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Abstract


LEADERSHIP STYLES OF FINANCIAL MANAGERS IN POLAND

The question of management style characteristic of a financial manager heading the financial and accounting department allows us to pay special attention to the work of management staff who have such a significant impact on the functioning of every organisation. A financial officer is required to be highly qualified, professionally competent and a skilled manager, he/she is also supposed to maintain high ethical and moral standards and lead the company to financial success.

The purpose of this doctoral dissertation is to present leadership styles of financial managers that differ from one another in terms of the relationship between the superior and the subordinate, the roles played by the leaders and other staff members. Financial and accounting managers are professionals who can solve problems and work in an effective manner, securing the day-to-day functioning of the organization and developing a clear vision of the organization's future.

The dissertation has been divided into two parts: theoretical and methodological-empirical.

The theoretical part consists of the first three chapters preceded by an introduction. The first chapter presents the question of leadership styles as regards managing people, motivating them in order to evoke desired attitudes and – indirectly - to realize the organization's resources. The theoretical foundations of the P. Hersey and K.H. Blanchard model - situational leadership - have been outlined. In the second chapter, the theoretical area was extended to include managerial roles characteristic of the financial world. The objective of this chapter is to describe the leadership process, taking into account the character of the roles, tasks and duties performed by financial managers. The range of the roles is wide: interpersonal, informational and decision-making. The third chapter is devoted to the question of leadership with regard to concepts and models based on personality and behavioral traits, transactional and transformational leadership, substitutes for management and management teams. The financial manager is task-oriented and relationship-oriented. Good relationship with subordinates encourages their commitment and personal motivation. The theoretical chapters have been developed based on the Polish and English literature on the subject. The fourth chapter contains the methodological and empirical part of the dissertation. The purpose and scope of the research



were presented in detail, research questions and hypotheses were formulated. In order to obtain a more complete picture of the leadership styles among financial managers, a triangulation of research methods was used, consisting of a qualitative study, namely casual, non-standardized interviews with financial managers, and quantitative research, which was carried out using a survey questionnaire. In order to avoid one-sidedness, both superiors (financial managers) and subordinates (employees) were subjected to empirical research. The analysis of the empirical material accurately shows the content of the theoretical part of the work. The research was presented visually in the form of tables and charts. The results of the research allowed to propose a model of situational leadership for financial managers. They also became the basis for widening the perception of a financial manager in comparison with other managers in the general population. This factor influenced the presentation of a comparative model of leadership styles of a financial manager and other managers in the organization: operational, HR, IT managers. The empirical research carried out in the dissertation, as well as theoretical analysis made it possible to formulate application recommendations to be used by financial managers in Poland. The turbulent nature of the environment, specific features of commercial and service activities in the Polish economy, and undoubtedly also the organizational culture will have their impact on the behavior and leadership style of the financial manager. At the end of the dissertation, generalizing statements and conclusions from the theoretical analysis and empirical research were included.

The main research hypothesis to be tested: the determinants of the choice of the way the financial manager leads subordinates are not homogeneous, which allows us to conclude that the employee leadership style chosen by financial managers is not homogeneous and is generated in a differentiated way by the determinants selected for the study.

The results of own research obtained in the dissertation allowed for a positive verification of the hypotheses put forward in the paper and made it possible to answer the research questions posed.

Financial managers use all leadership styles depending on the situation, their behavior is situated between task-orientation and relationship-orientation, depending on the employees' level of competence and psychological readiness.

14. III. 2023.

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