

Abstract

The aim of this dissertation was to analyze the psychosocial determinants of leadership competencies of non-commissioned officers serving in the Polish Air Forces. Leadership competencies, which are one of the fundamental indicators of professional effectiveness, were defined using the Author's Leadership Competency Questionnaire, based on the competency model (Pawlak et al., 2000). The aspect of leadership was examined in the context of conditions such as: personality traits (measured using the NEO-FFI Questionnaire by Costa and McCrae), life values (Grouzet's Life Aspirations Index), conflict resolution styles (measured using Klimann's Conflict Resolution Test), and self-esteem level (Rosenberg's Self-Esteem Scale). The research, conducted in the last quarter of 2021, involved nearly 200 professional soldiers from the 41st Training Aviation Base, which due to the nature of tasks and qualifications of the non-commissioned officers was representative of all aviation bases of the Polish Air Forces. The study involved non-commissioned officers performing daily tasks from logistics, technical, and commanding groups. The analysis of the results highlighted statistically significant relationships between the level of leadership competencies and selected psychosocial conditions of the soldiers' functioning. A high level of leadership competencies correlates statistically significantly with each personality trait. The strongest positive correlation concerns extraversion and conscientiousness, and there is a moderate negative correlation with the level of neuroticism. Moreover, a positive correlation was demonstrated for psychophysical harmony and social relationships in terms of preferred values. The research also confirmed the covariation of leadership competencies with soldiers' self-esteem level. The dissertation also points to possible practical implications of the conducted studies in the selection of candidates and leadership education. Additionally, it was pointed out that the strong aspects of soldiers include: responsibility, image creation, communication, adherence to the foundation of the organization and its values, and team integration. In further training, it is worth strengthening areas such as: operating in an international environment (including language competencies in English), influencing, and resilience to stress.

Keywords: leadership, competency model, personality traits, conflict, self-assessment, values.

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