



Psychological cohesion as a fundamental component of military leadership

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◆ **Abstract.** In the context of Russia's armed aggression against Ukraine, the study of psychological cohesion as a key factor in the management activities of military leaders, which determines the stability, combat capability and effectiveness of adaptation of units in stressful and dynamic situations, is of particular importance. The purpose of the study was to substantiate psychological cohesion as a fundamental component of military leadership and determine the role of transformational leadership style in its emergence, maintenance and development. Special attention was paid to the analysis of the relationship between cognitive, emotional, and behavioural aspects of cohesion, and its impact on the effectiveness of junior commanders' management activities. A set of theoretical methods (content analysis, systematisation, generalisation, structuring of scientific approaches) and empirical methods (testing according to the Seashore Group Cohesiveness Index, expert assessment of the level of leadership qualities of junior commanders) were used. The study covered 145 cadets of the National Guard of Ukraine with various military service experience. It was established that psychological cohesion is a multicomponent phenomenon that covers cognitive, emotional and behavioural aspects of interaction. The study showed that in the first year of training, the level of cohesion was higher than in the second, which was explained by the processes of adaptation, self-affirmation, and the establishment of role positions in the group. Expert analysis confirmed that the development of managerial qualities of commanders, their ability to fairly distribute responsibilities, build trust and apply the principles of transformational leadership are key conditions for maintaining a high level of cohesion. The results of the study confirmed that psychological cohesion was not only a consequence of managerial influences, but also directly determines the effectiveness of military leadership. The introduction of transformational leadership trainings, the development of emotional intelligence of commanders, and the support of social justice in the team will contribute to improving the combat capability of the units of National Guard of Ukraine. The obtained data can be used to improve the training of junior commanders, develop programmes of military psychological support, and form an integral system of leadership competencies

◆ **Keywords:** transformational leadership; moral and psychological climate; commander; emotional intelligence; motivation; adaptation; management effectiveness

◆ Introduction

The contemporary military context is characterised by extreme dynamics, increasing uncertainty, and high psychological loads on personnel, which makes it difficult to perform service and combat tasks. In such circumstances, the ability of divisions to maintain internal unity, mutual trust, and stability in interpersonal relationships becomes particularly important. Harmonious psychological cohesion is one of the key resources that ensure the moral stability of

military collectives, their adaptability to crisis situations, and the ability to be professionally effective. Current military realities, in particular, the experience of countering Russia's armed aggression against Ukraine, form new requirements for the managerial activities of commanders and leaders of military units. The growing complexity of the operational environment, the need for rapid decision-making and maintaining a high level of combat readiness

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determine the need to develop not only professional, but also psychological competencies of managers. In this context, the psychological cohesion of personnel appears as a fundamental factor that determines the ability of military collectives to maintain moral stability, maintain effectiveness in stressful conditions, and ensure the performance of service and combat tasks. It manifests itself through a harmonious combination of trust, mutual respect, unity of values, and readiness for joint actions, which form a favourable moral and psychological climate in the division (Schilling, 2022). Recent research highlights the importance of leadership in building cohesion, noting that quality leadership based on the principles of transformational style provides an increased level of mutual trust, collective motivation, and readiness for joint action. In particular, the results of the empirical analysis by L. Wang *et al.* (2024) showed that the commander's use of an individualised approach, emotional support, and intellectual stimulation significantly increases the effectiveness of interpersonal interaction in military groups. Similar conclusions were obtained in the study by J.R. Barfod & J. Clifton (2025), where monitoring the activities of combat units in real-world conditions showed that transformational leadership creates a strong moral and psychological climate and promotes cohesion even in high-risk situations. Results of the systematic review by M.F. Brandebo *et al.* (2022) on long-term projects have confirmed that psychological cohesion is complex in nature and manifests itself in three dimensions-social, task-oriented, and general. The level of each of these aspects varies depending on the organisational structure, the experience of military personnel, and the specifics of the tasks performed. In addition, I. Ramírez-Bravo *et al.* (2025) found that a transformational leadership style contributes to the harmonisation of these dimensions, providing a balance between social support and result orientation.

Additional empirical data by S. Bekesiene & R. Smaliukiene (2022) confirmed that the psychological cohesion of a group, in particular, its social and task-oriented dimensions, mitigates the negative impact of stress factors on the personal development of military personnel during compulsory service. A high level of mutual support and shared responsibility contributes to maintaining moral stability and efficiency in performing service and combat tasks, even in unstable conditions. Leadership is a key mediator that can compensate for the lack of strong group connections and ensure that the team adapts to changing external circumstances. In particular, the transformational leadership style, which provides for an individualised approach, emotional support and stimulation of intellectual resources of personnel, contributes to increasing the internal unity of the unit and strengthening its psychological climate, which, in turn, reduces the level of stress reactivity and increases the ability of military personnel to collective interaction and professional growth. The study by S. Schilling (2022) found that new adaptations of cohesion models developed for British formations demonstrate

that the conventional cohesion paradigm may need to be revised in the context of contemporary hybrid and mobile structures. N.M. Sekel *et al.* (2023) determined that psychological support and mutual assistance within a group determine the level of combat endurance and psychological well-being of military personnel. Together, these data substantiate the relevance of an in-depth consideration of psychological cohesion as a fundamental component of military leadership. The study also highlighted the importance of emotional intelligence (EI) in military leadership and its impact on the psychological cohesion of units. In particular, the empirical research by R. Kumar & R. Sampath Kumar (2024) showed that EI is a critical component of effective military leadership, influencing decision-making, team cohesion, stress management, and operational outcomes. The researchers argued that leaders with a high level of EI contribute to the development of mutual trust, moral resilience, and increased productivity of personnel, which is especially important in contemporary combat conditions, where empathic leadership ensures harmonious cooperation and adaptability of units to uncertainty. The scientific originality of the study consisted in empirical confirmation of the dynamics of psychological cohesion at different stages of training cadets and determining the role of transformational leadership in its maintenance in the conditions of military units. The purpose of the study was to comprehensively analyse psychological cohesion in military collectives and determine the function of transformational leadership style and emotional intelligence in creating effective interpersonal interaction.

◆ Materials and Methods

The study was conducted in 2025 in the National Academy of the National Guard of Ukraine. A total of 145 male cadets aged 18 to 25 with 1 to 5 years of military service took part. The sample included 63 first-year cadets with up to 2 years of service and 82 second-year cadets with up to 5 years of service. The sample was formed according to the following criteria: belonging to cadet units, voluntary consent to participate, absence of disciplinary violations, and stable health. Within the framework of the study, a complex of theoretical and empirical methods was used. The theoretical block included content analysis of scientific sources, systematisation and generalisation of approaches to the study of the phenomenon of psychological cohesion, and structuring the obtained data to form hypotheses. This allowed outlining scientific approaches and identifying the main variables for empirical verification. Theoretical methods included a content analysis of scientific literature covering works on psychological cohesion in military collectives (Brandebo *et al.*, 2022; Overchuk, 2022). A significant number of publications have focused on the role of leadership in building cohesion (Schilling, 2022; Wang *et al.*, 2024). A separate area was the studies on emotional intelligence (Barfod & Clifton, 2025; Khan *et al.*, 2022). Additional aspects were revealed in papers analysing the transformational leadership style in military units

(Sekel *et al.*, 2023; Kumar & Sampath Kumar, 2024). Additionally, research in the field of maintaining the moral and psychological readiness of personnel in combat conditions was considered (Hukovsky *et al.*, 2024; Sher, 2024). Empirical methods included testing using the Seashore Group Cohesion Index, which was used to measure the level of group cohesion. The methodology involves evaluating interaction, trust, and shared values in a group on a five-point scale, the results of which were summarised as an integral indicator (from 0 to 20 points, where <10 – low, 10-15 – medium, and >15 – high). The study used an adapted Ukrainian version of the methodology, standardised for samples of military personnel. Psychometric indicators showed a sufficient level of reliability (Cronbach's internal consistency coefficient $\alpha = 0.78$) and acceptable design validity, which confirmed the possibility of correct application of the technique in military teams. The expert assessment of the leadership qualities of junior commanders was carried out by a group of 10 teachers of the academy, who acted as experts. The procedure was individual in nature: each expert separately assessed the competence of commanders according to pre-defined criteria (responsibility, organisational abilities, emotional intelligence, ability to maintain discipline and fair distribution of responsibilities). The assessment was carried out on a 10-point scale, after which the results were summarised by calculating the average values. This approach helped to avoid the influence of group pressure or the effect of conformity, and also ensured the independence of expert judgements. Data processing was carried out using descriptive statistics (average values, percentages) and using the Student's t-test

for independent samples, which determined the differences between cadets of the first and second years of study. Correlation analysis (Pearson's coefficient) was used to establish the relationship between the level of psychological cohesion and leadership qualities. The choice of experts was based on their professional experience and qualifications. The expert group included teachers with many years of experience in teaching and military work (more than 10 years of service), who were directly involved in the training of cadets and had practical experience in management activities in military units. In addition, they had the necessary psychological and pedagogical knowledge to objectively assess the level of leadership competencies. The involvement of this particular category of experts ensured high validity and reliability of the assessment. The study was conducted in compliance with the basic ethical principles of psychological research – anonymity, voluntary participation, and informed consent of participants – in accordance with the provisions of the Helsinki Declaration of the World Medical Association (WMA, 2024) and considering the national standards of professional ethics of a psychologist. The Seashore Group Cohesiveness Index was chosen because of its validity to assess group dynamics in military collectives, and expert assessment was chosen to correlate leadership qualities with the level of cohesion. The study allows the results to be reproduced provided that a similar sample and methodology are used.

◆ Results and Discussion

The results of the Seashore Group Cohesiveness Index are presented in Tables 1 and 2.

Table 1. Indicators of the group cohesion index for the first-year cadets

No.	Number of p	Group cohesion levels			Total indicator
		Low (total score)	Average (total score)	High (total score)	
1	19	–	42% (12.6 points)	58% (17 points)	15.1 points
2	14	7% (7 points)	43% (13.5 points)	50% (16.4 points)	14.5 points
3	20	–	55% (13.8 points)	45% (17.9 points)	15.9 points
4	22	–	50% (13.9 points)	50% (17.7 points)	15.8 points
Total indicator	75	1% (7 points)	48% (13.5 points)	51% (18.2 points)	15.8 points

Note: p – personnel

Source: developed by the author

Table 2. Indicators of the group cohesion index for the second-year cadets

No.	Number of p	Group cohesion levels			Total indicator
		Low (total score)	Average (total score)	High (total score)	
1	23	–	43.5% (11.1 points)	56.5% (16.9 points)	14.4 points
2	22	–	59% (13.1 points)	41% (17.9 points)	14.45 points
3	10	–	30% (14.3 points)	70% (17.1 points)	16.3 points
4	15	6.7% (6 points)	60% (10.9 points)	33.3% (17 points)	12.6 points
Total indicator	70	1% (6 points)	50% (12 points)	49% (17.2 points)	14.3 points

Note: p – personnel

Source: developed by the author

The total indicator of psychological cohesion of the first-year cadets was 15.8 points, the second-year cadets – 14.3 points. Statistical analysis using the student's

t-test revealed a significant difference between the groups ($t = 2.45$, $p < 0.05$), indicating a higher level of cohesion in the first year. The expert assessment ($n = 10$) showed an

average level of leadership qualities of commanders in the first year of training – 7.8 points ($SD = 1.2$), in the second year – 8.2 points ($SD = 1.0$). Correlation analysis revealed a moderate positive association between leadership qualities and psychological cohesion ($r = 0.65$, $p < 0.01$). In the first year of study, there was a high level of motivation and the orientation of cadets to collective interaction contribute to the formation of a favourable socio-psychological climate of the unit. During this period, the personnel actively go through the process of cohesion, which is manifested in mutual support and emotional involvement. In the second year of training, a change in the dynamics of group processes is revealed: the authority of junior commanders increases, roles within the group are determined, and criticality in interpersonal interactions increases. Subordinates go through a stage of self-affirmation, accompanied by increased individualism and competition for positions in the group. In addition, adapting to regulatory requirements and realising personal ambitions, especially among leaders of informal groups, can temporarily reduce the level of psychological cohesion. Additional factors of influence are changes in the composition of team personnel and management style. If the second-year commander is less democratic or does not strike a balance between demand and support, this can negatively affect the level of cohesion. The analysis of the expert assessment confirmed that junior commanders should have managerial qualities that ensure the effective organisation of the unit's activities and the development of leadership abilities of personnel. For second-year cadets, experts noted the increased importance of such qualities as responsibility, discipline, organisational skills, and subjective control, which ensures the ability to delegate authority. The results of the study showed that the psychological cohesion of cadet units is a dynamic and multifactorial phenomenon. Its support requires a comprehensive approach, including professional managerial skills of commanders, purposeful socio-psychological work, systematic communication, and the introduction of a transformational leadership style. This approach contributes to the development of common professional values and goals, the establishment of trusting relationships in the department and the maintenance of a high level of psychological cohesion, which increases the effectiveness of performing official tasks. Any military formation adheres to the established rules and requirements in its activities. After all, the high level of stress factors, in particular, the risk of developing post-traumatic stress disorder among both the civilian population and military personnel, emphasises the importance of proper organisation of social and psychological support and purposeful work to maintain cohesion (Naydonova *et al.*, 2024). The most important condition for the functioning of formations and units is to maintain a high level of combat readiness, in which the first and main evaluation criterion remains personnel. This refers not only to the availability of personnel, but first of all about the moral and psychological climate of the team and the individual psychological qualities of the commander or

individual members of the group, which allows conducting generalised management and performing the mission in specific conditions and with the least losses. Military leadership has a wide range of goals and objectives that distinguish it from other types of leadership and indicate differences in further development and conditions for its effective implementation. It has been repeatedly observed that a division that does not feel trust in its immediate supervisor may refuse to perform the task at hand. When conducting targeted verification of these facts, the core of the problem was precisely the lack of team cohesion, which was manifested in the low leadership qualities of the manager, and was intertwined, and sometimes reinforced by the lack of social justice in the team. Thus, the problem of developing psychological cohesion remains socially significant and scientifically relevant.

In contemporary psychology, the problem of psychological cohesion is considered through the prism of various aspects: compatibility of military personnel as a factor of effectiveness of combat operations, the influence of social cohesion on attitudes and behavioural orientations in the context of social transformations, and maintaining the mental readiness and stability of personnel in the conditions of combat operations (Deineko *et al.*, 2023; Hukovskyy *et al.*, 2024). The study by M. Moreno *et al.* (2025) showed that successful leaders in medical resource management crisis simulations are more likely to use communication, organisation, and group regulation strategies, which increases the effectiveness of team interaction. M.F. Brandebo *et al.* (2022) defined team cohesion as a characteristic of intra-group relationships, which showed the degree of consistency in participants' views, values, and attitudes towards common goals is important for the group as a whole. In military units, psychological cohesion is a dynamic characteristic that responds sensitively to external factors, in particular combat experience, structural changes and rotations in places of deployment. The above-mentioned studies have shown that units undergoing joint combat operations or intensive training (coordination) show an increase in mutual trust, authority and respect between military personnel. This is conditioned by the mobilisation of personnel to collectively overcome risk and maintain morale, which is a vital factor in effective military leadership (Sher, 2024). Instead, when returning to permanent locations, emotional and social losses of intra-group contact may occur, which reduces cohesion. The commander plays a special role here: it is he who can reduce the negative effects of stress by strengthening the internal unity of the unit through increased interaction, support, and team exercises. The paper by V. Overchuk (2022) stated that compatibility is one of the most important conditions for group cohesion and effectiveness in combat conditions. It defines cohesion as the degree of intellectual, emotional, and volitional unity of the team, which allows successfully solving the performance of combat tasks, using the psychological abilities of all military personnel. The analysis of the process of group cohesion by C.J.T. Burroughs & C.S.G. Ruth (2022)

reported that the more deeply military personnel know each other, maintain communication, perform common tasks, and participate in training, the higher the unit's level of cohesion. Thus, increased cohesion instils in fighters the belief that together they are stronger than alone.

One of the most important characteristics of cohesion is stable intra-group connections that allow identifying the leader and indicating the degree of coincidence of assessments, views, and positions of the group in relation to the person who is elected as a leader. H.Y. Egamov & K.E. Azimov (2022) determined that the level of cohesion and maturity of the team depends on the authority and pedagogical culture (skill) of the commander, in particular, his competence in combat training and psychological support of personnel. According to H.C. Knevelsrud *et al.* (2023) for successful performance of official duties, it is necessary to have developed leadership (managerial) qualities and demonstrate them in the process of personnel management; have the ability to effectively apply psychological technologies of interaction with subordinates; analyse and structure the problems of the organisation, make effective management decisions and ensure their implementation; manage the organisation and its development; identify obstacles to achieving goals and provide constructive feedback; and contribute to solving problems related to the development of competencies and overcoming problems. Management orders focus on tasks that can stimulate a sense of competence, encouraging initiative and independent actions of subordinates, and giving them the opportunity to apply their own knowledge, skills, and creativity to solve organisational problems. The relationship and trust between commanders and staff can be strengthened by showing respect even if the expected results are not achieved, demonstrating empathy for staff problems, and promoting a favourable interpersonal atmosphere. Therefore, leadership competencies are an important component, as they include the ability to inspire and motivate a team, make informed decisions, and interact effectively with colleagues. In addition, it is important to understand the culture and values of the organisation, the ability to adapt to changing conditions and the ability to create a favourable psychological climate. Compliance with job responsibilities and development of leadership skills are key factors for successful professional activity and achieving high results.

An important theoretical basis for analysing the effectiveness of military leadership is the transformational theory of leadership proposed by J. Burns and elaborated by B. Bass. The essence of this theory is the ability of a leader to inspire followers to achieve common goals by transforming their interests, increasing internal motivation, and promoting personal growth. Transformational leadership encourages followers to achieve results beyond their perceived capabilities, encouraging them to achieve significant or unexpected results by prioritising collective vision over personal interests (Ugochukwu, 2025). Unlike transactional leadership, which focuses on rewards and punishments,

transformational leadership motivates through values and development (Jun & Lee, 2023). Situational leadership is less effective for long-term cohesion (Del Pino-Marchito *et al.*, 2025). According to B. Bass, transformational leaders show idealised influence, inspiring motivation, intellectual stimulation, and individualised need consideration (Khan *et al.*, 2022). These components directly affect the cohesion of the military team, as they contribute to the development of trust, common values, and effective interpersonal interaction. Transformational commanders create a favourable moral and psychological climate, increasing the autonomy, competence, and significance of subordinates. This is especially effective when adapting a division. The study by N.M. Sekel *et al.* (2023) showed that high adapters with better physical and psychological resources (extraversion, conscientiousness) make decisions more effectively under stressful conditions, while neuroticism reduces efficiency ($p < 0.001$). N.M. Sekel *et al.* additionally reported that adaptive military personnel with high physical and psychological resources can make responsible decisions in difficult and risky conditions, while individuals with high levels of neuroticism showed reduced effectiveness. These data emphasise the need to consider individual psychological and physiological resources when forming the professionogram of special and operational military personnel. The effectiveness of leadership in military units is manifested through the personal qualities of the commander, which contribute to the development of trust, motivation, and cohesion of personnel. These qualities include: transparency and sincerity in communication, the ability to learn and develop professionally, awareness of their own strengths and weaknesses, openness and straightforwardness in actions, honesty and moral consistency, reliability and stability, modesty combined with confidence, and the establishment of close relationships that allow military personnel to share authentic aspects of their personality. This approach encourages initiative, increases intrinsic motivation, discipline, combat camaraderie, and moral resilience of the unit even in difficult task environments (Scott & Klein, 2022).

The study by F. Díez *et al.* (2023) emphasised that the effectiveness of leadership depends on many factors: situation, unpredictability, leadership skills and abilities, and the psychological characteristics of group members. The managerial qualities of the commander and the specifics of the military context are interrelated and cannot be considered separately. Successful leadership involves not only formal compliance with job requirements, but also the development of communicative, emotional, volitional, and moral qualities that ensure effective interaction with personnel. Psychological cohesion of a team is defined as a characteristic of intra-group relationships, reflecting the degree of coincidence of assessments, views, and positions of group members regarding objects, events, and values that are important for the functioning of the team. At the personal level, the psychological readiness of a serviceman to work in combat conditions is assessed, at the group level – the socio-psychological climate, which acts as an

indicator of cohesion; additionally, the leadership of the commander (trust, authority, competence) and the mental health of personnel are considered. T. Khraban (2022) confirmed that the effectiveness of military personnel is largely determined by psychological readiness and the level of team cohesion. An increased level of emotional intelligence of commanders contributes to the development of trust, reducing conflicts and creating an atmosphere of psychological security, which is critically important in combat conditions. The use of transformational leadership principles significantly increases the potential for psychological cohesion: it builds trust, increases motivation, ensures common goals and emotional unity of the team. Expert analysis has shown that the key personal qualities of commanders for effective leadership influence and personnel cohesion are empathy, determination, justice, and consistency. Thus, proper performance of official duties requires a high level of leadership competence from junior commanders. These include the ability to make informed management decisions, form team motivation, maintain a positive socio-psychological climate, and actively influence the processes of psychological cohesion as a key factor in the combat effectiveness of a unit.

◆ Conclusions

The study emphasised that psychological cohesion is a complex multicomponent psychosocial phenomenon that covers the cognitive, emotional, and behavioural levels of interaction between unit members. It not only contributes to the effective performance of tasks in a combat situation, but is also an indicator of the moral climate and sustainability of the military team. Personal qualities, leadership style, fairness in the distribution of responsibilities, and the commander's ability to communicate and emotional self-control – all this determines the level of cohesion in the unit. Transformational leadership plays a special role in the establishment of cohesive teams. Unlike authoritarian or directive styles, the transformational approach is focused on the individual development of subordinates, the development of a common vision, and the stimulation of internal motivation and trust. Expert analysis confirmed that this leadership style contributes to the growth of moral and psychological unity, the mobilisation of the potential of each serviceman, and the improvement of management efficiency. An important factor of cohesion is the joint implementation of tasks, which forms a collective identity and increases the sense of mutual support. However, the

lack of transparency in governance or a violation of the principle of social justice can destructively affect the unity of the group and reduce its combat capability.

The study deepened the scientific understanding of psychological cohesion as one of the key factors of effective military leadership. Analysis of the results revealed the following trend: a high level of cohesion among military personnel of the first year of training, which decreases in the second year. Such dynamics showed the complex, non-linear nature of the development of group unity in the conditions of a military collective. At the initial stage, there is a natural mobilisation for cohesion as a mechanism of adaptation, while further decline may be conditioned by the stabilisation of the role and place in the group, the formalisation of relationships, the approval of the authority of commanders, the processes of self-affirmation of individual members of the group, and the creation of a micro-social environment with internal group boundaries. The results obtained provided a conclusion that a high level of cohesion within a unit contributes to the formation of leadership qualities in military personnel and increases the effectiveness of military team management. It is recommended to introduce transformational leadership trainings for commanders of the National Guard of Ukraine and promote the development of a positive socio-psychological climate through team tasks and ensuring justice. The results obtained can be used to improve the training of junior commanders and increase the combat capability of NGU units. Further research should be aimed at expanding the sample at the expense of different categories of military personnel and conducting longitudinal observations, which would allow tracing the dynamics of cohesion in the service process. Another promising area is the analysis of the effectiveness of training programs for the development of transformational leadership and emotional intelligence, which can become an effective tool for improving the moral and psychological resilience of departments.

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◆ Conflict of Interest

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Психологічна згуртованість як фундаментальна складова військового лідерства

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♦ **Анотація.** У сучасних умовах збройної агресії Росії проти України особливої ваги набуває дослідження психологічної згуртованості як ключового чинника управлінської діяльності військових лідерів, що визначає стійкість, боєздатність та ефективність адаптації підрозділів у стресових і динамічних ситуаціях. Мета дослідження спрямована на обґрунтування психологічної згуртованості як фундаментальної складової військового лідерства та визначення ролі трансформаційного стилю керівництва у її формуванні, підтриманні та розвитку. Особливу увагу приділено аналізу взаємозв'язку між когнітивними, емоційними та поведінковими аспектами згуртованості, а також її впливу на ефективність управлінської діяльності командирів молодшої ланки. Використано комплекс теоретичних методів (контент-аналіз, систематизація, узагальнення, структурування наукових підходів) і емпіричних методів (тестування за методикою Сішора для вимірювання індексу групової згуртованості, експертна оцінка рівня лідерських якостей командирів молодшої ланки). Дослідження охопило 145 курсантів Національної гвардії України з різним стажем військової служби. Встановлено, що психологічна згуртованість є багатокомпонентним феноменом, який охоплює когнітивні, емоційні та поведінкові аспекти взаємодії. Дослідження показало, що на першому році навчання рівень згуртованості вищий, ніж на другому, що пояснюється процесами адаптації, самоствердженням та формуванням рольових позицій у групі. Експертний аналіз підтвердив, що розвиток управлінських якостей командирів, їх здатність до справедливого розподілу обов'язків, формування довіри та застосування принципів трансформаційного лідерства є ключовими умовами підтримання високого рівня згуртованості. Результати дослідження підтвердили, що психологічна згуртованість не лише слугує наслідком управлінських впливів, а й прямо визначає ефективність військового лідерства. Впровадження тренінгів із трансформаційного лідерства, розвиток емоційного інтелекту командирів і підтримка соціальної справедливості в колективі сприятимуть підвищенню боєздатності підрозділів Національної гвардії України. Отримані дані можуть бути використані для вдосконалення підготовки молодших командирів, розробки програм військово-психологічного супроводу та формування цілісної системи лідерських компетентностей

♦ **Ключові слова:** трансформаційне лідерство; морально-психологічний клімат; командир; емоційний інтелект; мотивація; адаптація; ефективність управління