

INNOVATION, WORK, SOCIETY

PSYCHOLOGICAL FEATURES OF LEADERSHIP AND MANAGERIAL STYLE
IN HR-MANAGERS PROFESSIONAL ACTIVITY**Nataliia Avdymyrets**

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Summary

The article presents a comprehensive theoretical and empirical analysis of the psychological characteristics of leadership and managerial style in the professional activity of an HR manager under conditions of contemporary organizational transformations driven by digitalization, globalization processes, increasing labor market competition, and the need for continuous staff adaptation to change. The relevance of the study is determined by the growing role of the HR specialist as a strategic partner of top management, a mediator between administration and employees, and a facilitator of organizational development. The significance of personal, communicative, motivational, and emotional-volitional characteristics of a manager in shaping an effective human resource management system capable of ensuring organizational sustainability in conditions of uncertainty is substantiated.

Special attention is paid to the role of emotional intelligence, reflexivity, social responsibility, stress resilience, and self-regulation as key factors of professional success for HR managers. It is demonstrated that a high level of development of these qualities contributes to constructive conflict resolution, the formation of a positive socio-psychological climate, the maintenance of trust within teams, and the strengthening of corporate identity. An effective HR manager is shown to combine strategic thinking with empathy, analytical abilities with a humanistic orientation, thereby ensuring a balance between organizational interests and employees needs.

The study analyzes classical and contemporary approaches to leadership styles, including authoritarian, democratic, and laissez-faire styles, as well as situational, transformational, and servant leadership concepts. Their impact on organizational climate, employee engagement, work motivation, productivity, and the effectiveness of managerial decision – making is determined. It is argued that rigidly regulated leadership styles in dynamic environments уступают flexible leadership models based on partnership, delegation of authority, and the development of employee autonomy. The psychological mechanisms underlying the formation of the HR managers leadership style are revealed, taking into account individual psychological characteristics, professional experience, value orientations, and the specific features of corporate culture.

Within the empirical part of the research, the relationship between leadership qualities, managerial style, and indicators of HR professionals performance effectiveness was examined, including employee satisfaction, recruitment efficiency, quality of onboarding processes, and

staff retention. The findings indicate that the combination of a democratic management style with elements of transformational leadership promotes the establishment of trust-based relationships within teams, increases employees sense of responsibility, fosters the development of their professional potential, enhances intrinsic motivation, and reduces the risk of professional burnout among both employees and HR managers.

The practical significance of the study lies in the possibility of applying the obtained results in the system of professional training and advanced development of HR managers, in designing programs for the development of leadership competencies, in forming models for assessing managerial potential, and in improving human resource management strategies. The proposed provisions can be implemented in organizations of various types and forms of ownership to enhance personnel management effectiveness and ensure sustainable organizational development.

Key words: emotional intelligence, transformational leadership, organizational climate, professional effectiveness, managerial competencies, employee motivation, psychological well-being.

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1. Introduction

In the context of dynamic socio-economic transformations, rapid digitalization of management processes, globalization of labor markets, and the ongoing reconfiguration of organizational culture, the professional activity of HR managers acquires strategic importance. Contemporary organizations increasingly recognize human capital as their primary competitive advantage, which shifts the role of HR specialists from administrative support to that of strategic partners in organizational development. HR managers are no longer limited to recruitment and personnel documentation; they actively participate in shaping corporate culture, facilitating change management, developing talent, ensuring employee engagement, and maintaining organizational sustainability in conditions of uncertainty. Accordingly, the effectiveness of a modern organization largely depends on the level of leadership qualities, managerial style, psychological competence, and value orientations demonstrated by HR professionals.

The growing complexity of organizational environments requires HR managers to integrate analytical thinking with emotional intelligence, strategic planning with interpersonal sensitivity, and operational efficiency with ethical responsibility. In conditions characterized by remote and hybrid work models, multicultural teams, technological acceleration, and heightened employee expectations regarding well-being and work – life balance, the psychological dimension of HR leadership becomes particularly significant. Managerial decisions increasingly involve not only procedural or structural considerations but also deep understanding of motivation, communication patterns, group dynamics, and individual differences. Thus, leadership in HR management should be viewed as a multidimensional psychological phenomenon that encompasses cognitive, emotional, behavioral, and axiological components.

Despite the expanding body of research devoted to leadership theories and management styles, HR practice often reveals a contradiction between the growing demands for professional and personal maturity of HR managers and the insufficient development of evidence-based frameworks for forming an optimal managerial style within the HR domain. Many organizations prioritize technical HR competencies while underestimating

the psychological foundations of leadership effectiveness. As a result, insufficient attention to emotional regulation, reflexivity, stress resilience, and communicative flexibility may lead to decreased employee motivation, increased levels of professional burnout, deterioration of interpersonal relationships, resistance to organizational change, and reduced overall effectiveness of human resource management systems.

Moreover, contemporary organizational transformations, such as digital HR analytics, automation of recruitment processes, and the integration of artificial intelligence into personnel management, require HR managers to reconsider traditional leadership approaches. Authoritarian or rigidly structured management styles often prove ineffective in dynamic and innovation-driven environments. Instead, flexible, participatory, and transformational leadership models appear more consistent with the needs of modern organizations, as they promote autonomy, responsibility, creativity, and shared values among employees.

Therefore, there is a clear need for an in-depth and systematic analysis of the psychological characteristics of leadership and managerial style of HR managers within the framework of contemporary organizational psychology. Such analysis should integrate theoretical approaches to leadership with empirical investigation of professional performance indicators, allowing for a more holistic understanding of how personal qualities and management styles influence organizational outcomes.

The scientific novelty of this study lies in its comprehensive examination of the interrelationship between leadership qualities, managerial style, and professional effectiveness of HR managers, with particular emphasis on psychological determinants of successful HR practice in transforming organizational environments.

Aim of the study. To theoretically and empirically investigate the psychological characteristics of leadership and managerial style of HR managers and their impact on personnel management effectiveness.

Objectives of the study: to analyze theoretical approaches to leadership; to identify psychological factors of managerial style; to investigate the relationship between leadership style and professional effectiveness.

2. Theoretical Background on Leadership and Managerial Style

The issue of leadership and managerial style remains a central topic of interdisciplinary inquiry within management psychology, organizational psychology, and human resource management. Leadership is conceptualized as a complex socio-psychological phenomenon that shapes patterns of interaction between leaders and employees, influences organizational climate, and determines collective performance outcomes. Classical Western theories developed by K. Lewin, F. Fiedler, J. Burns, and B. Bass laid the foundation for understanding leadership styles as structured systems of behavioral strategies and value orientations. Lewin's typology distinguished authoritarian, democratic, and laissez-faire styles; Fiedler emphasized situational contingency; Burns introduced the distinction between transactional and transformational leadership; and Bass further operationalized transformational leadership as a construct integrating inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence.

Classical management theory identifies three primary leadership styles. The authoritarian style is characterized by centralized decision-making, strict regulation of activities, formal control mechanisms, and limited employee autonomy. Although it may ensure short-term efficiency in crisis situations, it often reduces intrinsic motivation and suppresses initiative.

The democratic style involves participatory decision-making, open communication, and shared responsibility, thereby fostering trust, engagement, and professional growth. The laissez-faire style emphasizes maximum autonomy and minimal direct supervision; however, its effectiveness largely depends on employees competence and self-regulation capacities.

Contemporary theoretical developments increasingly focus on situational, transformational, and servant leadership models. Situational leadership theory highlights the need to adapt managerial behavior to employees professional maturity, competence, and motivational readiness. Transformational leadership, significantly elaborated in European empirical studies over the past decade, underscores the psychological mechanisms of value-based influence, emotional intelligence, and the leaders capacity to inspire collective meaning. Recent European research (*Hoch, 2022; Knippenberg & Sitkin, 2021*) emphasizes the relationship between transformational leadership and employee engagement, innovation, and organizational resilience in conditions of digital transformation and hybrid work.

In the Ukrainian academic context, the psychological foundations of leadership have been actively explored in recent years, particularly in response to social instability and organizational change. L. Karamushka (2023, 2024) analyzes leadership within the framework of organizational development, psychological well-being, and resilience of personnel under crisis conditions, emphasizing the importance of emotional competence and value – based management. S. Maksymenko's scientific school, whose ideas continue to develop in contemporary Ukrainian psychology (*Maksymenko & colleagues, 2022–2023*), highlights the role of personality-oriented approaches, self-regulation, and the development of leader potential in professional environments. Recent Ukrainian empirical studies (*Kokun, 2022; Blynova, 2023*) examine leadership in relation to psychological safety, stress resistance, and adaptation to uncertainty.

Thus, modern theoretical discourse positions the HR manager not merely as an administrator of personnel procedures but as a strategic leader responsible for shaping corporate culture, maintaining psychological health, fostering motivation, and facilitating sustainable organizational development. Leadership in HR management is therefore interpreted as an integrative construct that combines managerial competence with psychological maturity, ethical responsibility, and the capacity to guide organizational transformation.

3. Psychological Mechanisms of HR Managerial Style Formation

The formation of an HR managers managerial style represents a dynamic and multilevel psychological process shaped by the interaction of personal characteristics, professional competencies, and organizational context. Managerial style is not a static behavioral pattern but rather an integrated system of cognitive, emotional, and value – based orientations that regulate decision – making, communication strategies, and leadership behavior in professional settings. Understanding these psychological mechanisms allows for a deeper explanation of why certain leadership models prove more effective in contemporary HR practice.

Among the key psychological determinants, emotional intelligence occupies a central position. The ability to recognize, understand, and regulate ones own emotions, as well as to perceive and respond adequately to the emotional states of others, directly influences the quality of interpersonal interaction. For HR managers, whose professional responsibilities involve conflict resolution, mediation, staff adaptation, and performance feedback, emotional intelligence functions as a foundational competence. A high level of emotional awareness enhances empathy, reduces impulsivity in decision-making, and supports constructive dialogue, thereby facilitating trust-based relationships within teams.

Communicative competence represents another essential determinant. It encompasses verbal and non – verbal communication skills, active listening, assertiveness, and the capacity to structure professional dialogue in a manner that balances organizational objectives with employees needs. Effective communication strengthens transparency and psychological safety, which are crucial for maintaining engagement and preventing resistance to organizational change. HR managers with advanced communicative skills are better equipped to align individual expectations with corporate values.

Reflexivity and self-regulation further shape managerial style by enabling conscious evaluation of ones professional behavior and its consequences. Reflexivity supports critical self-analysis, adaptability, and openness to feedback, while self-regulation ensures emotional stability under stress and uncertainty. In rapidly transforming organizational environments, these qualities contribute to flexibility in leadership approaches and prevent rigid or authoritarian tendencies.

Motivation for professional growth and clearly defined value orientations also significantly influence managerial style. HR managers oriented toward continuous development, ethical responsibility, and humanistic principles are more likely to adopt democratic or transformational leadership patterns. Their behavior reflects not only procedural efficiency but also commitment to employee well-being, inclusivity, and sustainable development. Conversely, limited intrinsic motivation or poorly articulated professional values may lead to formalistic or bureaucratic management practices.

Professional experience, organizational culture, and the structure of managerial relationships serve as contextual moderators of these psychological mechanisms. In open, supportive, and innovation-oriented cultures, democratic -transformational leadership styles tend to prevail, emphasizing collaboration, empowerment, and shared accountability. Within such environments, HR managers act not merely as administrators but as psychological facilitators, consultants, and coordinators of human capital development. These roles require high emotional stability, social responsibility, ethical consistency, and the ability to integrate strategic organizational goals with individual developmental trajectories.

Thus, managerial style emerges from the interplay between individual psychological resources and organizational conditions. A comprehensive understanding of these mechanisms creates a conceptual foundation for empirical verification. Therefore, it becomes methodologically necessary to examine how specific leadership qualities and psychological determinants correlate with indicators of professional effectiveness in HR practice.

4. Empirical Study: Design and Methods

The empirical study aimed to examine the relationship between leadership qualities, managerial style, and professional success of HR managers.

Methods used: leadership Style Questionnaire; leadership Qualities Diagnostic Method; professional Motivation Scale; correlation analysis.

Sample: HR specialists from various organizational structures with a minimum of three years of professional experience (Table 1).

Table 1

N^o	Level	Number of respondents	% of sample
1.	High	18	45
2.	Medium	14	35
3.	Low	8	20
Total		40	100

Data indicate a predominance of medium and high leadership levels among most HR managers, with democratic and mixed management styles positively influencing organizational climate and personnel performance.

Table 2

N^o	Management Style	Number	%
1.	Democratic	17	42, 5
2.	Authoritarian	9	22, 5
3.	Laissez – faire	6	15
4.	Mixed (Democratic – Transformational)	8	20
Total		40	100

The most effective managers combined democratic style with transformational leadership elements, promoting: trustful workplace relationships; increased employee responsibility; initiative and creativity; reduced burnout; strengthened organizational identity.

Authoritarian styles correlated with decreased employee motivation and poorer socio-psychological climate.

Table 3

N^o	Indicators	r	Significance (p)
1.	Leadership – Employee Motivation	0, 62	< 0, 01
2.	Management Style – Job Satisfaction	0, 58	< 0, 01
3.	Leadership – Professional Effectiveness	0, 65	< 0, 01
4.	Management Style – Organizational Climate	0, 54	< 0, 05

Results confirm modern leadership theories emphasizing flexible and personally – oriented management.

Practical significance. The practical significance of this research lies in its potential application in various domains of organizational development and human resource management. On our view, the obtained findings may serve as a conceptual and methodological basis for improving HR training systems, leadership development strategies, and corporate governance standards. In this way, the study contributes not only to theoretical discourse but also to the optimization of everyday HR practice.

First of all, the results can meaningfully inform HR training and professional development programs. Clearly, contemporary HR specialists require not only technical knowledge in recruitment, performance management, and labor legislation, but also advanced psychological

competencies. Thus, integrating modules focused on emotional intelligence, reflexivity, communicative competence, stress management, and ethical decision-making into professional training curricula appears both timely and necessary. On our opinion, systematic development of these competencies will increase HR managers readiness to function effectively in conditions of uncertainty, organizational change, and increased employee expectations.

Secondly, the findings may be used in designing and implementing leadership competency programs within organizations. In this way, leadership development initiatives can move beyond abstract models toward evidence-based frameworks that consider psychological determinants of managerial effectiveness. Of course, organizations that invest in structured leadership assessment and development systems are more likely to cultivate democratic-transformational leadership styles associated with higher engagement, innovation, and psychological safety. Thus, competency models may include clearly operationalized indicators of emotional stability, value orientation, adaptability, and collaborative behavior.

Furthermore, the research outcomes may contribute to the improvement of corporate management standards. On our view, incorporating psychological criteria into corporate governance policies allows organizations to align managerial behavior with strategic goals and human-centered values. In this way, leadership expectations become transparent and measurable, which strengthens accountability and supports sustainable organizational culture. It becomes clear that managerial style is not merely an individual preference but a strategic factor influencing organizational climate and long-term performance.

Another important area of practical implementation concerns the prevention of employee burnout. Obviously, ineffective leadership styles characterized by excessive control, emotional detachment, or inconsistency significantly increase stress levels and reduce motivation. Therefore, promoting leadership models grounded in empathy, participatory decision-making, and constructive feedback can reduce the risk of emotional exhaustion and professional dissatisfaction. In this way, HR managers become active agents in maintaining psychological well-being and resilience within teams. Moreover, strengthening their own self-regulation skills contributes to preventing burnout among HR professionals themselves.

Thus, the practical value of the study lies in the possibility of translating psychological knowledge into concrete managerial tools and organizational strategies. On our opinion, systematic implementation of the proposed approaches will contribute to the formation of competent, emotionally mature, and socially responsible HR leaders. Consequently, organizations that adopt these principles are more likely to achieve sustainable development, high employee engagement, and long-term competitive advantage.

5. Conclusions

The study revealed key patterns and practical insights:

1. HR managers effectiveness significantly depends on emotional intelligence and communication skills. High emotional intelligence facilitates trust-building and reduces workplace conflicts.
2. Leadership style correlates with personal traits: transformational leadership appears in managers with high social activity and openness, whereas administrative-bureaucratic style is linked to control-oriented managers.
3. Adaptation of managerial style to organizational specifics and corporate culture enhances employee motivation and job satisfaction, confirming the importance of psychological flexibility in HR leadership.

Future research directions include:

- studying the influence of cultural and organizational contexts on HR leadership competencies;
- exploring the link between psychological leadership traits and strategic HR management effectiveness across sectors;
- developing training programs to enhance emotional intelligence and flexibility of HR managers, optimizing personnel motivation and development.

Overall, the results confirm the significance of psychological aspects in HR leadership and provide a foundation for further research on effective human resource management through psychological competencies.

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