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DOCTORATE'S THESIS – SUMMARY

**FLEXIBILITY IN CHOSING MANAGEMENT STYLES AND
COPING WITH STRESS IN A MANAGER'S WORK**

Doctorate's Thesis written in

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The main subject of the interest of the doctorate's thesis is flexibility in management style choice as well as coping with stress in managers' work. Managing people belongs to these managerial functions, roles that are associated with fundamental meaning in shaping working teams even if by direct interference on employee's attitude and behaviour, and consequently his or her role in organization's success is acknowledged¹.

The concern about flexibility in managing style choice in manager's work is defined by three principal reasons. The first one refers to lack of possibility to manage the people that would be free of any mistakes. That is the origin of attempts made to find completely new approach to management. During the last 50 years tens of new theories concerning management have been made up, number of published books is counted in thousands². Although the principal role of managers in an organization has been already emphasized by the classics, i.a. K. Heller³ in the 30s of the last century wrote about it, it is still actual matter.

The second reason relates to changes in management, namely, the global scale of the strategy, the need to manage in different cultures means that managers find it more difficult to manage and thus makes the process of managing people more complicated. Managers face increasingly difficult dilemmas⁴. More and more problems solved by managers are also of a non-programmable nature, poorly structured, undertaken in conflict and lack of information. Therefore, coping with growing difficulties requires the ability to cope with stress⁵. To succeed, modern organisations are struggling with increasingly long working hours⁶, fast pace of acting and permanent stress⁷.

The last from the listed reasons is **the meaning of flexibility** in choosing management style in a manager's work. In present thesis people style has been defined as the whole permanent and repetitive ways if making impact by a manager on his/her subordinates in the way to make them behave in accordance with his/her expectations.

¹ M. Stor, *Kierowanie ludźmi w małej firmie*, [w:] *Sukces w zarządzaniu*. Uwarunkowania kadrowo-organizacyjne, red. T. Listwan, Prace naukowe nr 969, Wydawnictwo Akademii Ekonomicznej we Wrocławiu, Wrocław 2003 s. 234-145; M. Juchnowicz, *Kształtowanie postaw pracowników w organizacji*, [w:] *Zarządzanie kapitałem ludzkim. Procesy – narzędzia, aplikacje*, PWE, Warszawa 2014, s. 107-109.

² W. Stelmach, *Ciemne strony kierowania*, Placet, Warszawa 2005, s. 201.

³ K. Heller, *Praca umysłowa w przemyśle*, [w:] *Przegląd organizacji*, nr 3, 1932, s. 106-110, nr 4, 1932, s. 142-147, nr 5, 1932, s. 188-192.

⁴ Zob. np. A. Barabasz, *Dylematy współczesnego menedżera – dobry menedżer, czyli kto?*, [w:] *Osobowościowe i kompetencyjne uwarunkowania sukcesu*, red. A. Barabasz, E. Głuszek, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu nr 273, Wydawnictwo Ekonomicznego we Wrocławiu, Wrocław 2012, s. 9-18.

⁵ M. Romanowska, Z. Dworzecki, *Teoria i praktyka zarządzania*, [w:] *Podstawy organizacji i zarządzania*, red. M. Romanowska Difin, Warszawa 2001, s. 29-32; D. Molek-Winiarska, *Stres psychologiczny w motywowaniu pracowników*, [w:] *Przegląd organizacji*, nr 3, 2010, s. 17-20.

⁶ H. Mintzberg, *Zarządzanie*, Oficyna, Warszawa 2012, s. 37-38.

⁷ T. Buzan, T. Dottino, R. Israel, *Zwykli ludzie- liderzy*, MUZA SA, Warszawa 2008, s. 16.

On the other hand, the flexibility of managers' behaviour, including flexibility in the choice of management style (as one of the components of human resources management flexibility), is understood as the extent to which managers can use a range of their behavioural scripts in response to specific situational requirements, i.e. the adaptability of behaviour as opposed to routine behaviour.

The flexibility in choosing a style of managing people defined that way may be reflected in the efficiency and effectiveness of managing people, which is in the main stream of deliberation in the presented thesis.

In turn, **the interest in flexibility in the choice of styles for dealing with stress** in managerial work is determined by the following reasons. **The principal reason is the importance of stress from a company perspective.** The UN has called professional stress "the global epidemic of the 21st century". This is a problem for both **employees** and **employers**⁸. According to the European Commission, the costs of work-related stress in EU countries are steadily increasing, with a minimum of €20 billion in 2008 and €617 billion in 2014. 272 billion of this amount, are losses due to sick leave, 242 billion are productivity losses, 63 billion are health care expenditures on treatment⁹. In 2014, the Social Insurance Institution (ZUS) conducted a survey in Poland, which shows that the number of days lost due to stress at work in 2013 was about 77 888 days, **and social costs of absenteeism caused by professional stress in the enterprise sector in Poland are estimated at about PLN 9.5 billion yearly.**

In spite of this, in Poland, eliminating stress in the workplace is still only for employers a moral obligation and a good investment. (Framework Directive 89 /391/EEC)¹⁰. While a certain level of stress is normal phenomenon in the workplace and it is natural for employees to experience it periodically, stress that is getting regular or reaching excessive level **can affect an employee's performance, his or her satisfaction, as well as reduce their commitment** and, consequently, force them to give up the job. In this dissertation, stress in the workplace is defined as the result of a transaction that takes place between the external environment and the individual, i.e. his or her resources and capabilities, as well as internal needs and values in organisational conditions.

⁸ T. Cox, A. Griffiths, E. Rial-Gonzalez, *Badania nad stresem zwiqzanym z pracq*, Urząd Oficjalnych Publikacji Wspólnot Europejskich, Europejska Agencja Bezpieczeństwa i Zdrowia w Pracy, Luksemburg 2006.

⁹ European Agency for Safety & Health at Work, *Calculating the Cost of Work-related Stress and Psychosocial Risks* Luxembourg, Publications Office of the European Union, https://osha.europa.eu/en/tools-and-publications/publications/literature_reviews/calculating-the-cost-of-work-related-stress-and-psychosocial-risks, [dostęp: 15.08.2018 r.]; M. Milczarek, *Obliczanie kosztów zwiqzanych ze stresem w pracy i innymi zagroženiami psychospolecznymi*, Europejska Agencja Bezpieczeństwa i Zdrowia Pracy 2014, s. 6-12.

¹⁰ A. Kucharska, Ł. Śmierciak, *Zagrożenia psychospoleczne*, Państwowa Inspekcja Pracy, Główny Inspektorat Pracy, Warszawa 2016, s. 3-5.

The second reason is related to **managers** due to their **specificity characteristics of work** in which there is considerable decision-making responsibility, time pressure and a particular system of work organisation. Managers are people operating in permanent stressful conditions, which may be the reason for their lower professional efficiency and health problems. Flexibility in the choice of styles of dealing with stress, as a factor reducing stress in the workplace, may positively influence the efficiency and effectiveness of people management.

Flexibility in the choice of coping with stress styles, as a factor reducing stress in the workplace, can have a positive impact on efficiency and effectiveness in managing people. Moving on to **the last of the reasons associated with the importance of coping with the phenomenon of stress in the workplace**, which is understood as a process including all the efforts of an individual with the aim of coping with a given situation, it is necessary to point out that in Poland, despite the high costs generated by stress in the workplace, **there are few comprehensive actions and procedures leading** to minimising this phenomenon.

Existing health promotion programmes focus on improving workers' general knowledge of stress and how to strengthen individual resistance to that factor¹¹.

Psychosocial risks can be prevented and properly addressed, regardless of the size or type of enterprise. They can be dealt with in the same logical and systematic way as other health and safety work threats.

The principle goal of the author of this dissertation was to set forth how the style of managing subordinates in connection with the style of coping with stress by the superior determines the efficiency and effectiveness of managing people. Carried out bibliography studies led to the formulation of **the thesis** that the efficiency and effectiveness of people management is determined to a huge extent by the style of managing, the style of handling stress applied by the superior to subordinate employees and the style of dealing with stress by that manager.

That is why **the main research problem** was specified in the form of a question about the relations between the management styles and the manager's stress management style due to the efficiency and effectiveness of people management.

Therefore, **the empirical research** was made which **objective** was to identify, analyse and diagnose the relations between management style and stress management style in the context

¹¹ M. Warchoń, A. Bujara, *Stresogenność pracy i skutki społeczne stresu występującego wśród pracowników zatrudnionych w sektorze bankowym, raport z badań*, CIOP PIB, s. 7.

of managing people in an organisation. This thesis is **interdisciplinary in nature**, as while its main deliberations and findings relate to management, it also has many psychological threads.

The structure of the presented dissertation is a reflection of a number of subsequent actions that were taken to achieve the set objective of this work. The work is divided into four main parts. The first three have an exploratory and systematizing form, together with a proposal of the author's own concept of the synergy of preferential flexibility of management styles and coping with stress. The fourth part, empirical, is a description of the research methodology together with a description of the analysed entities, results, evaluation and direction of further research. Moreover, it contains, among the others, the analysis of the collected research data and conclusions concerning the formulated research problem.

The first chapter is devoted to the essence of human management. Selected concepts of people management have been described here. The term itself has been defined and placed as a subfunction of human resource management. The specified relation has a key meaning for further considerations in this thesis. Moreover, the equivalence of the terms manager and supervisor has been discussed. A separate section is devoted to their roles and functions in the organisation. This chapter also discusses the contemporary qualifications and competence of managers and also classification of the styles of managing people has been made.

The discussion that has been undertaken in the first chapter of this paper about the essence of leadership in an organization leads to several fundamental statements. Firstly, leadership is understood as a subfunction of human resources management. Human resources, in particular managers, are the key element of an organisation. Whereas ZZL is understood as a set of activities related to people, aimed at achieving the objectives of the organisation and satisfying the employees' needs. Secondly, in this thesis the terms manager and supervisor are used interchangeably. They define a person who manages the work of subordinate employees. Thirdly, as far as the literature review is concerned, it should be emphasized that there is no single, commonly accepted definition of competence and qualifications, nor clearly defined differences between them.

Many times the terms qualifications and competence are used interchangeably in the literature on the subject, this results from problems in naming system and interest in these terms in various scientific disciplines. However, they should not be treated as synonyms. In this paper the definitions of competence and qualifications are as referred by M. Stor.

Competence is understood as: skills, knowledge and personal qualities and behaviour needed to effective performance at work in a given organization and support the company in achieving its goals. On the other hand, qualifications are the ability to function in a given situation or

specific conditions, on a given job position.

Moreover, it should be underlined that there is no single best style of managing people. In this work the style of directing people is understood as the whole of relatively constant and repetitive ways of influencing the manager's subordinate employees in such a way that they behave meeting his or her expectations. Both on the Polish and foreign market, the changes taking place in enterprises such as: cultural diversity, organizational changes, ethics and social responsibility, new workforce, perception and fight against pathologies in the workplace, including stress and mobbing, influence the necessity to adapt the style of managing people to the new challenges resulted from the above-mentioned changes. Possibly this state has contributed to intensive progress in the field of theoretical and empirical research on human resources management in organizations, both in Poland and worldwide. As a result, more and more works are being written, which subject of interest is managing people. In addition, as contemporary researchers show, the success of a company, its ability to respond effectively to these changes and growing competition depends primarily on the quality of the manager's work, therefore his or her role in the organization is very important. Today's managers should be more aware of their behaviour towards their subordinates and increase their awareness within their role, because the manager's behaviour can have both positive and negative impact on the employee.

The second chapter discusses stress in the workplace. Selected theories of workplace stress are presented and its sources discussed. Particular attention is paid to the progressive effects of workplace stress from both an individual and an organisational perspective. A number of alarming empirical data on the scale of negative effects of stress in the workplace are presented. In addition, selected styles of coping with stress are discussed, and the necessity of stress prevention in the workplace is indicated.

The discussion taken in this part of the work on stress in a workplace leads to a few fundamental conclusions. Stress being makes a grave problem, so much the more, widely-related costs that generates on the organizational and individual level still keep growing. Managerial staff due to their specific characteristics of the profession feel stress on individual level and at the same time might influence on subordinate workers and generate stress on the organizational level.

Open-access, alarming sata regarding the scope of the problem, as well as the analysis of the phenomenon of stress in a working place (causes, effects and prevention) are not sufficient in Poland. Based on analized literature, managerial staff should pay more attention to stress prevention in a workplace bearing in mind how widespread effects the stress being discussed

makes.

There is a correlation between efficiency of managing human resources and the results of stress on both individual and organizational level. From the humans management point of view, as a personal subfunction, a manager, due to the position held in the organization and his/her role, is vulnerable to stress in a workplace in a particular way. Stress-related effects in a manager's work may have a far-going negative consequences in effectiveness of the whole organization.

The third chapter deals with issues related to the efficiency and effectiveness of people management. The specific characteristics of stress-related factors in managerial work were discussed. As a result of the theoretical research work carried out so far, the basic theoretical theses were adopted, which are the grounds for the formulation of the main research hypothesis that **flexibility in the choice of management style and style of dealing with stress is related to the efficiency and effectiveness of managing people**. Therefore, by means of deductive making conclusions from the premises obtained in the course of the literature studies, the author's own concept of synergy of preferred flexibility of management and stress management styles is proposed.

On the basis of the presented consideration in this chapter, it is assumed that the higher preferred flexibility in applied management styles and coping with stress, the higher efficiency and effectiveness of the management.

The high flexibility in the use of both management and stress management styles gives a synergy effect, i.e. the highest level of efficiency and effectiveness in managing people, thanks to the possibility of adapting the preferred style to a given situation. By using a preferable style, it is possible, based on previous experience, to anticipate the effects of planned actions and consciously manage them. By solving tasks resulting from the performance of a managerial function, it is possible for managers to strengthen their preference for a specific style of managing people and dealing with stress by including new experiences in this category and considering new behaviour as adequate ways of action.

Exploring the subject in the present part of the thesis it can be observed that the higher preferable flexibility of managing people styles applied by managers, the higher efficiency and effectiveness of the human management. Lack of flexibility in used style of managing people leads to excessive stiffing and lowering efficiency and effectiveness of managing people. Similarly, the more preferential flexibility in the use of stress management style, the higher the efficiency and effectiveness of human management. The synergy of the flexibility of the preferential management and stress management styles gives the highest level of human

management efficiency and effectiveness.

Additionally, decision making and responsibility seem to be one of the most significant stress-related factors in a manager's job.

The fourth chapter describes the research methods used in the empirical research - psychological tests and a research questionnaire. The purposefulness of the selection of methods and the research sample is explained. Moreover, this part of the paper presents the results of the empirical research on flexibility of the choice of management style and dealing with stress in managerial work, as well as the efficiency and effectiveness of people management. The findings have been analysed and interpreted, research hypotheses have been verified and conclusions have been drawn.

Research Methodology

Based on the literature presented in the theoretical part, it is assumed that a manager is required to function in a highly stressful environment, whereas dealing with stress is considered to be one of the most valued competence of managers in contemporary reality. **The aim of the empirical research** is to identify and analyse the relations between management style and stress management style in the context of managing people in an organisation.

In order to look insight the research problem and achieve the objective of the thesis, it was necessary to make questions that were placed on the ground of the up to the present review of the theoretical and empirical bibliography. The attempt has been made to answer the following **research questions**:

1. What styles of human management and what styles of coping with stress are used in the practice of human management?
2. How the preferred management style determines the efficiency and effectiveness of management under particular organisational conditions?
3. What way does the preferred way of coping with stress by a manager determine efficiency and effectiveness in managing people in specific organisational conditions?
4. Is there a link between stress management style and management style? If so, what kind?
5. Are there any differences in efficiency and effectiveness of management due to the configuration of the relations between stress management style and human management style?
6. Is there any correlation between flexible and choice of management style and stress management styles and the efficiency and effectiveness of managing people?

Taking into account the research questions in the dissertation, **the main hypothesis** has been put forward: Flexibility in the choice of management style and style of dealing with stress is related to

the efficiency and effectiveness of human management. Moreover, specific hypotheses have been formulated, which assume all possible configurations of stress management styles and human management styles.

A stress management style based on analysis and control of own emotions (SSE) correlates positively with a management style based on empathy and teamwork (Wodzirej – Chief Executive).

H1: Style of coping with stress basen on analysis and self control of emotions (SSE) correlates negatively with a management style based on formal contacts and distrust to subordinates (Ekonom- Economist).

H2: Style of coping with stress based on analysis and self control of emotions (SSE) correlates negatively with a management style based on challanges, seeking for new solutions and implementing changes (Rewolucjonista- Revolutionist).

H3: Style of coping with stress based on analysis and self control of emotions (SSE) correlates negatively with a management style based on requirements, monitoring subordinates' work and objective approach (Kapitan- Captain).

H4: Style of coping with stress based on identifying and solving a problem (SSZ) correlates negatively with an empathetic and team-oriented management style (Wodzirej – Chief Executive).

H5: Stress management style based on identifying and solving a problem (SSZ) correlates positively with a management style based on formal contacts and distrust to subordinates (Economist).

H6: Stress management style based on identifying and solving a problem (SSZ) correlates positively with a challenging management style, seeking new solutions and making changes (Revolutionist).

H7:Stress management style based on identifying and solving a problem (SSZ) correlates positively with management style based on clear requirements, monitoring subordinates and objective approach (Captain).

H8:Stress management style based on avoiding thinking about the problem and getting own attention (SSU) correlates negatively with an empathetic and team-oriented management (Chief Executive).

H9:Stress management style based on avoiding thinking about the problem and getting own attention (SSU) correlates negatively with a management style based on formal contacts and distrust to subordinates (Economist).

H10: Stress management style based on avoiding thinking about the problem and getting

own attention (SSU) correlates negatively with a challenging management style, seeking new solutions and making changes (Revolutionist).

H11: Stress management style based on avoiding thinking about the problem and getting own attention (SSU) correlates negatively with management style based on clear requirements, monitoring subordinates and objective approach (Captain).

Moreover, in order to find the answer to research questions 5 and 6, the following detailed hypotheses have been taken::

H13: The greater flexibility in the use of management styles, the higher the subjective assessment of effectiveness and efficiency of people management.

H14: The more flexibility in the use of stress management styles, the higher the subjective assessment of s effectiveness and efficiency in managing people.

Statistical verification of hypotheses is described in the chapter 4.3 of this paper.

In the conducted research, the tools of the psychological testing lab of the Polish Psychological Association were chosen to analyse the styles of human management. The most adequate seems to be the methodology of the Inventory of People Management Styles WERK¹². The Inventory WERK is applied to identify management styles and to determine the desired paths for the development of managerial competence in management. This methodology allows us to deduce the way people function in the organization by determining the consistency of this functioning with four types of management styles classified as follows¹³:

- a) style based on relations – Chief Executive
- b) style based on procedures - Economist
- c) style based on ideals - Revolutionist
- d) style based on tasks – Captain.

Primary application of the Inventory of People Management Styles WERK is to identify management styles and setting desired paths for the development of managerial competence in managerial staff. It is a useful tool to support recruitment, selection and development processes in the organization.

By diagnosing the profile of people management styles WERK, we find out what organizational culture a particular person will develop if they are entrusted with a managerial

¹² U. Brzezińska, M. Rafalak, *Inwentarz Stylów Kierowania Ludźmi*, Polskie Towarzystwo Psychologiczne, Warszawa 2015.

¹³ U. Brzezińska, M. Rafalak, *Inwentarz Stylów Kierowania Ludźmi*, Polskie Towarzystwo Psychologiczne, Warszawa 2015, s.7.

position, due to their a) personality aptitude, b) belief on effective managing the organization what will affect the way of communication with people as well as building a structure of the managed unit. It is worth remembering that WERK does not determine if somebody will be an effective manager¹⁴.

Based on the literature study, the WERK questionnaire seems to be the most appropriate research tool to use in this study, taking into consideration the purpose for managers and the subsequent comparison of the results with the Stress Management Style questionnaire (CISS). However, it should be mentioned that in the initial phase of the empirical research, other tools of known researchers were also considered, such as the Management Style Network. In regards to clearly defined and tested psychometric style features, and mainly the accuracy and normalization of the tool, the WERK questionnaire was finally applied for this work.

In order to analyse style of stress management among managers the methodology of the Stress Management Style Questionnaire (CISS)¹⁵ has been used. The Questionnaire CISS consists of 48 statements regarding different behaviour that people may take up in stressful situations. The questionaired person defines on a 5-level scale frequency he or she undertakes a specific action in hard, stressful situations. The results are recorded in three types of scale¹⁶:

- SSZ – style focused on tasks;
- SSE – style focused on emotions;
- SSU – style focused on avoidance (can take two forms):
 - ACZ – engagement in substitute activities;
 - PKT – seeking social contacts.

Activities related to identification of reliability, accuracy and standards were conducted by J. Strelau, A. Jaworowska, K. Wrześniewski and P. Szczepaniak

The third research tool is the author's survey on the co-incidence of three managerial characteristics: efficiency, effectiveness and flexibility in managerial work. It should be emphasized that the questionnaire constitutes a self-assessment, contains managers' opinions on their efficiency, effectiveness and flexibility in managing people. The questionnaire consists of 15 questions, five of which are used to diagnose the efficiency of people management, five

¹⁴ *Ibidem*.

¹⁵ J. Strelau, A. Jaworowska, K. Wrześniewski, P. Szczepaniak, *Kwestionariusz Radzenia Sobie w Sytuacjach Stresowych*, Polskie Towarzystwo Psychologiczne, Warszawa 2013.

¹⁶ Pracownia Testów Psychologicznych Polskiego Towarzystwa Psychologicznego, *CISS*, <https://www.practest.com.pl/ciss-kwestionariusz-radzenia-sobie-w-sytuacjach-stresowych>, [dostęp: 13.12.2018 r.].

to diagnose the effectiveness of human management and the last five to the flexibility of people management. The respondent determines on a 4-level scale the frequency with which he or she undertakes a given action in his or her work.

The research trial was defined on the basis of statistical characteristics and methodology of statistical research using questionnaire research of a selected representative group of the surveyed community. The subject of the research were people on managerial positions directly supervising the work of subordinates in the banking sector (institutional entity). Many studies and secondary materials of the bibliography on the subject indicate that the banking industry is the second in terms of both the frequency of psychosocial risks and the level of their stressfulness¹⁷.

For the purpose of estimating a representative research group, it was assumed that the employment in the banking sector amounted to 165,431 persons (the number of persons employed refers to the third quarter of 2017)¹⁸. The estimated management span was assumed at the scale of 10:1, which allowed to estimate the size of the surveyed population in the community at the level of 16 543 people on managerial positions.

With a confidence level of 95% and a confidence level of 0.05% in the results of the survey questionnaires it was assumed that 137 managers should be surveyed. Due to the difficulties related to the manoeuvrability of the completed questionnaires and the general resistance of the respondents to the conducted research, the decision was taken to extend the group of the surveyed managers to 200 respondents. As a result 188 questionnaires were completed. The questionnaire survey, due to the permission to carry out the survey, covered managers of the banking sector in the West Pomeranian, Lower Silesian and Lubuskie District. Therefore, all interpretations are related to the western Polish area, but statistically the results can be generalised to the whole national population, with the restriction that it concerns only the banking sector. Maintaining the accuracy of statistical calculations and the above assumptions, both in the methodology the Stress Management Style Questionnaire (CISS) as well as the Inventory of People Management Styles (WERK), maximum statistical error is 5%¹⁹.

¹⁷ A. Mościcka-Teske, A. Potocka, A. Najder, A. Andysz, A. Wężyk, M. Drabek, D. Merez, *Wyniki badań przeprowadzonych w ramach projektu „Wpływ poprawy psychospołecznych warunków pracy na ograniczenie kosztów ekonomicznych w firmach przechodzących procesy modernizacyjne i adaptacyjne - projekt badawczy”*, Instytut Medycyny Pracy im. prof. Nofera, Zakład Psychologii Pracy, Łódź 2013; A. Stańczak, A. Mościcka-Teske, D. Merez- Kot, *Zagrożenia psychospołeczne a funkcjonowanie zawodowe pracowników sektora bankowego*, [w:] *Medycyna Pracy 2014*, 65/4, Instytut Medycyny Pracy im. prof. J. Nofera w Łodzi, s. 511.

¹⁸ W. Boczoń, *Raport PRNews.pl: Zatrudnienie w sektorze bankowym – III kw. 2017*, [dostęp: 5.03.2018r.], <https://prnews.pl/raportprnews-pl-zatrudnienie-sektorze-bankowym-iii-kw-2017-431559>.

¹⁹ *Kalkulator doboru próby*, <http://www.naukowiec.org/dobor.html>, [dostęp: 05.09.2017r.].

In order to maintain the criterion of research credibility and to provide respondents with a sense of security and conditions to give honest and unrestricted answers, the conducted research was voluntary and anonymous. Each respondent declared that he or she would carry out the tests himself or herself, without consulting third parties. Each of the respondents completed the same test set.

Analysis of the Research Findings

In the banking sector, 60 % of managers do not have one dominant style of dealing with stress. 25% of the surveyed people have a task-based style of coping with stress, 13% have a style focused on avoidance, however, it should be pointed out that the level of this style is at a medium level and 2% of respondents have a style focused on emotions. In terms of management styles, 38.5% of respondents do not have a dominant management style, 32% have the Captain style, 12.5% have the Chief Executive, 9% have the Economist and 8% have the Revolutionist ones.

Managers without a dominant management style are more efficient and effective than managers with one dominant management style. The ones without a dominant leadership style adjust the WERK leadership styles according to the needs in a given situation, in such a way as to increase the efficiency and effectiveness of management. The lack of a dominant style of management can therefore be described as a separate style of managing people, which the author of this dissertation proposes to include as **a situational style of managing people**. As a rule, managers should strive for a situational style of managing people. Skillful use of an appropriate style of managing people, depending on the situation, may affect job satisfaction, employee involvement or the efficiency and effectiveness of achieving objectives. Unfortunately, as a publicly available study shows, not all managers are able to adapt their management style to the needs of their subordinates, and therefore emphasis should be placed on training and other forms of improvement that would contribute to the skillful application of situational management style. There are no statistically significant differences between other managers with dominant management styles The Economist, Revolutionist, Chief Executive and Captain.

The preferred style of dealing with stress and the lack of dominant style do not have a significant statistical impact on the efficiency and effectiveness of human management. It should be emphasized, however, that due to the insufficient number of respondents characterized by an emotion-centered coping style, this style was omitted in the Kruskal-Wallis test to check the significance of differences.

Based on empirical research, it is not clear whether there is a link between management styles and stress management styles. Due to the considerable flexibility of the management styles used by managers (60 %) and the flexibility of the management styles used (38.5 %), the number of individual correlations between the remaining stress management styles and management styles is low. In most cases, these are several relations, especially with a stress management style focused on emotions and avoidance with all management styles (SSE/W, SSE/E, SSE/R, SSE/K, SSU/W, SSU/E, SSU/R, SSU/K). As a consequence, the correlation coefficients may be underestimated, so it is recommended to extend the study to a larger number of respondents, so that the number of compounds tested is significant and equal. With the current number, Pearson's correlation coefficients are low, suggesting that there is no correlation between stress management and management styles.

Differences in the efficiency and effectiveness of people management are noted due to the configuration of the relations between stress management style and management style. Managers with a situational management style and no dominant stress management style have a higher management performance than managers with a dominant management style and no dominant stress management style. This is complementary to the results of research on higher efficiency and effectiveness of human resources management among managers using situational management style and the lack of significance of differences between the applied style of dealing with stress. Managers with a situational management style and without a dominant stress management style or with a task-centred stress management style have a higher management performance than managers with a dominant management style and without a dominant stress management style. The use of a task-focused style of dealing with stress can directly correlate with the specific characteristics of the banking sector. Managers are required to fulfil their tasks, reach sales targets, etc. A task-based approach may promote greater efficiency and effectiveness in managing people. The relevance of the differences between groups of management style and stress management style was examined for managers without a dominant management style and with Captain management style and for managers without a dominant management style and with a task-centred style. Captain-style and managers who do not have a dominant style of dealing with stress and who have a task-focused style. The remaining number of managers with a leadership style of Chief Executive, Economist, Revolutionist and stress management style focused on emotion and avoidance was too small to carry out the relevant statistical tests. It is recommended that the empirical research be extended to include the number of respondents, allowing for a study of the relevance of differences between all groups of management styles and stress management styles.

Taking into account the above, it should be assumed that the greater the flexibility of the management style used (use of situational management style), the more likely it is to improve the management process. Therefore, it can be concluded that the use of the situational style of directing people is an important factor influencing the efficiency and effectiveness of directing, because it determines in a fundamental way the relations between the superior and the subordinates, which is a partial confirmation of the thesis adopted in this paper.

During the course of both literature studies and empirical research there were several problems which, from the point of view of science and its servant role towards practice, should become the subject of further empirical research. The problems indicated can be formulated in several points concerning proposals for further research:

1. In Poland there is little empirical research on the relationship between people management styles and stress management styles. The research should be extended to other professional groups, among which the research was not conducted.
2. Greater consideration should be given to the flexibility of the choice of both management and stress management styles as determinants of people management efficiency and effectiveness by expanding empirical research.
3. It is advisable to carry out a study which would answer the following question. What could be the fundamental changes in the management styles used and how to deal with stress if managers were aware of the implications of flexibility in their application on human management efficiency and effectiveness? It would be desirable to investigate awareness of the effects of flexibility in the choice of management style and stress management style on management performance and effectiveness.
4. Polish employees are one of the most stressed out in Europe. The phenomenon of stress in the workplace should be observed more closely and, above all, restrictive changes should be taken to reduce this phenomenon.
5. Stress at work generates high costs for both the employer and the employee. The existing situation should be systematically diagnosed and mandatory changes to the employer's obligations should be introduced; the current Framework Directive 89/391/EEC is only a moral obligation.

Conducting research referring to the given above suggestions not only would it result in better use of flexibility in managements style choice and ways of coping with stress but it would also make an additional competitiveness value of enterprises.

It is necessary to highlight that the subject matter presented together with the research carried out and proposals for further studies is not complete. The Modest scope of the research conducted among the managerial staff in the banking sector gives a potential opportunity to expand it. Also, the analysis of the discussed relations between the flexibility of applied management styles and dealing with stress and the efficiency and effectiveness of human resources management may be carried out with the use of better research tools and in a different research paradigm, such as longitudinal research. In addition, it is worth taking into account the larger and more extensive research sample of the companies concerned.

Nonetheless, the conclusions provided make a good justification of the sense of undertaking research on the importance of flexibility in the choice of management and stress management styles for the efficiency and effectiveness of managing people. In the context of the findings of the PhD thesis, it can be considered that its objective has been achieved, as it has been established how the management style of subordinates in relation to the applied style of coping with stress by the superior determines the efficiency and effectiveness of human management.

Key Words: manager, stres in theworkplace, management styles, styles of coping with stress