

## ENSURING THE IMPLEMENTATION OF YOUTH POLICY IN THE CONTEXT OF NATIONAL-PATRIOTIC EDUCATION

### ЛІДЕРСЬКІ ПІДХОДИ ДО ВПРОВАДЖЕННЯ МОЛОДІЖНОЇ ПОЛІТИКИ В УМОВАХ НАЦІОНАЛЬНО-ПАТРІОТИЧНОГО ВИХОВАННЯ

*The article is dedicated to the analysis of leadership approaches to the implementation of youth policy in the context of national development, specifically exploring leadership concepts that promote active civic engagement among youth and their social responsibility. The identification of key leadership models, such as transformational, situational, and servant leadership, that are most relevant to management practices in youth policy has been made. Furthermore, the methods of implementing youth policy in the face of socio-economic and political challenges are examined, emphasizing the significance of adaptable leadership that can cope with change and manage crises effectively. According to the study's findings, integrating leadership qualities into educational programs and youth development policies is a crucial step towards forming an active, responsible, and patriotic youth community. It was found that young people's patriotic activity and readiness to engage in civic life are closely connected to a high level of leadership potential and national identity. This confirms that leadership and national consciousness are interdependent and significantly impact the development of civic responsibility among youth. Special attention is given to the role of state and public institutions in the development of youth leadership, as well as ways to improve interaction between the government and youth, which contributes to social integration and political activity. In order to ensure sustainable societal development, it is important to base effective youth policy on the principles of inclusivity, cross-sector cooperation, and partnerships, as concluded by the study. In short, the research highlights the need to enhance methods for training youth leaders and establishing platforms for communication and integration of youth into state governance processes. Research that is promising can focus on the development of innovative leadership models that take into account the socio-cultural characteristics of the youth environment and contemporary technological challenges.*

**Key words:** youth policy, leadership, civic engagement, social responsibility, public administration, youth initiatives, inclusivity, partnership.

*Стаття присвячена аналізу лідерських підходів до впровадження молодіжної політики*

*в умовах національного розвитку, зокрема дослідженню концепцій лідерства, які сприяють активній громадянській позиції молоді та її соціальній відповідальності. Визначено ключові моделі лідерства, такі як трансформаційне, ситуаційне та сервантне лідерство, які є найбільш релевантними для управлінських практик у молодіжній політиці. Крім цього, досліджено механізми реалізації молодіжної політики в умовах соціально-економічних та політичних викликів, виявлено важливість гнучкого лідерства, здатного адаптуватися до змін та ефективно управляти в кризових ситуаціях. Результати дослідження підтверджують, що інтеграція лідерських якостей у освітні програми та політику розвитку молоді є необхідним кроком до формування активної, відповідальної та патріотичної молодіжної спільноти. Зокрема, виявлено, що високий рівень лідерського потенціалу та національної ідентичності тісно пов'язаний з патріотичною активністю молоді, а також з її готовністю брати участь у громадському житті. Це доводить, що лідерство і національна свідомість є взаємозалежними і мають важливий вплив на розвиток громадянської відповідальності серед молоді. Особлива увага приділяється ролі державних і громадських інституцій у розвитку молодіжного лідерства, а також шляхам покращення взаємодії між владою та молоддю, що сприяє соціальній інтеграції та політичній активності. У результаті дослідження виявлено, що ефективна молодіжна політика повинна базуватися на принципах інклюзивності, міжсекторальної співпраці та партнерства для забезпечення сталого розвитку суспільства. Підсумовуючи, дослідження визначає необхідність вдосконалення механізмів підготовки молодіжних лідерів і створення платформ для комунікації та інтеграції молоді у державні процеси управління. Перспективними напрямками подальших досліджень є розробка інноваційних моделей лідерства, які враховують соціокультурні особливості молодіжного середовища та сучасні технологічні виклики.*

**Ключові слова:** молодіжна політика, лідерство, громадянська активність, соціальна відповідальність, державне управління, молодіжні ініціативи, інклюзивність, партнерство.

UDC 316.728:323.1:159.922.7  
DOI <https://doi.org/10.32782/2663-5208.2025.72.2.2>

**Bodnar M.O.**

Doctoral Student at the Department  
of Psychology  
Dragomanov Ukrainian State University

In the current conditions of socio-political transformations and military challenges, the issue of educating youth in national and patriotic values is gaining special importance. Youth is a strategic resource of the state, on which its future, stability and security depend. That is why the implementation of an effective youth policy should be based not only on regulatory and legal mechanisms, but also on effective leadership approaches that can activate public par-

ticipation, form stable national values and civic consciousness.

The implementation of patriotic initiatives among youth can be greatly aided by modern leadership models that incorporate communication, motivation, and organizational tools. The importance of cohesion, national identity, and readiness for active citizenship cannot be understated during times of martial law. Youth leaders, both formal and informal, can inspire

positive change by sharing the values of patriotism, mutual support, and responsibility.

The implementation of leadership approaches to the national-patriotic education of youth is a crucial aspect of modern youth policy in Ukraine. According to sociological research, about 75% of young people view nationalistic education as a significant aspect of their education, but only 30% actively participate in state or public initiatives intended to promote patriotic values. This suggests that leadership approaches need to be improved to better involve young people in national projects [4]. Research also shows that 52% of students note that national-patriotic education through leaders of youth initiatives is the most effective way to form civic activity among young people. Moreover, about 40% of young people recognize that the activity of leaders is a key factor in their involvement in patriotic events. At the same time, 60% of young people actively participate in patriotic actions, such as volunteering and participation in national celebrations. However, only 30% of young people have a sufficient level of confidence in their leadership abilities, which indicates the need to develop relevant competencies. The study's findings point out the significance of leadership models in the advancement of national-patriotic education, and the importance of supporting young leaders to become more proficient in national initiatives [3].

The problem of leadership approaches to the implementation of youth policy in the context of national-patriotic education attracts the attention of both Ukrainian and foreign scholars, which reflects the importance of this issue for the development of civic activity of youth and the formation of its national consciousness. In Ukraine, this problem is actively studied by scientists such as M.B. Havrysh, who studies the role of teachers and leaders of youth organizations in the development of national-patriotic values among youth, as well as O.V. Savchenko, who focuses on the analysis of the effectiveness of youth policy and leadership approaches in the formation of a civic position in the modern socio-cultural context of Ukraine [1]. The works of Yu. K. Havrysh focus on the methods of patriotic education in educational institutions, as well as the influence of these methods on the development of leadership qualities of youth [2].

Among foreign scholars who study leadership approaches in the context of youth policy, it is worth noting R.M. Belbin, who paid significant attention to the study of roles in a team and their impact on the development of leadership in groups. Belbin analyzes how different leadership styles affect group dynamics and the effectiveness of implementing common goals, which is important for understanding the organization of youth initiatives on a patriotic basis [6]. B. Bass, the author of the multifactor leadership questionnaire methodology, focused his attention on the study of different leadership styles and their impact on the effectiveness of organizations. In his works, Bass emphasizes the importance of leadership style for

the formation of patriotic values and national identity among young people [5].

In addition, the works of such foreign authors as J.M. Covington, who studies the role of youth leaders in a democratic society [7], and G.K. Schneider, who studies the effectiveness of applying leadership strategies to involve young people in active public activity, are important [9]. They point to the need to integrate leadership approaches into the processes of national-patriotic education to develop an active civic position and support national values.

Other foreign researchers, such as T.B. Frinkley, in their works on the culture of leadership and the formation of civic activity among young people, argue that effective leadership strategies can significantly influence the development of patriotic beliefs and the involvement of young people in national initiatives [8]. Their message is that creating conditions for the development of leadership skills through active participation in social and political processes is crucial. The study of leadership approaches to the implementation of youth policy is a diverse and multifaceted field that blends theoretical and practical aspects of the development of national consciousness among young people.

Although there are studies on youth policy and patriotic education, a comprehensive study of leadership approaches to implementing these processes is still insufficiently developed. To effectively implement youth policy in the context of national identity and patriotic attitudes, it is necessary to conduct a scientific analysis of leadership practices. The relevance of the study is also enhanced by the need to develop innovative models of interaction between state institutions, public organizations and leaders of the youth environment.

As part of the empirical study, we used a number of psychodiagnostic methods, in particular, the Multifactorial Leadership Questionnaire by B. Bass to assess leadership style, organizational and communication skills, the questionnaire "Leadership and Leadership Potential" to assess individual leadership characteristics, the National Identity Test (M. B. Gavrish) to determine national identity in the context of Ukrainian society, the Questionnaire "Patriotic Potential of Youth" (O. V. Savchenko) to assess the readiness of young people to actively participate in public life and national development through activities in various areas (politics, culture, economics). To collect empirical data, an electronic survey form was developed on the Google platform Forms. The research was carried out at Dragomanov Ukrainian State University and Bogdan Khmelnytsky Melitopol State Pedagogical University. 50 higher education students – representatives of student government – participated in the study.

The results of an empirical study conducted using the B. Bass Multifactor Leadership Questionnaire method allow us to obtain a detailed picture of the leadership styles, organizational and communication skills of higher education students, in particular rep-

representatives of student self-government. A general analysis of the study results showed that the majority of respondents (68%) demonstrate a high level of development of organizational skills, as well as the ability to effectively lead a team. They are confident in their ability to make quick and effective decisions, organize a group's work during high intensity of activity, and successfully motivate team members to achieve common goals. Their readiness for managerial activities in educational and extracurricular settings is indicated by this. In activities, there are often situations that require prompt resolution of complex tasks.

However, a more detailed analysis revealed important aspects that require further development. Thus, only 25% of the surveyed respondents demonstrated a high level of innovative leadership, which involves the ability to strategically plan, implement new ideas and find non-standard approaches to solving problems. This indicates that there are certain limitations in the ability of students to predict results and develop long-term strategies in the context of leadership, which is critically important for successful activity in a rapidly changing socio-cultural and political environment.

Regarding communication skills, over 50% of respondents indicated that they have some difficulty in establishing effective communication in working with a large number of people or in situations that require high emotional stability and conflict resolution skills. Importantly, a significant proportion of respondents (45%) recognized the need to improve their negotiation skills, which they consider important for effective interaction in a team and with other organizations. This highlights the significant need to develop communication skills, which are the basis for forming sustainable social ties and building effective interaction between members of student organizations.

It is important to note that 60% of the study participants expressed the need to develop leadership skills in order to motivate and organize joint work. It is necessary to incorporate more effective mechanisms to motivate participants to achieve high results and actively participate in the implementation of initiatives. The development of skills to motivate and involve young people in civic initiatives and projects on a patriotic and social basis is of particular importance.

In general, the results of the study confirm the presence of a certain potential for the development of leadership qualities among students, but they also indicate the need for further work on improving organizational, communicative and strategic skills. Respondents demonstrated a significant level of readiness to carry out organizational activities, however, in order to achieve higher results in the implementation of leadership functions, it is necessary to pay attention to the development of innovative thinking, the ability to strategic planning and improving communication skills. Considering the above aspects, it is advised to introduce additional trainings, courses,

and practical classes designed to enhance the specified components of leadership.

The results of an empirical study conducted using the "Leadership and Leadership Potential" questionnaire to assess individual leadership characteristics showed important trends in the development of leadership qualities among students of higher education institutions, in particular representatives of student self-government. The questionnaire results showed that 72% of respondents were highly self-aware and confident in their leadership abilities. These respondents possess the ability to make independent decisions, take initiative in solving problems, and perform managerial functions. Their goal is to take responsibility, successfully interact with other team members, and have a significant impact on the team's atmosphere. However, only 30% of respondents demonstrated a high level of development of strategic thinking and the ability to plan for the long term. This indicates the need for additional development of these aspects of leadership, which are necessary for the successful conduct of organizational activities in conditions of constant changes in the socio-cultural and political environment.

Respondents also highlighted the importance of developing emotional intelligence as a key component of leadership characteristics. According to 65% of respondents, managing their emotions in stressful situations or during conflict interactions is a challenge. To maintain effective interpersonal relationships in teams and ensure a harmonious atmosphere in organizations, it is important to develop the ability to regulate emotions.

At the same time, 55% of respondents expressed the opinion that they lack skills in the field of strategic motivation and inspiring the team to achieve ambitious goals. They indicated the need to obtain additional knowledge and practical skills to increase the effectiveness of influencing the motivation of other group members, in particular by developing their own communication skills, as well as the ability to create an environment that stimulates activity and involvement in joint activities.

Overall, the results of the research on the questionnaire "Leadership and Leadership Potential" indicate a high level of intrinsic motivation for leadership among students, but indicate a significant need for further development of emotional intelligence, strategic thinking and motivational skills. Respondents demonstrate the potential for leadership activities, but for more effective management in complex social and organizational situations, it is necessary to improve their abilities for emotional self-control, strategic planning and inspiration of others to achieve common goals. It is advised to implement specialized trainings and practical classes that focus on the development of these key leadership competencies, given these results.

The results of an empirical study conducted using the national identity test (M. B. Gavrish), which aims to assess the level of national consciousness among student youth in the context of Ukrainian society, allow

us to draw important conclusions about the current state of national identity in the youth environment. 62% of respondents revealed a high level of national identity, according to the analysis of the test results. These individuals have a strong sense of belonging to the Ukrainian nation, possess a deep understanding of national history, culture, traditions, and symbols, and actively support national values. In particular, respondents belonging to this group express pride in Ukraine's achievements, have a clearly formed civic position, which is reflected in the desire to actively contribute to the development of the country and its patriotic initiatives.

Nevertheless, 28% of respondents displayed an average level of national identity, which implies a less pronounced sense of belonging to the nation and a disconnection from significant aspects of the national heritage. These respondents express a certain level of loyalty to Ukraine, but their knowledge of national history, culture and traditions is limited. Additionally, their participation in national celebrations, patriotic events, and volunteer initiatives has decreased, which indicates the need to increase their involvement in public life and the promotion of national consciousness.

The need for in-depth study of Ukrainian national symbols, history, and culture was indicated by about 40% of respondents, which confirms the current knowledge gap among a certain segment of the youth in these areas. Importantly, 33% of respondents noted the need to develop state initiatives aimed at increasing the level of patriotic education through the integration of national values into educational programs and cultural events, which aims to provide a deeper understanding of national identity.

Thus, the results of the national identity test indicate significant potential in the development of national consciousness among student youth, while at the same time indicating existing problems in the level of knowledge and activity of some respondents regarding national culture, traditions and values. This emphasizes the importance of purposeful work at the level of education and public initiatives aimed at further integrating national aspects into youth policy and upbringing, which will allow increasing the level of patriotic consciousness and national identification among young people in the context of globalization challenges and socio-cultural changes in Ukraine.

The results of an empirical study conducted using the Questionnaire "Patriotic Potential of Youth" (O. V. Savchenko), aimed at assessing the readiness of student youth to actively participate in public life and national development through activities in various spheres (politics, culture, economy), allow us to draw important conclusions regarding the level of patriotic activity and civic consciousness among youth in the context of modern socio-cultural processes in Ukraine. Analysis of the data obtained showed that 68% of respondents demonstrated a high level of patriotic potential, which is manifested in their readiness to actively participate in national development

through participation in political, cultural and economic processes. These respondents showed high motivation for an active civic position, which is manifested in participation in volunteer projects, public initiatives, elections and other forms of political activity. They express a clear desire to support national values, participate in the formation of a democratic society, and also actively participate in the development of the national economy and cultural heritage of Ukraine. This category of students is characterized by developed civic responsibility and awareness of the importance of individual contribution to national development.

In turn, 32% of respondents demonstrated an average level of patriotic potential. This indicates their less pronounced interest in active participation in the country's public and political processes. Although these respondents have a certain patriotic orientation, their readiness to directly participate in national initiatives is limited. They tend to take a more passive position in relation to national development, often being content only to observe social processes without participating in them. Such a situation may indicate the presence of certain barriers or a low level of motivation for involvement in active civic activities, which requires further study and stimulation.

Overall, the results of the study confirm the importance of developing patriotic values and civic engagement among young people. In particular, 45% of respondents indicated the need to strengthen state policy towards increasing youth participation in socio-political processes, as well as to implement educational programs that will contribute to a deeper understanding of national values and culture. This reflects the existing demand for the formation of a more active civic position among young people, as well as the need to integrate national values into the education system and public life.

Thus, the results of the survey "Patriotic Potential of Youth" (O. V. Savchenko) indicate the presence of significant potential among student youth to participate in national development, but emphasize the need for further efforts to increase the level of youth involvement in active civic activities. Given these data, it is important to implement comprehensive educational and social programs that will contribute to the development of patriotic consciousness and civic responsibility, increasing the activity of youth in the formation of national policy, culture and economy.

Within the framework of the conducted correlational study, the relationships between various aspects of leadership, national identity and patriotic activity among student youth were assessed. Correlation analysis was carried out using the Pearson correlation coefficient, which allows to assess linear relationships between variables. All calculations were performed with using statistical SPSS packages, which allowed to provide certainty and precision received results.

The results of the correlation analysis revealed a significant relationship between the level of lead-



ership potential and the national identity of youth, which was assessed using the Multifactor Leadership Questionnaire by B. Bass and the National Identity Test (M. B. Gavrish). The correlation between these variables was  $r = 0.62$  ( $p < 0.05$ ), which indicates a statistically significant positive relationship. This result suggests that students who demonstrate a high level of leadership potential also have a pronounced national consciousness and the ability to self-determination in the context of their national identity. Accordingly, youth with developed leadership qualities show greater willingness to actively participate in national initiatives and support cultural identity.

The next stage of the study was to investigate the correlation between leadership styles, specifically transformational leadership, assessed using the B. Bass method, and the patriotic potential of young people. The results of the correlation analysis showed that the transformational leadership style, which involves the ability to inspire and motivate others, and also contributes to the development of team cohesion, has a positive correlation with the level of patriotic activity of students. The correlation between the transformational leadership style and patriotic potential was  $r = 0.54$  ( $p < 0.05$ ). This indicates that young people with pronounced transformational leadership show greater interest in public initiatives aimed at preserving national values and supporting social and cultural projects, such as volunteering and political actions.

Analysis of correlations between the patriotic potential of youth and their civic activity, assessed through participation in political, cultural and economic processes, showed a high level of correlation  $r = 0.67$  ( $p < 0.01$ ). This result confirms the importance of patriotism as a factor that stimulates the active participation of students in social and political initiatives. Students with a high level of patriotism actively participate in volunteer projects, cultural initiatives and political actions, which contributes to the strengthening of national institutions and the development of cultural identity.

The correlation between national identity and students' willingness to participate in national initiatives revealed a statistically significant positive correlation at the level of  $r = 0.74$  ( $p < 0.01$ ). This result confirms that a high level of national consciousness is an important factor influencing the active participation of young people in public life, in particular in political and social processes. This emphasizes the need to develop national identity among young people as an important component of civic activity and patriotic education.

In conclusion, the results of the correlation study indicate that a high level of leadership potential and national identity is closely related to patriotic activity and readiness of young people to actively participate in public life. These factors are interdependent and have a significant impact on the development of civic responsibility among young people. In view of this, the integration of leadership qualities and national consciousness into the systems of educational programs

and youth development policies is an important step towards the formation of an active, responsible and patriotic youth community capable of contributing to national development and strengthening democratic institutions.

The results of the study showed that the effective implementation of youth policy in the context of a national crisis directly depends on the use of effective leadership approaches. It was found that transformational, situational and servant leadership contribute to the mobilization of youth initiatives, increasing the level of civic activity and ensuring the adaptation of young people to modern socio-economic challenges. The impact of crisis conditions on the implementation of youth policy is analyzed, which requires leaders to be flexible, ready for anti-crisis management, and able to respond promptly to social challenges. It was found that partnership between state institutions and public organizations is a key factor in the implementation of youth initiatives, as it contributes to the consolidation of resources, the formation of effective management strategies, and the involvement of youth in the decision-making process.

Given the results obtained, it is advisable to strengthen the training of youth leaders, develop and implement anti-crisis management strategies, create interactive platforms for dialogue between youth and authorities, as well as actively use innovative management methods. Further research can be aimed at studying the effectiveness of various leadership models in youth policy, their adaptation to modern realities and impact on social transformations.

#### BIBLIOGRAPHY:

1. Гавриш М. Б., Савченко О. В. Роль молодіжних лідерів у національно-патріотичному вихованні. *Вісник педагогічних наук України*. 2020. № 4. С. 35–47.
2. Гавриш Ю. К. Педагогічні підходи до формування патріотичних цінностей у молоді. Київ: Академія педагогічних наук України, 2018. С. 23–37.
3. Оцінка ефективності лідерських підходів у реалізації молодіжної політики. Міністерство молоді та спорту України. Київ: Міністерство молоді та спорту України, 2020. С. 112–124.
4. Соціологічне дослідження молодіжної політики та її вплив на національно-патріотичне виховання. Національна академія педагогічних наук України. Київ: Інститут педагогіки, 2021. С. 45–57.
5. Bass B. Leadership Styles and Their Impact on Group Dynamics. New York: Hartford Press, 2019. P. 45–67.
6. Belbin R. M. Team Roles at Work. London: Blackwell, 2017. P. 112–134.
7. Covington J. M. Leadership in Youth Organizations: From Theory to Practice. New York: Routledge, 2016. P. 56–78.
8. Frinkley T. B. Leadership and Civic Engagement: A Youth Initiative Perspective. Washington: National Youth Leadership Council, 2019. P. 101–118.
9. Schneider G. K. The Role of Leadership in Developing Civic Engagement Among Youth. London: Oxford University Press, 2021. P. 91–110.