

Summary

The author was inspired to undertake work on this doctoral dissertation by his many years spent observing the mechanisms taking place in the hotel and spa industry. This knowledge and experience allow the author to identify the key issues haunting the spa industry. Throughout all the stages of his professional career he attentively observed the superior-subordinate relations and their effect on the overall atmosphere in the workplace or organisation and the resulting effect on the broadly defined efficiency. Having worked in several companies with various ownership structures (UK-listed corporation, private company, state-owned company, a company with 100% of stock owned by the local government) the author found out how crucial the role of a leader is for the economic success of the company. With nearly 15 years of experience in managing personnel, he decided to see how and with what tools can a leader influence the organisational efficiency. Amidst the preparations to write this paper, analysing the relationship between the leadership and the organisational efficiency, the scope of the paper has been broadened to include matters of organisational culture as a kind of a catalyst of relations in this area.

The author has identified a scarcity of research in the subject literature dealing with the issue of relationship between leadership, organisational culture, and organisational effectiveness in companies in the spa industry. It is worth noting that Polish spa industry is immensely diverse. From the variety of business profiles and the plethora of conditions surrounding particular entities, to the contrasting legal forms and resource bases. Special attention in this context should be paid to municipally-owned spa companies owned by individual voivodeships. Assets of such municipally-owned companies, such as *Uzdrowisko Ciechocinek S.A.*, oftentimes include resources that are costly to upkeep but do not generate income for the company. Moreover, strictly sanatorial activity is only one of a number of activities realised by the spas as it is generally unprofitable due to the daily rates paid by the National Health Fund not being adjusted to match the actual costs borne by the companies (taking into account market prices). The municipally-owned companies are the main but not the sole subject of study within the scope of this paper. The necessity of taking comparative data into consideration prompted the author to also study private entities, though the lack of comparative material (due to refusal to give interview or conduct a survey among the personnel) prevented any attempts to gain insight in this matter.

The subject literature confirms the author's observations of the main problems troubling both the spa industry taken as a whole and the individual sanatoriums. Among the many issues particular attention must be given to:

- the noticeable lack of consideration for the importance of leadership and its relation to organisational efficiency among the management of the spas;
- the limited communication of the courses of action and of the information on the state of the business, the lack of uniform communication, the low communication skills of the management;
- the lack of knowledge and awareness of the necessity of creating an organisational culture that improves organisational efficiency.

Ultimately, within the scope of interest of the author is to develop a universal model of the influence of the leader on the organisational culture in the spa industry that results in improving organisational efficiency, thus eventually improving economic efficiency. In order to achieve this, first it should be identified what elements determine the actual influence of the leader on efficiency. This constitutes the research question that the author attempts to answer. Therefore, the main goal of this doctoral dissertation that may function as the research objective is the "examination of the factors determining the influence of leadership on organisational efficiency in the spa industry".

The doctoral dissertation consists of two parts. The first part, encompassing the analysis of secondary sources, has been divided into three chapters. In Chapter 1, regarding leadership, the author explores the importance of leadership, identification of leadership elements that influence the organisational efficiency and realisation of particular tasks by the subordinates. Chapter 2 pertains organisational efficiency. It explains its significance and place in management theory, and it follows the evolution of the concept with indication of the prevailing models and methodology of its analysis through the scope of single- and multi-dimensional methods. Concluding the theoretical deliberations, the author presents the organisational culture as the link that tethers the concepts of leadership and organisational efficiency in their mutual pursuit of the ultimate, multi-dimensional success of the company.

In Chapter 3 the author undertook to characterise the broadly defined spa industry. Chapter 4 describes the methodology of own empirical research and presents its results.

If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea – wrote Antoine de Saint-Exupery. Paraphrasing his words, if you wish to be an effective, successful leader, lead by example and invest in communication tools so that your subordinates understand your vision and your goals, and the organisational culture developed by you positively influences the overall efficiency. Inspire your employees with ambitious goals, infuse them with a vision, and they will find the tools to achieve it.