

**Międzynarodowa Wyższa Szkoła Logistyki i Transportu  
we Wrocławiu**

**SUMMARY OF DOCTORAL THESIS**

**"Emotional Intelligence as a Determinant of Preferences in  
Situational Leadership Style Selection and Adequacy of Managerial  
Judgment"**

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Doctoral Dissertation: *"Emotional Intelligence as a Determinant of Preferences in Situational Leadership Style Selection and Adequacy of Managerial Judgment"* addresses an existing research gap in management and quality sciences by investigating the impact of emotional intelligence on managers' preferences for selecting leadership styles and the adequacy of these choices in situational contexts (managerial judgment adequacy). Previous, albeit limited, studies have examined the influence of emotional intelligence (among other personality factors) on managers' preferences for leadership style selection. However, no research to date has simultaneously explored the impact of emotional intelligence on both leadership style preferences and the adequacy of these styles in meeting situational demands in management practice.

The study involved a sample of 153 managers employed in the financial sector of the Polish economy. The sample comprised 123 middle management managers (80.4% of the sample) and 30 top management representatives (19.6% of the sample).

The primary research problem was formulated to diagnose the potential relationship between emotional intelligence and preferences for specific leadership styles, as well as to examine the potential relationship between emotional intelligence and the level of managerial judgment adequacy, understood as the ability to accurately match leadership styles to situational requirements.

Based on this, the cognitive goal of the research and analysis was defined - to investigate the relationship between the overall level of emotional intelligence and its individual components, and specific leadership attributes of managers - preferences in leadership style selection and managerial judgment adequacy.

In line with the research objective, the following main research hypothesis was formulated: *"Preferred leadership styles and the adequacy of managerial judgment in terms of the leadership style selection depend on the manager's emotional intelligence."*

The dissertation is divided into four chapters, preceded by an introduction and concluded with a summary presenting the findings of the research, along with a bibliography, tables, charts, and diagrams.

In the *first* chapter, methodological issues are discussed, including defining the research subject, research objectives, research problems, and the formulation of research hypotheses. The research process is also described, along with the presentation of research methods, techniques, and tools.

The *second* chapter is dedicated to the theoretical foundations of the research problem, including *leadership* issues in management sciences. Definitions of key concepts related to leadership are presented, and a review of contemporary leadership theories is conducted. The chapter further provides definitions of key concepts and a review of *emotional intelligence* theories developed in the scientific field. It also presents research findings indicating the relationship between emotional intelligence and social functioning, particularly in the context of professional and educational activities. A review of studies diagnosing the relationship between emotional intelligence and leadership in management, as well as the influence of emotional intelligence on leadership style preferences, is conducted. The next part of the chapter addresses the scientific understanding of the concept of *leadership style*, reviewing leadership style theories and considering the context of leadership and leadership styles in intercultural research. The final section of the second chapter presents the definition of *managerial judgment*, along with an analysis of this construct in the context of various leadership theories.

In the *third* chapter, a detailed description of the research methodology is presented, outlining the assumptions of the research process, the methodology of the conducted studies, a characterization of the diagnostic tools used in the research, and the methods of statistical analysis employed in the studies.

Chapter *four* is devoted to the presentation and summary of the conducted research. The chapter presents a detailed description of the studied population and an analysis of the conducted research results. The next part of the chapter discusses issues related to the verification of research hypotheses and presents conclusions and recommendations from the conducted research, including the presentation of the assumptions of the managerial *model of the development program* focused on improving the emotional abilities and competencies of leaders.

The *conclusion* of the dissertation contains a summary and key conclusions and recommendations referring to the obtained research results in relation to the set research goals

and presents the prospects for continuing research diagnosing the impact of emotional intelligence on specific leadership attributes, taking into account the expansion of the research population of representatives of the management staff of the Polish economy.

The fact that the conducted empirical analysis confirmed a clear, statistically significant relationship between the overall level of emotional intelligence and the adequacy of managerial judgment regarding the selection of leadership styles among representatives of the managerial staff in the financial sector of the Polish economy, as well as revealed statistically significant associations between the overall level of emotional intelligence and its components and preferences concerning the choice of leadership styles, may serve as a crucial indication for the direction of enhancing managerial competencies.

The conducted research has a specific practical dimension, as it contains model recommendations regarding the direction of development of managerial competencies important from the perspective of management effectiveness in the contemporary realities of running a business.

Based on the results of research conducted within the framework of this dissertation, the foundations of a developmental program model aimed at enhancing the emotional abilities and competencies of leaders—crucial from the perspective of management effectiveness—have been formulated.

The model structure of the developmental program focused on improving the emotional abilities and competencies of managers should encompass the following elements:

1. Acquisition of knowledge regarding the essence of the abilities and competencies encompassed within the concept of emotional intelligence.
2. Conducting an individual assessment of emotional intelligence using scientifically validated diagnostic tools.
3. Performing a substantive analysis of the results obtained from the emotional intelligence assessment under the supervision of a qualified expert (an individual diagnosis of emotional intelligence level along with its discussion).
4. Implementing exercises designed to enhance individual emotional abilities and competencies that constitute emotional intelligence (particularly regarding the improvement of the skills associated with the components of emotional intelligence—Empathy, Acceptance, Understanding, and Control).

5. Conducting a series of workshops based on case studies and other training techniques that demonstrate the benefits of effectively utilizing emotional intelligence in management, enabling managers to consciously take control of their emotional capabilities' development.
6. Organizing individual work within the framework of managerial coaching focused on enhancing the emotional competencies that fall under the scope of emotional intelligence, facilitating their appropriate application in management processes.
7. Providing, in justified cases, support from a psychologist concerning difficulties related to the development of emotional competencies and the application of abilities and competencies comprising emotional intelligence in daily management practice.

The developmental program constructed based on the model defined above creates real opportunities to enhance the quality of the emotional competencies of managerial staff, which, in light of the conclusions drawn from the research conducted within this dissertation, represents a significant premise for improving the quality of management carried out in contemporary, complex market and social conditions.