

SUMMARY

The turbulent shifts currently taking place in the market are primarily marked by uncertainty, rates of change, fear of the loss of employment, the complexity of the tasks which have to be completed in a short amount of time and the ability to assign transparent instructions. Moreover, it is essential to manage our organisations capably and choose an appropriate leadership style, which should primarily suit the current situation of the particular organisation. It is important to note that the process of managing people and economic entities is influenced by general *organisational culture*, which differs completely in every company, despite having similar attributes. The proper cultivation of culture within an organisation creates a foundation for building relations and connections in a workplace. The chosen leadership style impinges on the way a manager sees his subordinates and their work. Most managers currently see their employees as a valuable resource for the company and treat them in a subjective and respective way, providing them with motivation, caring for their needs and the relations they establish at work, which all contributes to results achieved and the general success of the organisation.

Each manager creates their own leadership style, in line with their personality traits, mental characteristics, views regarding the organisation and ways of resolving various issues in the workplace. Creating your own leadership style is a long process, requiring you to utilise your past experiences. Nonetheless, an aware manager realises that their knowledge needs to be deepened and updated, while applying any orders and prohibitions at work only demotivates employees and has a negative effect on their work. Working as a manager involves filling a variety of roles within an organisation and bearing an enormous responsibility for the final decisions. The way a manager acts, leads the team and manages the organisation they represent, affecting the image of this organisation in the competing market.

The primary goal of this dissertation is to describe leadership style as a determinant which shapes organisational culture within the insurance industry by determining the dependency between the leadership styles and organisational cultures in those organisations. Two tools have been used to accomplish this goal. The first was the Leadership Style Assessment Questionnaire, devised by J.W. Reddin, which enabled determining the intensity of eight leadership styles: directorial, acquiescent, amiable,

autocratic, open-ended, missionary, bureaucratic and dismissive. The second explorational tool was the Organisational Culture Assessment Instrument - OCAI. This dissertation presents four types of culture: clan, hierarchy, adhocracy and market. These are described in detail in the literature on the subject by K.S. Cameron and R.E. Quinn. The results of the study show an essential dependency between the leadership styles and the organisational cultures. The main hypothesis has been confirmed: if leadership style is one of the factors shaping organisational culture within the insurance industry, then the dependency between leadership styles and types of organisation cultures can be found.

The issues of organisational culture and leadership style were firmly emphasised in the literature query. However, there were not many studies which showed the complexity of this issue. The conclusions of the studies by the author of this dissertation undoubtedly prove the rectitude regarding choice in the matter. These conclusions should also not be considered final conclusions by any means. The issue calls for subsequent, deepened analysis, practical indications, further conclusions and postulates, all of which may contribute to a better understanding of the issues, which should be perceived primarily as multivariate. It can be ascertained that the research work was of a cumulative nature. This means that the conclusions from this study can become the starting point of another study.