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Management and Leadership: Driving Forces for Institutional Sustainability

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ABSTRACT

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The study aims to analyse the issues of modern management development and leadership in ensuring the sustainable development of institutions. The article substantiates that the phenomenon of leadership is positioned as one of the essential components of the successful development of the institutional framework of public administration. The principles of forming the competences and skills of a modern leader in this context have been determined. It has been found that the dynamics of social processes require the formation of an innovative concept of activity of managers and leaders. The article proves that the development of institutions requires ensuring the rule of law, improving the legislative framework, motivating managers to study and improve their skills, implementing an effective international anti-corruption policy, and developing economic instruments of public administration. At the same time, a close relationship between institutional support and mechanisms of vertical social mobility is established. It is substantiated that the functionality of management and leadership in ensuring the sustainable development of institutions requires a synergy of competences, skills, personal influence, strategic thinking, effective management decision-making, and the rooting of a strategy for the continuous self-improvement of managers. It is established that globalisation is currently emerging as a process of intensive development of the socio-economic and political sphere under the influence of various institutions (in particular, institutions regulating the economy, politics and social sphere). The article proves that an effective manager should ensure coordinated interaction of public administration institutions in the context of achieving common goals.

The institutionalism theory attributes the phenomenon of institutions with the ability to perform their functions by ensuring a high level of organisation and resources. This is determined by the professional potential of the heads and leaders of government and local self-government bodies and the presence of appropriate skills, abilities, and competences.

Implementing institutional reforms endows institutions with the function of safeguarding public interests. Leadership is based on the principles of competence and responsibility, and leadership qualities should serve as a motivating factor for achieving management goals, implementing reforms, optimising administrative culture, and increasing human capital efficiency. In this context, the principles of public administration are of particular importance, including the rule of law, systemicity, democracy, objectivity, subsidiarity, social justice, service cooperation, efficiency, and feedback.

The intensification of public authorities' institutional capacity is relevant today (Semenets-Orlova et al., 2022). According to scholars Schwarz et al. (2020), methodological approaches to optimising leadership and management in public administration should be based on democratic principles of competence formation. These include the skills of solving complex problems, openness to innovation, and the ability to solve socially significant systemic problems.

In particular, the Strategy for Public Administration Reform of Ukraine for 2022–2025 (2021) focuses on the priority need to address the problems of state strategic planning. Against this background, the existing management and leadership capacity is characterised by a mismatch between the requirements of sustainable development of institutions. The situation is complicated by the outdated regulatory framework and innovative requirements of the European integration concept of Ukraine's development. In this regard, the issue under study requires in-depth research.

Literature Review

The issue of conceptualising the role of leadership and management in ensuring the sustainable development of institutions is of active scientific interest to several contemporary researchers. For example, certain aspects are considered in the works of domestic scholars Kolisnichenko (2024), Storozhev (2022), Kolesnyk (2019), Lipentsev and Romaniuk (2021). Scientists consider the synergy of efforts of all managers and leaders of civil society institutions to overcome crises and implement complex reforms in public administration to be an important aspect of institutional development in the context of sustainability.

At the same time, Pidlisna (2021) argues that the formation of a leader should include practical algorithms for vertical social mobility. In continuation, Melnyk et al. (2022) consider the issues under study regarding corruption prevention strategies at the national level of institutional support.

Foreign scholars, particularly Bolden et al. (2020) focus on mobilising systemic change by developing "systemic leadership" for cross-sectoral partnerships. Several publications, in particular by Torfing et al. (2021), Knies et al. (2024), Gürlek and Cemberci (2020) focus on the synergy of the concepts of management and leadership, which are based on innovation, organisational effectiveness and managerial capacity.

Significant contributions to the study of this issue were also made by Head (2022), van der Voet and Steijn (2021), Mardiana (2020), Bryson et al. (2021). Scientists have studied the

potential of visionary leadership to stimulate innovation through team cohesion against the backdrop of social transformations and the specifics of digital leadership. In particular, Bryson et al. (2021) argue that ensuring the sustainable development of institutions requires a sustainable approach to governance and leadership within institutions, which includes a focus on strategic relationships, adaptability and crisis management.

Despite the significant attention these issues receive in the scientific field, actualising the role of management and leadership in developing institutions requires in-depth research.

The study aims to analyse the issues of modern management and leadership development in ensuring the sustainable development of institutions.

Method

Design and scope of the study. The study examines the development of institutions in the context of ensuring the rule of law, improving the legislative framework, motivating managers to study and improve their skills, implementing an effective international anti-corruption policy, and developing economic instruments of public administration.

Data collection and sources. A comprehensive analysis of scientific articles published in various academic sources was conducted. We selected literature from influential journals indexed in well-known databases. Priority was given to papers published between 2019 and 2024.

Analytical framework and methods. Analytical approaches such as analysis, synthesis, generalisation, comparison, and abstraction were used to establish cause-and-effect relationships. Induction, a scientific research method aimed at identifying cause-and-effect relationships between phenomena and generalising empirical data based on logical assumptions, was also used, moving from the specific to the general, from the known to the unknown.

In achieving the research objectives, statistical methods allowed the systematisation and summation of all information about the objects and phenomena under study, including their positive aspects and shortcomings. They also helped to draw parallels between the essence and purpose of the object or phenomenon under study and the results of its functioning.

Evaluation criteria. The study's limitations include the lack of access to complete and up-to-date official data and the difficulty of experimentally testing theoretical conclusions. The literature selection criteria covered the quality of the journal, relevance to industry topics, and the availability of peer-reviewed content. In addition, the methodology used a systematic review approach with elements of meta-analysis where appropriate to quantify and comprehensively assess the impact of these policies.

Results

Management and leadership skills are positioned as foundations for the potential for sustainable development of institutions in modern social conditions. The phenomenon of leadership finds its practical expression in the ability to motivate, manage and inspire others to achieve common goals. Effective leadership allows the formulation of management decisions, demonstrating the ability to plan and coordinate the team's work and implement the controlling functionality.

Given the multidirectional nature of the formation and functioning of institutional capacity, institutions should develop in parallel with the development of institutions (laws), forming the

relevant environment. A systematic approach to leadership in public administration involves various types of administrative influence, specific delegation of authority, and stimulation of the initiative of each employee. With the participation of the manager or leader, the achievement of specific performance goals and the expediency of the means of achieving them are assessed based on a comprehensive assessment of all possible and planned performance results (Head, 2022).

The main functions of management and leadership in ensuring the sustainable development of institutions include the following.

1. The ability to establish effective systems that contribute to achieving the institutional development goal (Melnyk et al., 2022). The modern social environment requires leaders with analytical thinking and the appropriate abilities to develop it, thus solving complex situations and finding the potential for new development opportunities. These skills are necessary to achieve common goals and objectives.

At the same time, *management* is viewed as a social phenomenon regulated by formal relationships between people, and it aims to solve priority organisational tasks. Management is based on the powers delegated by the authorities. At the same time, *leadership* is positioned as a psychological phenomenon with a vector for regulating informal relations. Leadership is based on interpersonal contacts.

2. Strengthening the democratic management strategy implies a strong but not authoritarian leadership position. The leader's actions can be a kind of reaction to other people's actions, but even in this case, the personality is seen as a means that transforms a specific external impulse (Gürlek & Cemberci, 2020). Maintaining a leadership position aims to increase the efficiency of the government or local self-government body, ensure high social efficiency of functioning, and form a positive image of the institution in society.

3. Developing and improving internal and external communication and information strategies, provided the potential of existing formal communication formations is used. Progressive leaders in public administration often ignore traditional boundaries, transforming the concept of authoritarian organisational leadership into "network" leadership.

The network approach becomes essential in the case of assimilation of responsibility between the public and private sectors. Active communication interaction, a characteristic feature of modern public administration processes, requires leaders and managers to have the skills to influence people outside their hierarchy. This trend is called shared leadership in the public administration system with distributed responsibility of the parties.

4. Generating confidence in the public body's ability to implement the expected changes with the help of the relevant management representatives. Public administration institutions are now tasked with training managers with the potential to implement innovative ideas. Leadership in the modern world must meet the current challenges of state reforms.

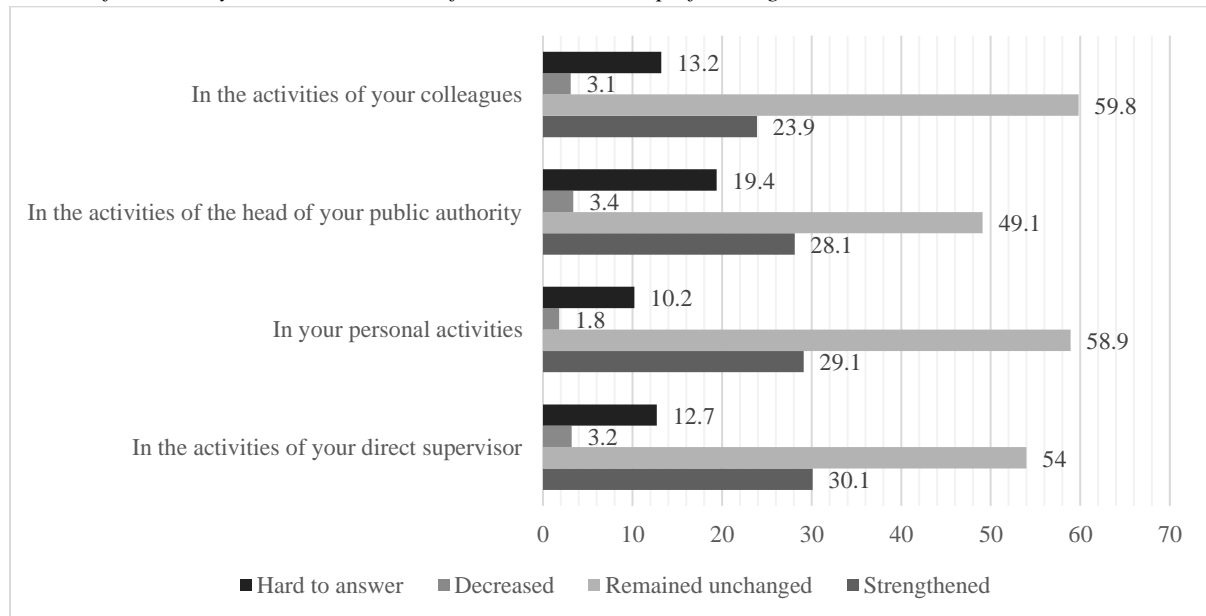
5. Formation of a common concept of activity and raising the level of professionalism of key specialists in institutional development, which in synergy determine the success of implementing changes. The role of the parliament as a leading institution is to implement reforms to support the safe social development of Ukraine's regions. To date, several problems have been identified that represent the vulnerability of the institutional capacity of the political system. For example, a particular threat is posed by instrumentalising the Constitution by

specific political agents focused on the dynamics of the power field to satisfy their own political and economic interests.

6. Developing the image of a public body to create a trustworthy reputation and active interaction in society. According to the respondents to the analytical study, ethical leadership – leadership behaviour that manifests moral qualities and ethical characteristics – has become more active among public servants.

Figure 1

Results of the Survey on the Assessment of Ethical Leadership of Managers and Leaders in 2022–2023, %



Source: National Agency of Ukraine on Civil Service (2023)

Institutions are nowadays of paramount importance. Effective, sustainable socio-economic development is impossible without capable institutions that provide a favourable environment for developing business, society and environmental concepts.

Hybrid institutions that synergise the efforts and capabilities of the business, civil society, and government are often particularly effective. The number of capable institutions is an indicator of the density of the institutional landscape and determines the territory's competitiveness.

Today, there is no defining classification of institutions. Institutions often have their format of organisational innovation. Among the atypical but effective types of institutions are the following:

- business support organisations focused on supporting companies at certain stages of development or in a particular industry or project;
- territory development organisations - a particular community or sub-region - that serve as examples of public-private partnerships (city institutions, local economic development agencies (LEDAs), development funds);
- innovation support organisations - business stimulators for innovation transfer that interact with the government and the public (technology platforms, innovation centres, technology hubs);

– professional service providers (B2B): expert organisations, think tanks, auditors, certification centres, business consultants, training centres, and investment companies.

In the context of governance and leadership within innovation institutions or redefining the functions of the institution, it is important to balance resources, own assets, and funding sources. Institutions should have a plan for their development, including strategic and operational goals and defined boundaries of responsibility, which often requires the manager to make several non-trivial decisions.

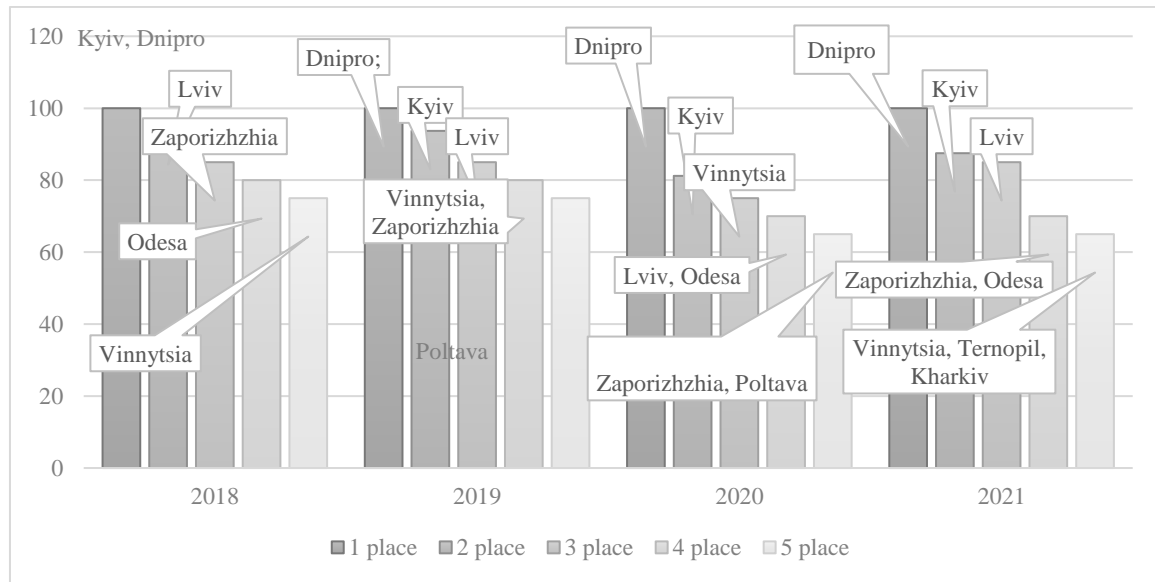
Institutions need effective tools to perform their functions and achieve their goals. They are often policy instruments themselves, as governments need institutions to implement development strategies, programmes, and projects.

At the same time, the functioning of institutions should be based on the principles of public administration. The traditional principles of public administration (rule of law, systemicity, democracy, objectivity; subsidiarity, social justice, service cooperation, efficiency, and feedback) should now be supplemented by innovative principles that best meet the needs of modern society: the principles of synergy, inclusion, innovation, agile, benchmarking, interactive communication, and controlling. These principles are closely interrelated, complementing each other and, therefore, should be used exclusively in combination.

The National Economic Strategy 2030 (2020) identified key institutions and priority instruments to be implemented. These institutions include the State Agency for the Development of Industry 4.0, Industry 4.0 clusters and b-associations, and the Network of 4.0 Centres (National Agency of Ukraine on Civil Service, 2023).

The sustainable development of institutions and society and its successful functioning depend on an effective combination of legal, material, and financial foundations. The legal and regulatory framework ensures the independence and powers of institutions, while the material base, including property and resources, is necessary to implement projects. Ensuring the interaction of these components forms a sustainable and developed system of institutional development capable of addressing challenges and promoting the development of territorial communities in particular. This comprehensive approach defines the essence of local self-government as a key factor in building a democratic society and ensuring the well-being of citizens. All these elements work together in synergy to form the basis for the sustainable development of municipalities and support their socio-economic progress.

At the end of 2021, the Centre for Joint Action conducted analytical work within the Financial Capability of Communities framework by the Administrative and Territorial Reform and the decentralisation process (Figure 2). The presented dynamics from 2018 to 2021 demonstrate the effectiveness of the initial stage of intensifying the sustainable development of institutions in Ukraine.

Figure 2*Leaders of the Regional Financial Strength Rating*

Source: Centre for Joint Action (2021)

As shown in Figure 2, the regions that have actively promoted regional development of institutions are the leaders in the ranking. In particular, the innovative format ensured maximum successful synergy between the efforts of society, business, and government agencies.

In addition, in the last years of the pre-war period, territorial communities' financial capacity grew significantly, indicating the effectiveness of the changes made.

One of the key benefits of the new system was the improvement of the financial independence of communities, which led to an increase in their financial responsibility, thus contributing to the rational and efficient use of budget funds, as well as stimulating the development of local initiatives and projects. It is worth noting that the practice of ethical leadership is based on authority, not power when the leader makes decisions based on justice and ethical principles. To implement the practice of ethical leadership and teamwork in public service institutions, there must be an appropriate social and psychological climate. Various methods of situational response allow the manager to maintain a stable leadership position, implement a specific division of responsibilities in the management apparatus, control the level of compliance with legal norms and the exercise of authority, maintain an appropriate level of organisation in work and a high level of labour discipline, and control management processes. These methods include orders, guidelines, instructions, target planning, coordination of activities and control over their implementation.

The integration of various modern strategies for governance and leadership has led to the formation of the following trends:

- 1) proactive identification of the profile of competences of future leaders, which may differ significantly from those of today's leaders, taking into account their responsibilities, functions and roles;

2) the need to support institutions through the development of a comprehensive programme in terms of what is needed to develop future public administration leaders; the process of training potential leaders requires the creation of specialised leadership development institutes, the development of management and leadership skills in existing curricula, and the creation of new training courses for managers;

3) Identifying potential leaders and managers: selecting future leaders from outside, developing them in the public sector, and recruiting the best candidates to compete with other sectors (Pidlisna, 2021);

4) The level of legitimacy and social power of the government, its authority in society, and the effectiveness of public authorities' decisions depend on leaders and managers of the management process. A modern manager-leader needs a synergy of leadership and management qualities that will contribute to the sustainable development of institutions.

The qualities of a leader include communication competence, perseverance, high intellectual level, informal authority, and forecasting skills. Formal authority, professional competence, analytical skills, and continuous professional development provide the basis for the sustainable development of innovative institutions.

Thus, for the harmonious and sustainable development of institutions, the manager's power positions should be supported by leadership positions recognised by their subordinates.

Discussion

Leaders of the modern scientific foundations of institutional development focus on the potential of management and leadership, convincingly arguing the importance of each stage in the formation of the concept of leadership. In particular, Ashok et al. (2021) propose a concept synergistic with this study's findings in the context of the need for an innovative vision of the phenomenon of leadership. The researchers argue for the need to transform the model of educational and scientific activities for the acquisition of competences by public administration professionals.

Buhagiar and Anand (2021) emphasise that the specificity of leadership is determined by the manager's personal motivation and leadership qualities and is a function of demanding high performance from subordinate employees. In continuation, Demircioglu and Chowdhury (2021) believe that the institutional environment can be effectively developed only if there is a formed supporting resource of management and leadership that ensures a high level of anti-corruption activities, promotes the development of the main channels of communication between the authorities and citizens, and intensifies the protection of fundamental rights and interests.

Scientists Neill and Meng (2023), and Chen and Lee (2021) have identified specific leadership roles of particular importance in ensuring the sustainable development of institutions. Among them are clear accountability, strict adherence to rules, and political loyalty – approaches typical of bureaucracy. Other roles, such as network management, highlight the need for network management of institutional provision. The conclusions of this study confirm our findings, with the addition that the leader should be able to move from one role to another, depending on the situation.

Ingrams et al. (2020) and Khuwaja et al. (2020) focus on the dualistic nature of the phenomenon of the current role of chief and leadership in the public sphere. The authors

emphasise that excessive leadership is positioned as dangerous for the democratic process, and the possibility of moral risks often haunts leaders themselves. It is worth adding that the market approach gives leadership the function of increasing the efficiency of authorities and the public interest – the need to receive guidance from politicians and legislators. It should be considered when implementing into a strategy to ensure the sustainable development of institutions in the current environment.

Scientists Franken et al. (2020) emphasise that leadership intensifies the development of the institutional framework of public administration, as it emphasises the importance of serving society by managers in general. The authors note that leadership in public administration is most closely related to encouraging employees to improve the efficiency of functional activities.

Most of these studies on the role of leadership in the sustainable development of institutions emphasise the difficulty of managers' and leaders' effective functioning in times of crisis and uncertainty, which is relevant today. The sustainable development strategy of institutions should be based on the fundamental democratic values actively promoted by leaders and managers.

Conclusion

Effective leadership and management that ensure the sustainable development of institutions are positioned as the basis of the successful development of the public administration system. The study determines the basic principles of forming the competences and skills of a modern leader in this context. It reveals that the dynamics of social processes require the formation of an innovative concept of managers' and leaders' activity.

The development of institutions requires ensuring the rule of law and democratic processes, improving the legislative framework, motivating managers to study and improve their skills, implementing an effective internationally recognised anti-corruption policy, and developing economic instruments of public administration. The close interconnection of institutional support and mechanisms of vertical social mobility also makes leadership more relevant in the synergy of competences, skills, personal influence, and the rooting of a strategy of continuous self-improvement of managers.

Among the primary roles of leaders and managers in the field under study are the ability to establish effective systems with the goal of institutional development; strengthening the democratic type of management strategy, which implies the presence of a strong but not authoritarian leadership position; development and improvement of internal and external communication and information strategies, provided that the potential of existing formal communication formations is used; generation of confidence in the ability of a public body to implement the goals of the public administration. An effective manager should ensure coordinated interaction of public administration institutions for sustainable development.

Declarations

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