

## **Abstract of the Doctoral Dissertation**

The doctoral dissertation entitled “*Shaping Organizational Culture Through Authentic Leadership*” focuses on analyzing the role of authentic leadership in the process of shaping organizational culture in Polish hospitals. Hospitals face numerous challenges in the field of human capital management, including a shortage of medical personnel, demographic changes, work overload, and growing social expectations regarding the quality and availability of care. Medical staff constitute the foundation of the healthcare system, and their commitment directly translates into the safety, health, and lives of patients. In this context, a coherent, value-based organizational culture and authentic leadership that strengthens ethical values and fosters healthy relationships within the organization are of particular importance.

The research problem addressed in this dissertation was to determine whether, and in what ways, authentic leadership influences the shaping of organizational culture, the respect for and conflict of ethical values, as well as the levels of trust, cooperation, and overall satisfaction with work in Polish hospitals. The main objective of the dissertation was to assess the level of authentic leadership in Polish hospitals and its impact on shaping organizational culture, respecting ethical values, and employees’ overall satisfaction with their work, trust, and cooperation with superiors, as perceived by employees across various professional groups.

The empirical research was quantitative in nature and conducted using standardized instruments: the Authentic Leadership Questionnaire (ALQ) by B.J. Avolio, W.L. Gardner, and F.O. Walumbwa, and the Organizational Culture Assessment Instrument (OCAI) by K.S. Cameron and R.E. Quinn. In addition to these standardized instruments, an original scale of questions was developed to measure employees’ overall satisfaction with their work, trust, and cooperation with superiors, as well as to assess the level of importance of ten ethical values and the extent to which they are respected within the organization from the employees’ perspective. This allowed for the identification of discrepancies between the declared level of importance of ethical values and the extent of their observance in the organization (referred to as “value conflict”). The research was conducted in six hospitals in the Małopolska Province on a sample of 768 employees representing various professional groups: physicians and other health professionals, nursing staff, other medical and administrative staff, as well as hospital management and executives. Such a diverse sample enabled a multidimensional comparison of assessments and experiences related to leadership and organizational culture.

The structure of the dissertation was designed to correspond to the main objective and the verification of research hypotheses. The dissertation consists of five chapters. The first three are theoretical and review-oriented, the fourth covers the methodological and empirical aspects, and the fifth presents the analysis and results of the empirical research.

The first chapter focuses on organizational culture and the process of its formation in organizations, with particular attention to the role of leadership. It discusses the origins of the concept, definitions, functions, and elements of organizational culture, as well as typologies and models of measurement. The second chapter focuses on the importance of organizational culture in healthcare organizations, presenting the specific features of management in this sector, the essence of organizational culture, and methods of its measurement. Special attention is given to the role of ethical values in managing healthcare organizations, which became the reference point for the research part. The third chapter addresses leadership in organizational management, presenting its essence and definitions as well as the evolution of leadership theories and models. Particular attention is given to the concept of authentic leadership, its dimensions, and its significance for organizational functioning. The role of leadership in the healthcare sector is also discussed, including findings from previous research on authentic leadership in Poland. The fourth chapter is methodological and empirical in nature. It presents the methodological assumptions and research procedure, the research problem, objectives, and hypotheses, as well as the methods and tools applied. The characteristics of the research sample are also described. The fifth chapter contains an analysis and interpretation of the results, including statistical analysis of the quantitative data and discussion of differences depending on professional group, age, and education. The research conclusions are compared with the hypotheses, which allowed for their verification. The dissertation concludes with a summary of the research findings, proposals for future research directions, and recommendations for the practice of healthcare management.

The main and specific objectives of the dissertation were achieved. The findings confirm the significant role of authentic leadership in shaping the organizational culture of Polish hospitals and its positive impact on employees' overall satisfaction with their work, trust, and cooperation with superiors, as well as on the respect for ethical values within the organization. The results may serve as a starting point and inspiration for further research on the role of authentic leadership in fostering a supportive work environment in Polish hospitals.