

DOI: <https://doi.org/10.34069/AI/2023.69.09.19>

How to Cite:

Cherkasskyi, A., Lapchenko, I., Meloian, A., Kiian, A., & Pohribna, A. (2023). Leader's influence on the climate in the team. *Amazonia Investiga*, 12(69), 216-226. <https://doi.org/10.34069/AI/2023.69.09.19>

Leader's influence on the climate in the team

Вплив лідера на формування клімату в колективі

Received: August 5, 2023

Accepted: September 30, 2023

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Abstract

This article analyses the influence of the leader on the team climate in different fields of activity. The article aims to determine the degree of influence of the leader's personality on forming the socio-psychological climate in teams from various fields of activity. The study was conducted with specialists from the IT sphere, pedagogical sphere, medicine, and law enforcement. Valid and reliable test methods were used to obtain reliable data. The prevalence of average indicators of leadership influence in the studied samples has been empirically proven. The tendencies of distribution of the components of the leader's personality depending on the sphere of professional activity were determined. The study results suggest that leadership skills and organisational skills are the most important factors influencing team climate in teams of medical professionals and law enforcement, while communication skills and emotional intelligence are more important in teams of teachers and IT specialists. The research hypothesis has been confirmed. Prospects for

Анотація

У цій статті аналізується вплив лідера на клімат колективу в різних сферах діяльності. Мета статті – визначення міри впливу компонентів особистості лідера на формування показників соціально-психологічного клімату команд різних сфер діяльності. Дослідження проводилося з фахівцями трудових колективів різної спрямованості: IT-сфери, педагогічної сфери, медицини, правоохоронної діяльності. Для отримання достовірних даних використано валідні і надійні тестові методики. Емпірично доведено переважання середніх показників компонентів лідерського впливу у досліджуваних вибірках. Встановлено тенденції розподілу компонентів особистості лідера залежно від сфери професійної діяльності. Виявлено, що у досліджуваних командах домінує середній рівень сприятливості організаційного клімату. Результати дослідження свідчать про те, що лідерські здібності та організаційні здібності є найважливішими факторами, що впливають на командний клімат у командах медичних

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further scientific research include studying the impact of different leadership styles on the organisational climate of the team, as well as expanding the research sample by involving representatives of a broader range of specialities.

Keywords: leader, leadership, team, labour collective, organisational climate.

Introduction

This article analyses the influence of the leader on the team climate in different fields of activity. Optimising the performance of labour collectives is an essential task of modern organisational psychology and management. The search for ways to improve the efficiency of a work team should be based on formal and informal indicators of the success of group activities. However, considering only quantitative, external indicators of the team's success (e.g., profit, share of goods produced, etc.) leads to a simplistic attitude to the labour process. Ignoring the socio-psychological mechanisms of team functioning, it is impossible to find adequate answers to the topical issues of the theory and practice of economic and social processes.

Social climate is an essential characteristic of a work team, as it reflects the level of cooperation and the sustainability of social bonds (Wang et al., 2022). Ignoring the specifics of the psychological climate in an organisation when planning activities can significantly affect overall performance (Rožman & Štrukelj, 2021). At the same time, improving the social atmosphere in the team leads to increased job satisfaction (Ahmad et al., 2018). It has a positive impact on the overall engagement of employees in the work process (Albrecht et al., 2018).

In the context of organisational climate, it is crucial to address the leadership issue. The study of leadership creates the basis for optimising processes of management and self-management, improving team performance, achieving social sustainability, and forming a more responsible attitude to activities (Luedi, 2022). This phenomenon is determined not only by a particular personality but also by the social environment (Bohl, 2019). Scientists explore the relationship between leadership and organisational climate (Amah & Ogah, 2021;

працівників та правоохоронних органів, тоді як комунікативні навички та емоційний інтелект важливіші в командах викладачів та ІТ-фахівців. Можна констатувати підтвердження гіпотези нашого дослідження. Подальшими перспективами наукової розвідки є вивчення впливу різних стилів лідерства на організаційний клімат команди, а також розширення дослідницької вибірки за рахунок залучення представників ширшого кола спеціальностей до участі у дослідженні.

Ключові слова: лідер, лідерство, команда, трудовий колектив, організаційний клімат.

Kim & Park, 2020; Pérez-Vallejo & Fernández-Muñoz, 2019; Riyanto & Mangandar, 2020). However, the study of the impact of leadership on the organisational climate within specific socio-cultural conditions remains relevant. The relationship of specific leadership qualities with the manifestations of the organisational climate in a team has been studied insufficiently.

Hence, the study's relevance is determined by the scientific and practical significance of the above problem. The study aims to determine the degree of influence of the leader's personality on the socio-psychological climate in teams from different fields of activity.

Research objectives:

- 1) to find out the conditions for the leader's optimal influence on the organisational climate of the working team;
- 2) to empirically determine the level of leadership development in teams from different fields of activity;
- 3) to analyse the impact of a leader's different qualities on the socio-psychological climate in work teams.

Theoretical Framework or literature review

The organisational climate (socio-psychological climate) is a consequence of the organisation members' subjective perceptions of the work environment, and the corresponding subjective interpretations of social processes (Mutonyi et al., 2020); collective perceptions of the system, functions, and procedures of the institution (Tan et al., 2021). This phenomenon reflects employees' perceptions of the psychological aspects of the work environment and determines satisfaction or dissatisfaction with the work

process (Puspitawati & Atmaja, 2019). The organisational climate is implemented through a particular institution's work practices and social procedures, which objectify the internal experiences of the members interacting (Imran et al., 2010). A favourable organisational climate is based on a stable group structure and a management system that considers team members' expectations (Ozsoy, 2022). The general atmosphere of an organisation can be formed both based on a generalisation of the subjective perceptions and moods of group members and based on a person's activities (Christian et al., 2009). Organisational climate is a crucial component of an institution's successful functioning, as it directly affects the productivity of departments and individual employees (Obeng et al., 2021). So, in the context of organisational climate research, the focus of scientists' attention on the problems of group structure and the subjective significance of relationships has been revealed. At the same time, the influence of the status distribution of interaction participants on the climate remains insufficiently clarified. Given the above information, leadership is an essential component of organisational climate formation.

Leadership is a process of social influence on other people to achieve a common goal. At the same time, a leader is a person who has the status characteristics that allow him or her to change the behaviour of others (Cartoon, 2022). By (2021) defines the "leadership" concept as focusing on common goals, responsibility, not a privilege, and consistency with sustainable development objectives. The essential qualities of a modern leader are the ability to stimulate others to achieve a goal, adequate assessment of the community members' emotions, self-control, empathy, communication and organisational skills (Andreu et al., 2020).

It is worth studying the leader's personality regarding the Big Five personality traits. In particular, extroverted leaders are considered more effective due to their focus on social change (Gupta & Misangyi, 2018). However, other scientific studies indicate that the performance of an extrovert leader depends on the predominant focus of the group's activity (Arya & Sainy, 2017). Conscientiousness does not directly impact the effectiveness of leadership influence (Badura et al., 2020). There are also no direct correlations between intelligence indicators and the leader's personality. It is suggested that too thorough analysis of the problem may interfere with the decisiveness of action (Antonakis et al., 2014). A leader's overconfidence can lead to

selfish group interaction strategies, which can negatively affect social sustainability (Liu et al. 2017). The relationship between leadership effectiveness and psychopathic personality traits (lack of empathy, inability to feel guilt, etc.) is also ambiguous. In particular, it is argued that they do not have a clear negative impact on the leader's performance (Landay et al., 2019).

Therefore, the results of a number of studies do not provide a reason to single out an unambiguous psychological portrait of the leader. Thus, it makes it difficult to develop clear, methodologically sound research plans. To eliminate these limitations, it is advisable to more clearly examine the role of the leader in the context of intragroup relations. The results of research on the relationship between leadership and organisational climate deserve special attention.

There are direct links between ethically oriented leadership and a positive organisational climate that minimises bullying and rejection in the group (Christensen-Salem et al., 2021). Amah and Ogah (2021) suggest that leadership is linked to organisational climate through the degree of development of a leader's emotional intelligence. Kim and Park (2020) prove transformational leadership's positive impact on improving the team's psychological climate. Riyanto and Mangandar (2020) claim that leadership has no clear impact on job satisfaction and organisational climate.

Despite much theoretical material on the problem, some aspects remain insufficiently studied. In particular, a comparative analysis of the impact of leadership on the organisational climate in teams from different professional fields requires increased attention.

Methods and Materials

An empirical study was planned and implemented to achieve the aim and objectives of the scientific research. Let us analyse its components.

Stages of the Study

The study was planned and theoretically substantiated in January- February 2023. This stage involved analysing theoretical sources, developing a general algorithm for research actions, and selecting adequate methodological tools. The research hypothesis was determined as follows: the level of leadership skills and their relationship with the socio-psychological climate

depends on the area of the team's professional orientation. At this stage, the following components of leadership influence were identified: leadership abilities, communication and organisational skills, personality orientation to success, ability to control one's own emotions and understanding other people's emotions (Tyurina et al., 2022).

Empirical material was gathered in February-April 2023 based on agreements with companies, firms, and private and public institutions in Kyiv, Odesa, Kharkiv, Sloviansk, Khmelnytskyi, and Ivano-Frankivsk. Such a territorial distribution of the sample confirms research representativeness.

Quantitative and qualitative data processing was conducted in May-June 2023. We used statistical methods and computer data processing to confirm the research hypothesis.

The conclusions (July 2023) were drawn based on a thorough study of the statistical analysis results. To avoid subjectivity in interpreting the results, an independent expert summarised the authors' assessments.

Tools

To analyse the components of leadership influence, several diagnostic tools were used: the methodology of studying leadership abilities by E. Zharikov and E. Krushelnytsky; V. Sinyavsky and B. Fedoryshyn's methodology for studying communication and organisational skills; T. Ehlers research methodology for motivation to succeed; the questionnaire, aimed at studying indicators of volitional self-control; N. Hall's methodology, which determines the level of emotional intelligence; Fiedler's methodology for finding out the social and psychological climate in the team (Kokun et al., 2012). The validity and reliability of the selected test methods are confirmed by their use in previous studies of the leadership phenomenon (Kokun et al., 2012).

The sample consisted of specialists from various work teams. We interviewed six IT teams (83 people); four teams of teachers working in

general secondary education (88 people); three teams of doctors (78 people); and three teams of the national police (84 people). The distribution of samples was carried out with a focus on verifying the research hypothesis. In the context of the research objective, the respondents needed to work in the same labour team.

The data was collected online (through the Internet) and offline (live interaction) in a friendly atmosphere. The diagnostic methods involved announcing the aim of the study, explaining the instructions in detail, and motivating the participants to perform the test tasks well.

Data analysis included percentage analysis, graphical presentation of data, and Pearson correlation analysis. The data were processed using the SPSS.22 computer program.

The ethical criteria were met through the consent to participate in the study, which included the aim, conditions, and research progress. Particular attention was paid to data privacy. The authors' relatives and friends did not participate in the study, which helped to avoid a conflict of interest. The test tasks did not degrade the dignity of the participants.

Results

The summary data of the empirical study were presented in graphical form. Let's analyse each of the leadership components in the studied samples.

The results of the study of leadership skills are shown in Figure 1. In the sample of IT specialists, the average rates prevail, a quarter of the respondents showed low rates, and 10 % have high leadership skills. In the sample of teachers, about 10 % of respondents have high leadership skills, while the percentages of the average and low rates were distributed approximately equally – about 45 % each. Medical professionals showed the greatest dominance of average rates of leadership skills (94.88 %). Almost 60 % of law enforcement officers showed a low rate, and 36.9 % of police officers showed an average rate.

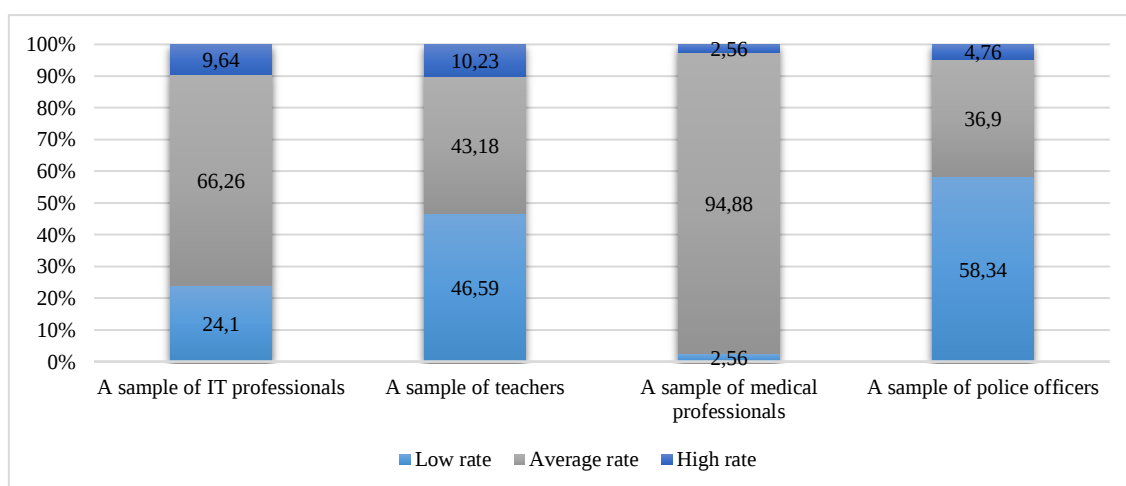


Figure 1. Levels of leadership skills in the studied samples (%)

The results of the study of communication skills are shown in Figure 2. In the sample of IT professionals, the low and average rates were distributed approximately equally with almost no high rate. Teachers showed the highest rate among the respondents, with 65.9 % of the average rate, and almost absent low indicators. The results of the sample of medical

professionals are similar to teachers', but with a larger share of average indicators of communication skills. The majority of police officers have an average rate, while a fifth of the respondents showed a low rate. Only three law enforcement officers showed high rates of communication skills.

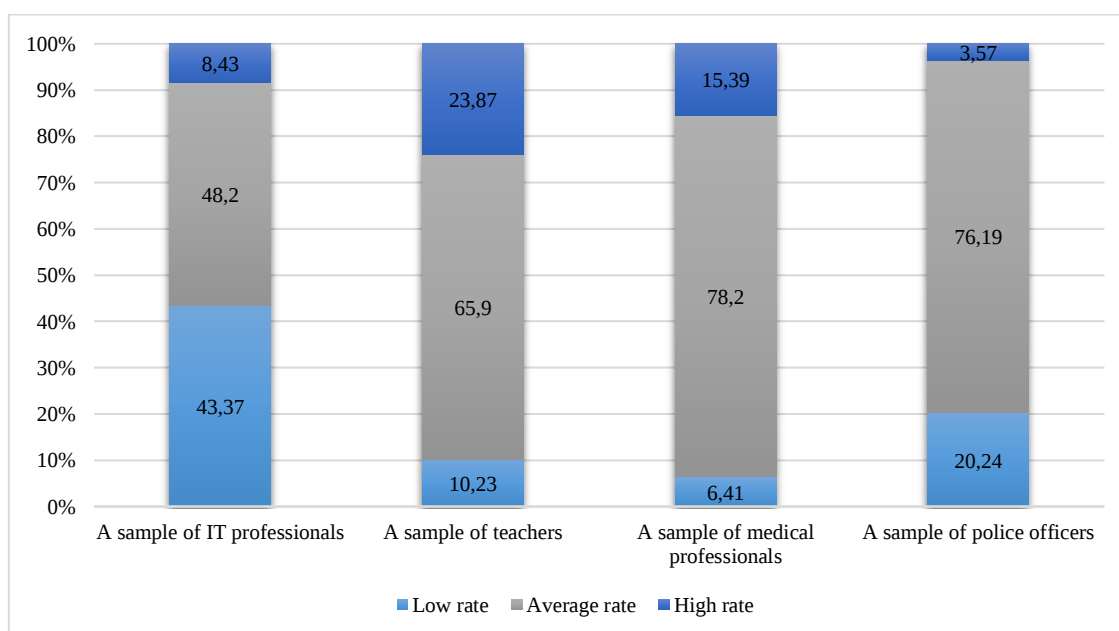


Figure 2. Levels of communication skills in the studied samples (%)

Trends in organisational skills are shown in Figure 3. IT professionals showed almost equal low and average rates, while only a few individuals have high organisational skills. The average rate of organisational skills significantly prevails in the samples of teachers and healthcare

professionals. However, teachers have higher organisational skills. Police officers have similarly equal high and low rates (approximately 15 %), while 70.24 % of respondents showed average organisational skills.

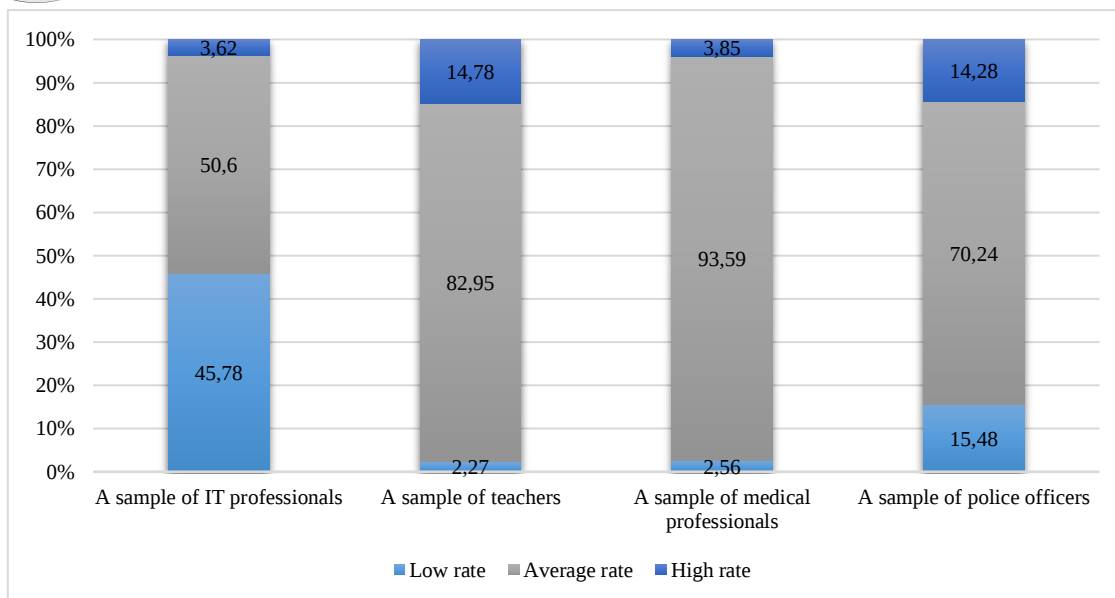


Figure 3. Levels of organisational skills in the studied samples (%)

Success orientation is an essential component of a leader's personality, as it creates the basis for the compelling motivation of group members to achieve the goal (Figure 4). Most respondents have high (34.94 %) and medium (61.45 %) rates of this motivational component. Only a few people have low rates. In the sample of teachers, 7.95 % have high rates, 20 % showed a low rate,

while the average level of success orientation significantly prevails. Healthcare professionals and police officers showed mostly average rates (over 90 %). At the same time, there are few respondents with high and low rates. The group of healthcare professionals does not include individuals with a high level of orientation to success.

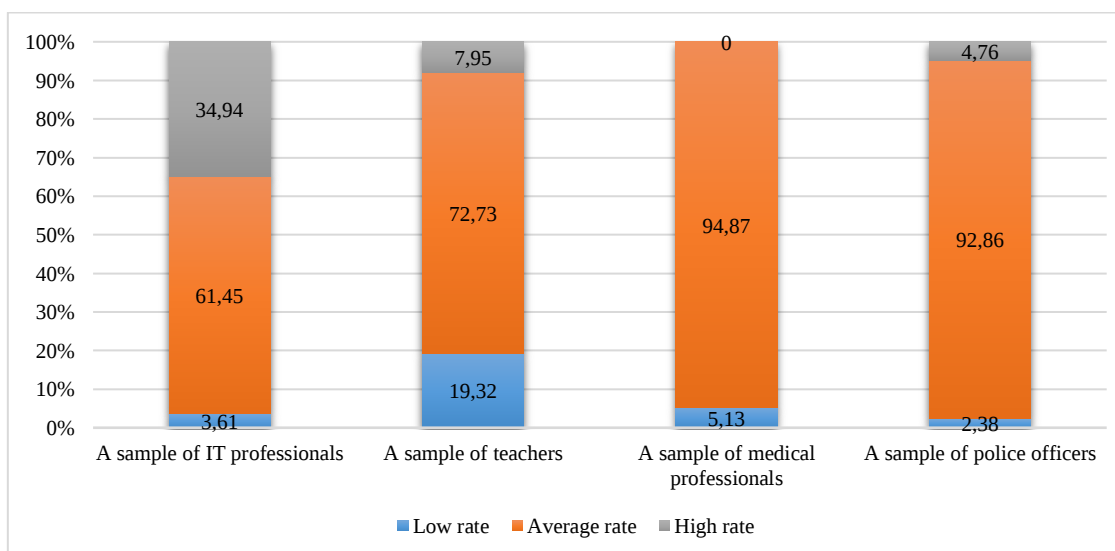


Figure 4. Levels of orientation to success in the studied samples (%)

Volitional self-control is an important aspect of leadership that involves the regulation of one's own emotions in interpersonal interaction (Figure 5). In the sample of IT professionals, about 60 % of respondents are characterised by average rates, about 25 % have low rates of self-control, 14.46 % of IT-specialists showed high level. Teachers have mostly average rates, but the

percentage of people with a low rate is 35.23 %. Medical professionals and police officers (84.62 % and 71.43 %) showed the highest average rates of volitional self-control. However, medical professionals have the highest rates of volitional self-control. Few medical professionals (2,56 %) and police officers (5, 95 %) showed low rates.

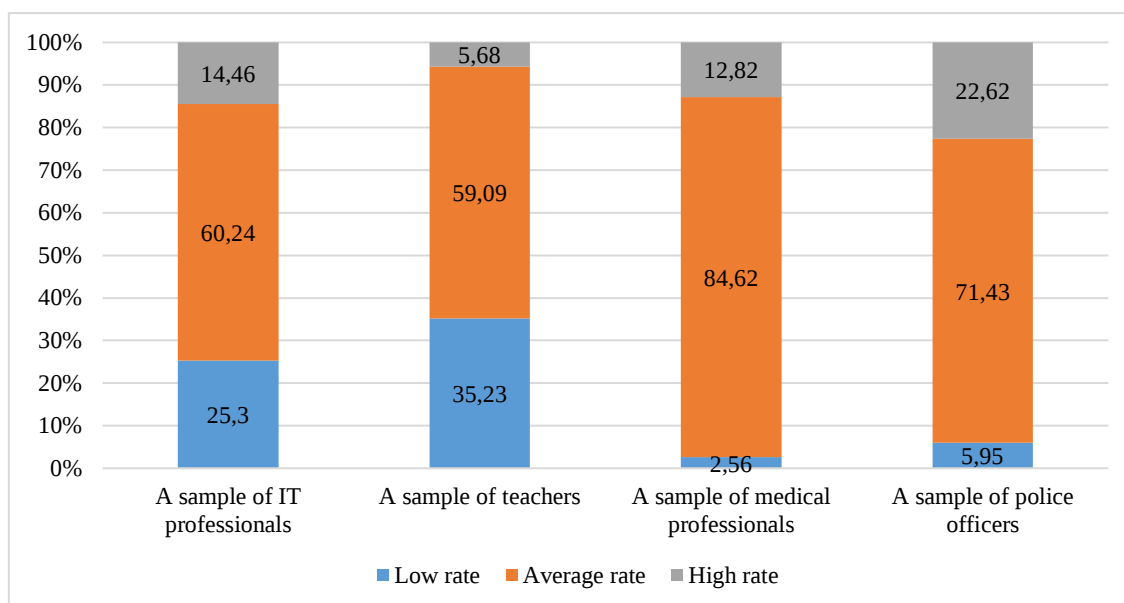


Figure 5. Levels of volitional self-control in the studied samples (%)

Emotional intelligence is the basis for understanding other people and the effectiveness of leadership influence (Figure 6). IT professionals have an even distribution of people with medium and low rates. In contrast, teachers have the highest emotional intelligence rates. Representatives of the medical sector and law

enforcement agencies have average rates of emotional intelligence. At the same time, police officers showed low rates of emotional intelligence. In general, the study of emotional intelligence is quite similar to research results on communicative skills.

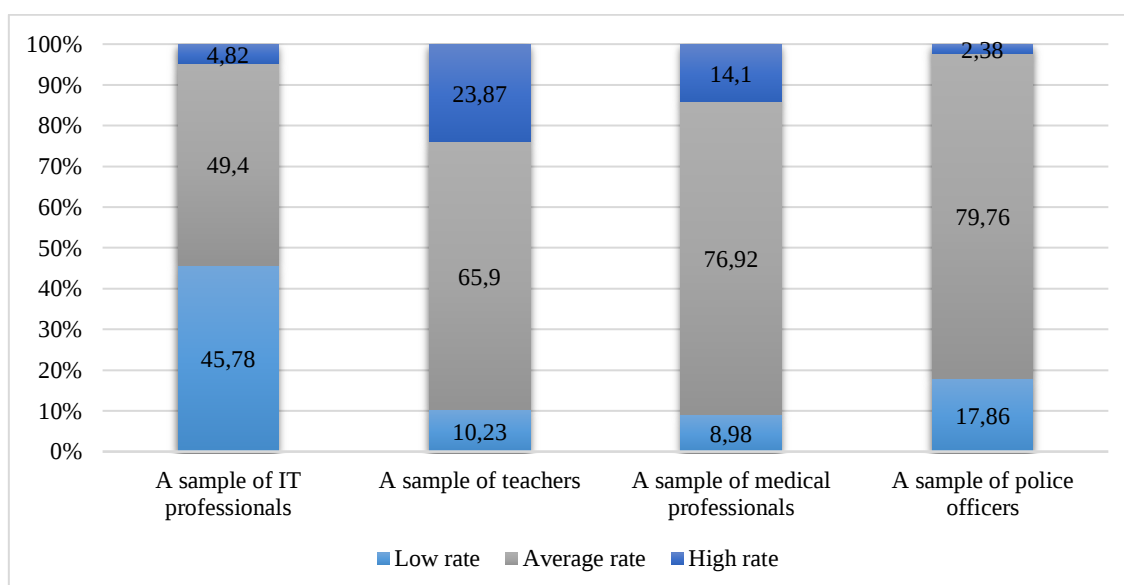


Figure 6. Levels of emotional intelligence in the studied samples (%)

Individual perceptions of the organisation's psychological climate in the surveyed samples are shown in Figure 7. In all the surveyed samples, there is a predominance of perceptions of an average rate of climate favourability. The percentage of people who consider the organisational climate of their teams to be favourable is minimal. Most teachers perceive

the psychological climate as an unfavourable climate. All the teams of IT professionals, healthcare professionals and police officers studied showed an average rate of climate favourability. One team of teachers indicated organisational climate as unfavourable; the other three teams showed average rates of favourable organisational climate (Table 1).

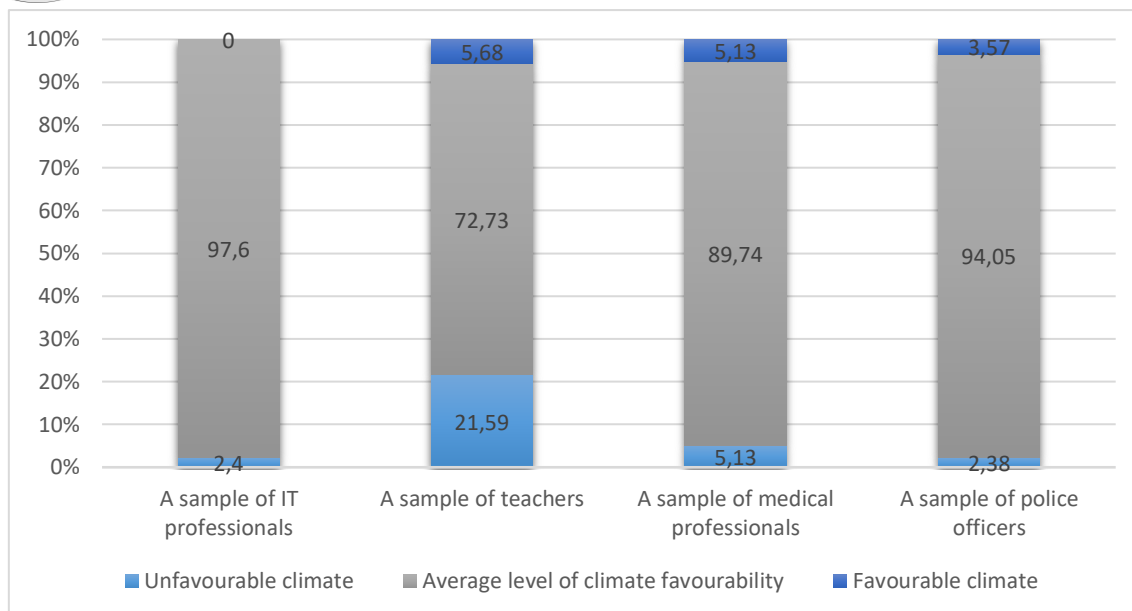


Figure 7. Perception of social and psychological climate in the studied samples (%)

Table 1.

Matrix of correlation of manifestations of the team's socio-psychological climate with components of leadership influence

Parameters of the leader's personality	Team climate			
	A sample of IT professionals	A sample of teachers	A sample of medical professionals	A sample of police officers
Leadership skills	0,113	0,126	0,459**	0,411**
Communicative skills	0,398**	0,349*	0,122	0,056
Organisational skills	0,012	0,187	0,296*	0,512**
Success orientation	0,003	0,123	0,196	0,049
Volitional self-control	0,043	0,098	0,199	0,182
Emotional intelligence	0,423**	0,486**	0,032	0,106

Pearson's correlation analysis was used to confirm the research hypothesis. Let's consider the identified relationships for each of the studied parameters. Significant relationships between leadership skills and indicators of the team's social and psychological climate were found in the groups of medical professionals and police officers. Similar trends are evident in the correlation coefficients between organisational skills and organisational climate. Communicative skills and emotional intelligence are significantly related to organisational climate in IT professionals and teachers. Orientation to success and volitional self-control do not significantly correlate with team climate indicators in any of the samples studied.

Discussion

The average indicators of leadership influence components dominate in the studied samples. The sample of IT professionals is characterised by the prevalence of average and low rates of

leadership skills, underdeveloped communication skills, organisational skills, and emotional intelligence, combined with a strong focus on success. Unformed leadership skills and volitional self-control characterise the sample of teachers, with a predominance of average indicators of organisational, communicative skills and emotional intelligence. The sample of healthcare professionals is dominated by average indicators of all the studied parameters, which may potentially indicate a lack of leadership competence. The sample of police officers is characterised by unformed leadership skills, average and low communication and organisational skills and emotional intelligence. The differences between the leadership structure are explained by the specifics of professional activity, dominant social expectations and social roles in a particular profession. The absence of a clearly defined favourable climate in all the groups studied can be explained by the general instability of Ukrainian society and the uncertainty of living conditions associated with

the Russian-Ukrainian war. Leadership and organisational skills determine the organisational climate in teams of medical professionals and law enforcement officials due to stricter regulation of these spheres and their relatively higher stress levels. Communicative skills and emotional intelligence significantly impact the organisational climate in the samples of teachers and IT professionals due to the greater importance of team communication for these professions.

We agree with the conclusions about the importance of the organisational climate for employees' practical professional activities (Rožman & Štrukelj, 2021). We also support the idea of practical possibilities for optimising group activities, which are revealed by scientific research on the leadership phenomenon (Luedi, 2022). The leadership influence is determined by the characteristics of the social environment, both globally and in the context of the functioning of specific social groups (Bohl, 2019). The correlation between job satisfaction and organisational climate (Puspitawati & Atmaja, 2019), explains the lack of a favourable climate in the studied samples. It is also reasonable that the climate of a particular organisation depends on the specifics of the institution's social procedures (Imran et al., 2010). At the same time, the findings may partially contradict the conclusions about the leader's qualities (Andreu et al., 2020), as communication and organisational skills and the ability to understand emotions had correlation coefficients of different significance in different samples, and no significant relationships were found at all in terms of success orientation and self-control. The contradictions are explained by the fact that the conclusions about the leader's qualities were made for a sample of students while we studied professional teams. The data on the relevance of emotional intelligence for the team's organisational climate (Amah & Ogah, 2021) were partially confirmed. At the same time, it is worth mentioning that leadership has no apparent influence on organisational climate (Riyanto & Mangandar, 2020). Democratic, ethically oriented leadership is indeed linked to a favourable organisational climate (Christensen-Salem et al., 2021; Gryshchenko et al., 2022), but it requires further empirical clarification. The same applies to the findings on the positive impact of transformational leadership on team climate (Kim & Park, 2020).

Limitations

Obtaining more accurate data would require covering a more comprehensive range of specialists in various fields, including the military.

Conclusions

The relevance of studying the leader's influence on the organisational climate is determined by the need to clarify the existing results of empirical research and find ways to optimise the effectiveness of professional activity. Based on the analysis of theoretical sources, it was found that the main conditions for a leader's positive influence on the organisational climate are the ethical justification of leadership influence, the leader's developed emotional intelligence, and the focus on structural changes. The predominance of average indicators of leadership influence in the studied samples has been established. The prevalence of an average rate of leadership skills, underdeveloped communication skills, organisational skills, emotional intelligence, and a solid orientation to success characterises the sample of IT professionals. Unformed leadership skills, volitional self-control, prevalence of average indicators of organisational, communicative skills and emotional intelligence characterise teachers. The sample of healthcare professionals is dominated by average indicators of all the studied parameters. Unformed leadership skills, prevalence of average and low communication indicators, organisational skills and emotional intelligence characterise the sample of police officers. The average level of favourable organisational climate dominates in the studied teams. Leadership skills and organisational skills determine the organisational climate in the teams of medical professionals and law enforcement officers. Communication skills and emotional intelligence significantly impact the organisational climate in the samples of teachers and IT specialists. The hypothesis of our study has been confirmed. The study results open up opportunities for optimising professional performance in work teams. In particular, the empirical data obtained can serve as a basis for developing leadership training depending on the field of activity. Prospects for further research are to study the impact of different leadership styles on the organisational climate, as well as to expand the research sample by involving representatives of a broader range of specialities in the study.

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