

## Summary

In the era of globalization, expansion into foreign markets is a natural step in the company's evolution. To run an effective business in an environment of progressive globalization and dynamic development, it is necessary to know the specificity of the country in which the enterprise operates. An effective manager, depending on the culture and its norms and values, is assigned different characteristics. Therefore, when building his model of managing Polish business units of international corporations, a manager should take into account, in particular, local cultural conditions. The intensity of the phenomena related to foreign investments in Poland, provides a unique opportunity to conduct research in the context of cultural conditions in the management of business units of international corporations located in Poland.

The main aim of the dissertation is to determine the impact of cultural conditions in the management of business units of multinational corporations in Poland on the results of their activities. Conducting empirical research within the presented issues will contribute to filling the existing research gap in Poland in the field of cultural conditions of management, which will allow to create a model using the best practices and patterns currently used in international corporations. Therefore, the dissertation is a valuable analysis, especially for the management of business units of international corporations in Poland.

The dissertation contains a detailed review of scientific theories and definitions related to the broadly understood management of organizations and the relationship between the method of managing international corporations and the cultural dimensions of their area of operation, with particular emphasis on Poland. Conducting such research encounters many difficulties, one of which is the intercultural research method. The most common method is to diagnose and measure the level of specific dimensions of a culture. In most cross-cultural studies, the authors refer to the concept of Geert Hofstede to identify the dimensions of culture. Taking the above into account, the author in his research proceeded to diagnose selected dimensions of culture according to Geert Hofstede, and their impact on KPIs and EBIT of the surveyed companies.

The author decided to select medium and large enterprises with foreign capital in Poland for the research sample. It is the medium and large-sized business units of multinational corporations that, as a rule, measure KPIs necessary to conduct research in the form propose by the author. KPIs are commonly used primarily by production plants, hence the author's decision to include only production plants in the research sample. The research procedure was carried out on the basis of the incomplete induction method with the use of a critical analysis of the literature and selected statistical data related to the functioning of international corporations in Poland. The essence and causes of globalization and internationalization of economic activity were described, as well as the specificity of the functioning of business units of international corporations in the host countries. The author presents the basic concepts closely related to

globalization, including international corporations and their business units, as well as cultural determinants that influence their management.

Analyzing the dimensions of culture in the surveyed enterprises, the author states that the actually measured values differ from the values of these dimensions in the cultures of the country of capital origin as well as the host country. This confirms the mutual influence of the dimensions of the cultures of the country of origin of capital and the host country. The review and systematization of concepts related to international corporations and the impact of cultural determinants on management allowed the author to verify research hypotheses and create a framework for building a management model based on cultural dimensions. The statistically significant correlations between the measured results in the levels of culture dimensions and the KPI values indicated in the proposed management model, confirm the impact of culture dimensions on the functioning of business units of international corporations. Research shows that the perception of reality by Polish employees indicates that despite the influence of Western cultures on the actually measured levels of cultural dimensions in business units of multinational corporations, the dimensions of PDI and UAI still remain at a high level by Western standards. One of the main problems of Central European countries like Poland, is how to deal with the clash of capitalist values with local dimensions and cultural values as society develops. Therefore, the choice of the management model results from the adaptation of managerial practice to local conditions. As research has shown, Polish society is currently undergoing a metamorphosis related to foreign investments by learning new intercultural competences. Finally, the results of the research in question encourage managers to find ways and means to build a high-performance management model while preserving local traditions. Due to the turbulent economic environment, finding determinants of effective management of business units of international corporations in Poland is extremely problematic. The possibility of indicating the two-way or multi-directional impact of the dimensions of culture between the cultures that the surveyed company covers with its activities should complement not only theoretical, but most of all practical knowledge about the impact of cultural dimensions on the management of international corporations. Thanks to the synergy of management styles of the country of origin of the capital and the host country, it will be possible to optimize the management of ethnically diverse teams, the organization of training programs or the choice of a best candidate for a leader.