

Extended summary

The contemporary organizational environment is characterized by rapid technological progress, globalization, digital transformation, and increasing uncertainty. These processes significantly influence organizational functioning and underscore the need for effective managerial approaches. Under such conditions, leadership becomes an important determinant of employee performance and adaptability to change. Modern organizations increasingly require leaders who cannot only coordinate operational processes but also shape organizational culture and maintain effective interpersonal interactions within teams.

The growing importance of leadership in organizational development has led to an expansion of scientific research on leadership styles and effectiveness. Nevertheless, despite the considerable number of theoretical and empirical studies in this field, there is still no universally accepted tool for assessing leadership style effectiveness. Existing assessment methods are often limited to analyzing managerial behavior or rely on generalized leadership typologies, failing to adequately consider contextual conditions and performance-related outcomes. In many cases, leadership evaluation is based primarily on managers' self-perceptions, which may compromise the objectivity of the results and limit their practical value for organizational decision-making. These limitations indicate the need to develop a more comprehensive assessment tool that reflects the multidimensional nature of leadership in contemporary organizations.

The purpose of the research is to develop a tool for assessing leadership style effectiveness in organizations by integrating behavioral, contextual, value-oriented, and performance-related dimensions.

To achieve this purpose, the research addresses several interconnected objectives. These include examining the evolution of leadership theories and leadership style concepts, identifying the main approaches to leadership classification, analyzing the categories that influence leadership effectiveness, and investigating the relationship between leadership practices and employee performance. In addition, the study seeks to develop an assessment tool suitable for application in organizational management practice.

The dissertation conducted a theoretical study that included a systematic review of scientific literature, bibliometric analysis, content analysis, and synthesis of concepts and phenomena of modern leadership by generalizing and systematizing ideas from selected sources. The study was conducted using an interdisciplinary approach that integrates principles from management theory, organizational psychology, sociology, and economics.

A systematic review of scientific sources selected from the international scientometric databases Scopus, Web of Science, and Google Scholar for the period 1950-2025, supplemented by chronological, comparative, and classification analysis, which allowed us to summarize the evolution of scientific approaches to understanding the essence of leadership, compare traditional and modern concepts, and systematize leadership styles according to certain criteria. The main stages of the development of leadership theories, key trends in the transformation of scientific approaches to their interpretation, and the need to improve existing approaches to the classification of leadership styles in the context of modern organizational changes were identified.

Bibliometric analysis was applied to objectively and representatively systematize the array of scientific publications on leadership issues. The chronological distribution of publications for the period 1995-2025 was processed, resulting in the identification of 495,164 scientific works using the keyword leader. To increase the relevance of the sample, a strategy of combining keywords in the scientometric database Scopus (leadership AND performance AND assessment) was used, yielding an array of 4,340 documents. Further processing and visualization of the data were performed using VOSviewer. 43 key terms were identified and grouped into five thematic clusters, reflecting the main directions of modern scientific research in leadership and their conceptual relationships.

A content analysis of scientific publications on the issue of leadership was conducted, which included an analysis of the TOP-10 most cited articles for 2020-2025, as well as a selection of the most cited works for the period 1995-2025, as a result of which a sample of 20 publications was formed and 10 Scopus-relevant studies were additionally selected. Key concepts, approaches, and phenomena of leadership were identified, as were the main trends in the development of scientific research in this area.

An empirical study was conducted using a sequential exploratory design, combining qualitative and quantitative methods within a staged analysis. At the first stage, a qualitative study was conducted to identify categories and patterns of leadership manifestation, which served as the basis for developing the tool for the subsequent quantitative stage. In particular, semi-structured interviews were conducted with managers from various organizations to examine management practices, leadership styles, motivational strategies, team interaction, and personnel development approaches. The interviews analyzed the influence of industry specifics and organizational goals on the formation of leadership style, individual traits of managers, communication practices, and exchange of ideas in teams, approaches to assessing employee performance, motivational mechanisms, leadership value orientations, behavioral patterns of

interaction with followers, talent management practices, and managers' perceptions of their own influence on team performance. The qualitative study covered five sectors of the Ukrainian economy characterized by dynamic development: information technology and software development; healthcare and biotechnology; agricultural technologies and food production; e-commerce and online retail; and e-banking. The study involved 22 managers (11 men and 11 women) holding managerial positions (business owners and directors). The data were processed in stages: semi-structured interviews were conducted, audio recordings were transcribed into Ukrainian, and transcripts were translated into English; respondents were identified and coded, data were further coded in Taguette software, thematic analysis of the obtained materials was performed, and data triangulation was performed by comparing empirical results with available academic sources. Components of leadership styles, typical management practices, and value-behavioral guidelines of managers were identified, which determine the specifics of leadership interaction in organizations and serve as the basis for further quantitative verification and generalization of the results obtained.

The paper conducted a quantitative study based on a survey of employees to assess the impact of leadership style parameters on personnel performance indicators. The questionnaire consisted of two blocks: the first was aimed at assessing the manifestation of the characteristics of the manager's leadership style (15 parameters), the second - at determining the impact of leadership on employee performance by efficiency categories (8 categories). All statements were evaluated on a five-point Likert scale, allowing further statistical analysis of the data.

A pilot study was conducted among medical workers to assess the consistency between managers' self-assessments and employees' perceptions of their leadership styles. At the validation stage, the results of a semi-structured interview with the manager were compared with employees' quantitative assessments, enabling the determination of the level of consistency between management narratives and employees' perceptions of leadership style.

The main quantitative study was conducted on a sample of 227 respondents representing different sectors of economic activity and professional categories to ensure statistical reliability of the results. Factor analysis and structural equation modeling (SEM) were used to analyze the data.

Based on the results, a tool for assessing leadership style in an organization was developed. It was found that integrating managers' self-assessments with employee assessments provides a more objective definition of leadership style characteristics and enables the identification of priority areas for developing leadership competencies. This provides a basis

for making evidence-based management decisions to increase leadership effectiveness in organizations.

The research resulted in the development of a tool to assess leadership style effectiveness. The proposed tool combines qualitative diagnostics of leadership characteristics with quantitative indicators reflecting leadership outcomes and employee perceptions. One of the distinguishing features of the developed tool is the integration of managers' self-assessments with employee evaluations, which enhances objectivity and enables a more balanced interpretation of leadership effectiveness within organizations.

The developed assessment tool allows organizations to identify dominant leadership characteristics, evaluate the consistency between leadership practices and organizational values, and analyze the influence of leadership behavior on employee performance. In addition, the proposed approach supports the identification of developmental priorities and facilitates evidence-based managerial decision-making.

The results of the study demonstrate that leadership effectiveness should be understood as a multidimensional phenomenon influenced by managers' behavioral characteristics, organizational context, and the practical consequences of leadership activities. The integration of qualitative and quantitative methods contributed to a more comprehensive understanding of leadership processes and provided stronger empirical support for the proposed assessment tool.

The practical value of the research lies in the possibility of applying the developed assessment tool within organizational and human resource management systems. The proposed tool may be used for leadership diagnostics, personnel evaluation, organizational development programs, and the design of targeted leadership training initiatives.

The study's scientific contribution lies in developing a tool for leadership style effectiveness assessment that combines qualitative and quantitative methods.

Keywords: leadership, leadership style, leadership effectiveness, assessment, bibliometric study, semi-structured interviews, survey, structural equation modeling (SEM)