

Streszczenie pracy w języku angielskim

The literature on the subject presents rich research achievements in leadership concepts, leadership styles, and generations in the labor market. However, the latest results presented in the dissertation show strange management manifestations. As a result, defining a new role for leaders in organizations is necessary. Check the scientific problem of the dissertation, which boils down to the answer to the question of whether the classic approach over the swelling dominates the leadership style experienced by prominent leaders. The scientific aim of the work was: to develop a model of leadership styles of young leaders, for which the author's MAST model of leadership styles was developed. Accordingly, for the dissertation, a hungry catch-up hypothesis was formulated – in the style of leadership practiced by young SME leaders, the classical approach prevails over the modern one. In this task, the leadership styles and the subject - young leaders of small and medium-sized enterprises. Empirical gold studies were conducted in the Silesian Voivodeship of the Republic of Poland. They show that such factors determine the choice of a leadership style as top management, leadership patterns inherited from the family, the environment or other authority, and subjective perception of the leader. As a result, it was also found that contemporary leaders did not experience a perfect style of leadership behavior; hence the stated hypothesis was not confirmed. In order to achieve the main objective of the dissertation, the author's MAST model of leadership styles was developed.

The structure of the dissertation includes an introduction, five chapters, and a conclusion. The first three chapters are theoretical, the fourth chapter mainly focuses on aspects related to empirical research methodology, and the fifth chapter was empirical. The first chapter presents a theoretical approach to leadership. The definitions of leader, leader, and manager are presented. The purpose of this chapter is to present the scientific achievements in the field of leadership theory, which was done based on a critical and systematic review of foreign and domestic literature on the subject. The second chapter is devoted to the issues of generations in the labor market and the values, needs, and expectations they adopted in the workplace. This chapter presents the results of a critical analysis of the literature on the subject, which is also related to generational diversity in the organization. The third chapter analyzes issues related to the activities of small and medium-sized enterprises in the country's economic system. The fourth chapter discusses the methodological foundations of empirical research and the research questions, goals, and hypotheses posed in the research project. This chapter also describes the procedure for developing a proprietary research tool (individual in-depth interview questionnaire and online questionnaire), selecting the research sample, and characterizing the study population. The fifth chapter presents the results of qualitative and quantitative research.

Based on these tools, empirical research was carried out in 2021-2022 to test the main and specific hypotheses. The research results and the author's model have increased the scientific achievements of management and quality sciences in the theoretical, cognitive, and methodological areas. The value of the doctoral thesis consists of the following:

- proprietary research tools developed;
- developed proprietary MAST Leadership Style Model;
- recommendations for leaders, enterprises, and training organizations.

Due to the extensiveness of the topic and the different perspectives of leadership development as a theoretical and practical issue, it is planned to continue research in the following areas: research on aspects of leadership by gender and in order to explain the influence of gender on the choice of a leadership style by a young leader; clarification whether the criterion of seniority and young leader's experience determines the choice of the Machiavellian style; verification of the cyclicity of the MAST model and explanation of the extent to which the determinants of this model (goal, development, adaptation and strengthening of the leader's position) allow the leaders to achieve the effectiveness of the style of leadership behavior; exploring the subject of the criterion of the effectiveness of activities in the organization and explaining to what extent the flexible approach of the young leader contributes to the effectiveness of the organization.

Information and opinions obtained during empirical research guide managers and owners of SMEs of various industries on the development of leadership styles of young leaders. They will allow for more effective development of the organization and employees and meet the challenges posed by the micro- and macroenvironment.

Keywords: leadership, leader, leader, generations on the labor market, SMEs.