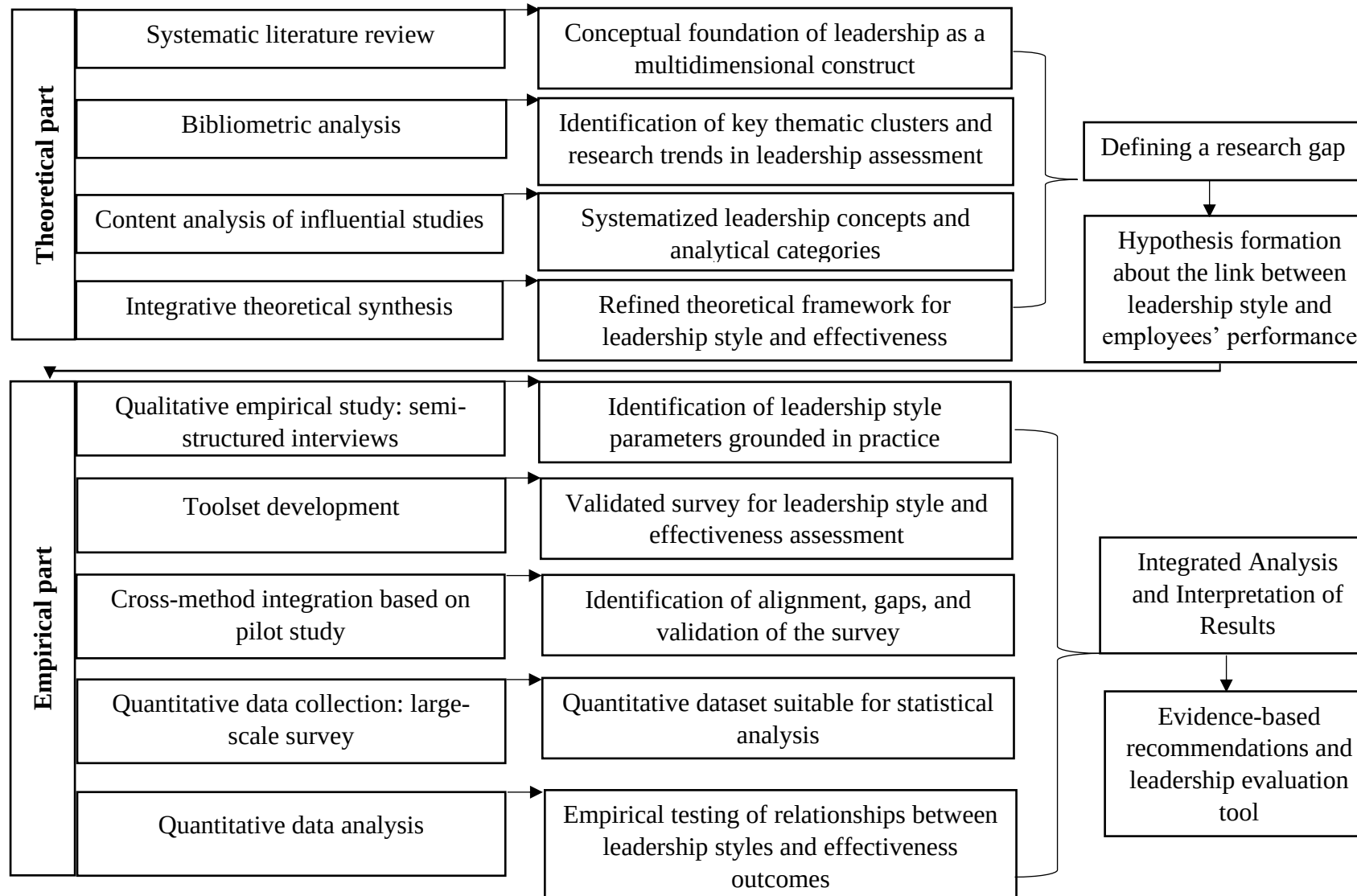


Figure 2. Research proces model.
Source: developed by the author

4. Structure of the dissertation

In the first chapter, theoretical and practical approaches to the study of leadership as a key factor in effective management were synthesized. The evolution of scientific views on the nature of leadership within classical and contemporary scientific and methodological approaches was examined, which made it possible to systematize the main concepts and techniques of its interpretation. The criteria for classifying leadership styles were generalized and structured, taking into account managerial, behavioral, and performance-related characteristics. Based on a critical analysis of scientific sources, a conceptual gap was identified in research on the relationship between leadership styles and employee performance, providing a theoretical foundation for the subsequent methodological and empirical substantiation of the research.

In the second chapter, the evolution of leadership theories was examined through a combination of bibliometric and content analysis of scientific publications. A bibliometric analysis of contemporary research on leadership was conducted, enabling the identification of scientific trends, publication activity dynamics, leading research schools, and authors. Based on the content analysis of publications by leading scholars, the concepts, approaches, and phenomena of contemporary leadership were systematized, while the substantive focus of research was further clarified in the context of transformations in management practices. The generalization of the findings provided a holistic view of the current state and development directions of leadership theory, creating an analytical foundation for further empirical research.

In the third chapter, the conceptual assumptions of the study were empirically verified through a qualitative analysis of leadership-related narratives. Based on semi-structured interviews with 22 managers, relevant data were collected on leadership practices, motivational mechanisms, and strategic vision across various sectors, including medicine, IT, agriculture, e-banking, and e-commerce. The data processing involved transcription, translation into English, systematic coding using Taguette software, and thematic analysis of the responses. A respondent identification system was applied, taking into account gender and industry specifics. To ensure the analytical reliability of the findings, theoretical triangulation was employed by comparing empirical themes with relevant scientific sources. The results of this section provide a basis for further conceptual generalizations and practical recommendations.

In the fourth chapter, quantitative modeling of leadership style assessment was conducted and a diagnostic tool for its application in organizations was developed. The key components of leadership were operationalized and empirically validated based on the results of a pilot study. Following the pilot study, a large-scale survey was conducted to obtain a representative

sample. Based on the survey data, the effectiveness of leadership styles and their characteristics were assessed using quantitative modeling methods, which enabled the identification of statistically significant relationships between leadership characteristics and employee performance indicators. On the basis of the identified components, a leadership style assessment tool was developed and subsequently subjected to empirical validation. Generalizing the obtained results provided a basis for developing practical recommendations for using the leadership style assessment tool in management practice to improve organizational effectiveness.

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5. Results of the research

Hypothesis 1 was partially supported. The results indicate that employees' needs and motivational factors differ across sectors; however, the sector is not the sole factor determining their structure. Leadership style also plays a significant role and, in interaction with individual, organizational, and contextual conditions, influences the level of employee satisfaction and motivation.

Triangulation of the qualitative findings confirmed the importance of sector-specific characteristics. The agricultural sector was characterized by greater stability and predictability, whereas IT and e-commerce demonstrated greater dynamism and innovativeness, consistent with the findings of the OECD-FAO (2023)⁶⁴ and the World Economic Forum (2023)⁶⁵. Differences were also observed in the strategic orientations of organizations, including competitive^{66,67}, innovative^{68,69}, process-oriented^{70,71}, and sustainable responsibility-oriented

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approaches^{72,73}. Despite sectoral differences, democratic leadership was predominant, consistent with the findings of Imran et al. (2025)⁷⁴ and Hilton et al. (2021)⁷⁵. The qualitative findings further indicate that leadership supports creativity, participation, and the exchange of ideas^{76,77}, autonomy and the utilization of individual competencies^{78,79,80}, as well as continuous feedback and employee development^{81,82}. The importance of recognition, professional development, participation, and shared goals for employee satisfaction is also consistent with the findings of Abdelmoteleb (2020)⁸³, Noe (2020)⁸⁴, Idrusa et al. (2022)⁸⁵, Mehty et al. (2008)⁸⁶, and Lathama (2020)⁸⁷. Triangulation of the qualitative findings also indicates that leadership style influences the balance between tangible and intangible motivation through the way incentive systems are shaped and the managerial priorities of leaders. Respondents representing different sectors emphasized the importance of a balanced approach to employee motivation; however, differences resulting from industry-specific characteristics were

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⁸⁷ Latham, G. (2020). Goal setting: A five-step approach to behavior change. In *Organizational collaboration* (pp. 10-20). Routledge

observed. These findings are consistent with the studies of Sampson and Fried (2023)⁸⁸ and Veenstra et al. (2020)⁸⁹ in the healthcare sector, Tambi and Azem⁹⁰ and Jankelová et al. (2020)⁹¹ in the agricultural sector, as well as Anguelov et al. (2020) and Dzemesh (2024)^{92,93} in the IT sector, where non-material motivational factors related to professional development and work flexibility are of particular importance. At the same time, responses from the e-banking and e-commerce sectors confirmed the need to combine material and non-material motivators, which is reflected in the studies of Bastari et al. (2020)⁹⁴, Gupta and Yadav (2017)⁹⁵, Rusindiyanto et al. (2024)⁹⁶, and Scutariu et al. (2021)⁹⁷.

Hypothesis 2 is strongly supported by the research findings. The analysis of 22 interviews with leaders demonstrates that leadership style manifests as a unique configuration of interrelated categories. Respondents consistently described their leadership through a combination of value-oriented elements (humanism, empathy, and integrity), service and responsibility toward the team, strategic and risk-based decision-making patterns, and aspirational components such as innovation, vision, and inspiration. These findings confirm the empirical relevance of values-based, servant, strategic, charismatic, adaptive, and network leadership approaches, while also highlighting the growing importance of positive leadership focused on team well-being and psychological support. Respondents identified both a universal type of leadership (democratic or participative) and individual components. However, the

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⁹⁷ Scutariu, A.-L., Şuşu, Ş., Huidumac-Petrescu, C.-E., & Gogonea, R.-M. (2021). A Cluster Analysis Concerning the Behavior of Enterprises with E-Commerce Activity in the Context of the COVID-19 Pandemic. *Journal of Theoretical and Applied Electronic Commerce Research*, 17(1), 47–68. <https://doi.org/10.3390/jtaer17010003>

processing of qualitative interview data enabled the identification of a multi-component structure of leadership manifestations, encompassing such dimensions as: change creator, humanist, empathic leader, fair leader, balanced leader, team supporter, responsible manager, strategist, decisiveness, risk-taking, crisis manager, visionary, innovator, inspirer, and communicator. These categories form an individual leader profile, determining the uniqueness of their approach to management.

Triangulation of the qualitative findings provides additional evidence supporting the hypothesis. These findings are consistent with the concepts of values-based, servant, strategic, adaptive, and network leadership developed, among others, by Strasser et al. (2022)⁹⁸. Further confirmation was obtained from the analysis of responses concerning leaders' interactions with teams and the application of positive leadership elements. Respondents emphasized the importance of psychological support, building trust, open communication, strengthening engagement, and creating a psychologically safe work environment. These findings correspond with the studies of Edmondson (2018)⁹⁹, Cameron (2008)¹⁰⁰, Avolio and Gardner (2005)¹⁰¹, Fredrickson (2003)¹⁰², and Losada and Heaphy (2004)¹⁰³, which highlight the importance of positive relationships and organizational climate for leadership effectiveness. At the same time, the components of humanism, empathy, and employee development identified in the study find theoretical support in the humanistic approach to management represented by Maslow (1943; 1954)^{104,105}, Rogers (1951; 1961)^{106,107}, Larkin (1986)¹⁰⁸, and Goleman (1995)¹⁰⁹. The findings

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of de Vries (2001)¹¹⁰ and de Vries, Bakker-Pieper, and Oostenveld (2009)¹¹¹ further confirm the importance of communication competencies, personal maturity, and interpersonal sensitivity as integral components of contemporary leadership. Overall, the triangulation findings confirm that leadership style is multi-component in nature and manifests itself through a unique configuration of values, behaviors, and management practices, providing strong support for Hypothesis H2.

Hypothesis 3 was partially supported. The results indicate that leaders declare a strong commitment to talent development and employee motivation; however, the practices they apply are not always systematic. Talent is often equated with initiative, ambition, or willingness to develop, indicating a gap between leadership intentions and talent management practices. At the same time, the combination of management tools, such as delegation, monitoring, and feedback, with emotional support, autonomy, communication, and inspiration contributes both to talent development and team effectiveness.

Triangulation of the qualitative findings confirms that talent development involves identifying potential, supporting individual development, providing feedback, and creating conditions conducive to employee engagement, which is consistent with the findings of Gallardo-Gallardo, Thunnissen, and Scullion (2019)¹¹², Yildiz and Esmer (2022)¹¹³, and Meyers et al. (2019)¹¹⁴. The importance of psychological support, individual development, and recognition of employees' contributions is supported by the studies of Cascio and Aguinis (2024)¹¹⁵ and Miebaka Dagogo and Vivian Ogechi (2020)¹¹⁶. In turn, mechanisms related to goal setting, trust, autonomy, communication, and the provision of resources correspond to the concepts of Goleman (2018)¹¹⁷, Ahlquist and Levi (2011)¹¹⁸, and the findings of Benmira and

¹¹⁰ Kets de Vries, M. F. R. (2001). *Leadership Mystique: a User's Manual for the Human Enterprise*. London: Financial Times

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¹¹⁸ Ahlquist, J. S., & Levi, M. (2011). *Leadership: What It Means, What It Does, and What We Want to Know*

Agboola (2021)¹¹⁹.

The findings therefore confirm the influence of leadership style on talent development and team effectiveness; however, the lack of systematic talent management practices justifies the partial confirmation of Hypothesis H3.

The results of the verification of *Hypothesis 4* indicate a differentiated impact of the identified leadership styles on employee and organizational functioning. The innovation-oriented and decision-making style demonstrated a positive effect on job satisfaction and organizational behaviors, whereas its effect on stress reduction was not confirmed. The strategic-crisis-oriented style had a positive effect on the stabilization of work-related outcomes; however, no effect was demonstrated on stress reduction, financial well-being, or compensation-related outcomes. In the case of the humanistic-visionary style, a positive effect on employee well-being and emotional responses to leadership was confirmed, whereas its effect on job satisfaction was not supported. The communication-oriented and inspirational style had a positive effect on organizational behaviors, but its effect on stress reduction was not demonstrated. Overall, the findings confirm the differentiated scope of influence of individual leadership styles. The most pronounced effects concern job satisfaction, well-being, and organizational behaviors, whereas the effect on stress reduction was not confirmed.

As a result of the research, a Model of the leadership style effectiveness assessment process was developed (Figure 3), enabling a comprehensive diagnosis of leadership behaviors and an assessment of their impact on employee and organizational functioning. The model integrates the results of manager self-assessments, employee assessments, and comparative analysis of these results, thereby enabling a multidimensional assessment of leadership style effectiveness.

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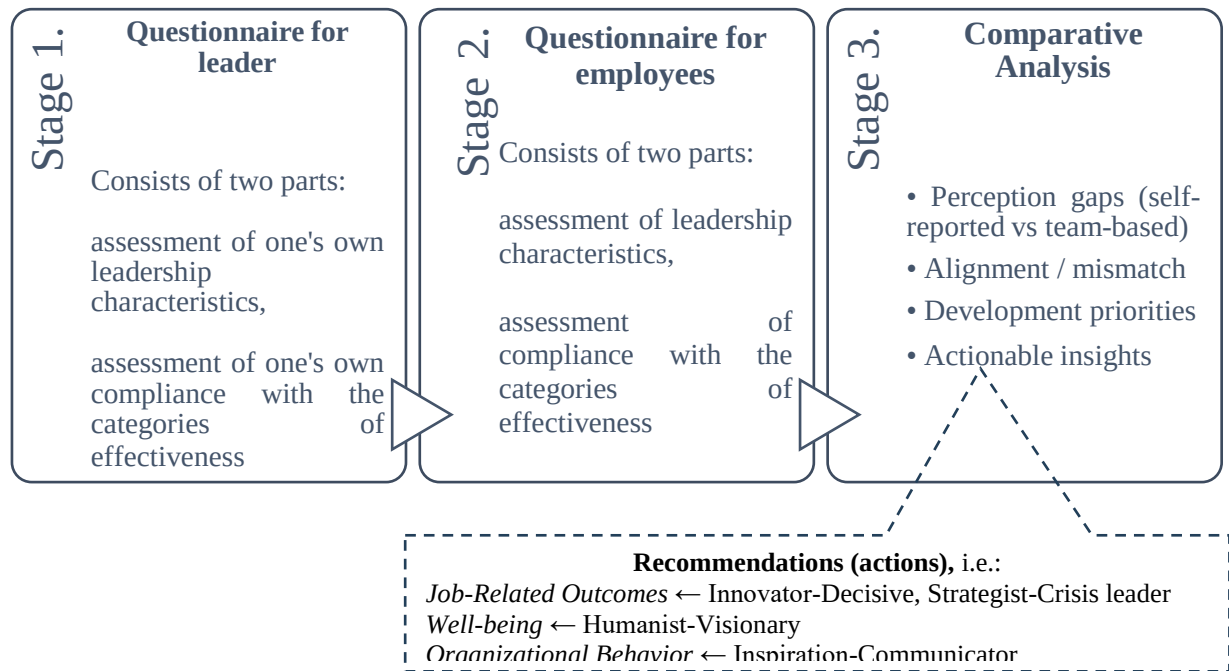


Figure 3. Model of the leadership style effectiveness assessment process

Source: developed by the author

The conducted research demonstrated that leadership effectiveness does not result from the dominance of a single style, but rather from the ability to skillfully combine different patterns of leadership behavior depending on the organizational context. The findings confirm the validity of hybridizing leadership styles by combining, among other elements, assertiveness with empathy, strategic thinking with communication, and the ability to inspire employees with structured management practices.

Based on the findings, a tool for assessing leadership style effectiveness in various organizational contexts was developed. It enables the identification of leaders' strengths and competency gaps, as well as the monitoring of changes in leadership style effectiveness over time. The assessment results can provide a basis for designing targeted managerial development programs tailored to the specific characteristics of an organization and the needs of management personnel.

The tool can also be used in managerial selection and succession processes, supporting the alignment of leadership profiles with the strategic needs of organizations. Thus, the proposed solution combines a systematic assessment of leadership style effectiveness with the practical application of its results to leadership competency development and human resource management.

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