

Streszczenie rozprawy doktorskiej w j. angielskim

ABSTRACT

The task undertaken in this dissertation is to find an answer to the question about the significance people 50+ have for an organisation in the context of knowledge management in the era of dynamic demographic changes. This has resulted in conducting research into the actual course of knowledge management in organisations. The observed and anticipated change on the global and domestic market caused by a sudden ageing of employees poses a specific challenge to organisations and employees. This problem is of an unprecedented character and never before has it appeared on such scale. Along with demographic changes, we are also experiencing technological revolution which, on the one hand, is a great opportunity to increase effectiveness, but on the other poses the risk of exclusion of people aged 50+. The challenge of managing the potential of mature people may become one of the threats to the country's economic development, and thus makes the subject matter of this dissertation important and answers the needs of a contemporary organisation. Including employees 50+ in the knowledge management processes enables organisations to obtain competitive advantage, improve the image of the organisation and influences the process of stabilizing employee sentiments and improves the quality of decisions taken.

The aim of this paper is to check whether the use of potential of people 50+ is an important element, and how important it is, not only at the level of declarative readiness but also based on the review of currently applied actions in this respect. This will allow to collect best practices and incorporate them into the knowledge management model, relevant for a given company. An important aim of this paper is also to identify conditions to share knowledge which is significant not only for the efficiency of an organisation, but also for a general increase in well-being among people 50+ and their families. People involved in the knowledge sharing processes not only improve the effectiveness of the entire organisation, but also demonstrate greater motivation and engagement themselves. Conducted research allow to define factors shaping the needs for developing knowledge succession systems with the inclusion of a specific nature of a given branch of economy. Certain regularities can be observed which allow to indicate specific solutions for the production, service and even administration sector. The research also covered the analysis of organisation from the

perspective of organisational culture and the complexity level of business processes. The paper also includes a universal model for managing knowledge in organisations which encompasses the specificity of the learning process of people 50+ as carriers of valuable and unique knowledge for the organisation.

This dissertation is composed of a theoretical part which includes a historical overview of management doctrines in terms of knowledge management, starting from the first research conducted by Frederick Taylor, and ending up with contemporary 3.0 management models or turquoise organisations. This comparison allows to observe an evolutionary change in the way the significance of knowledge management is perceived in organisations, and long-term tendencies to make knowledge more and more significant in organisations as a key factor in building competitive advantage. Such comparison indicates the evolution of management caused by social changes and social development which enables more in-depth analysis and understanding of present-day challenges related to the ageing of societies. It is also possible to observe which of the elements of already used models can be incorporated into activities that answer current challenges.

Review of legal regulations depicting the manner in which they influence the shape of the proposed model, both at the international as well as domestic level, constitutes a substantial part of this dissertation. Legal factors shape the operations of organisation in a significant way, often by imposing specific behaviour on the organisation, as is the case with the pension schemes currently entering into force. Also, regulations introduced by opinion-forming and research bodies relating to the increase of management quality and efficiency have an impact on the type of actions taken by organisations. Recommendations concerning diversity management, i.e. for instance the introduction of parity in employing persons 50+ etc. may serve as an example. The said regulations impose numerous obligations and guidelines on employers. Including these demands in the knowledge management model results in greater motivation of the decision-makers in organisations to implement it.

An important part of this paper is dedicated to the description of research and results analysis presented in chapter three. During the research both quantitative as well as qualitative methods were used. Quantitative research was carried out in the form of survey interviews with the use of a properly designed research questionnaire. While the qualitative research was conducted by analysing case studies and holding interviews with the representatives of the organisations subject to research and author's own observations. Survey research was conducted with managers, the management team and employees. This provided the possibility

of triangulation of the research results. Questions included in the questionnaire were correlated with the aims and hypotheses of the dissertation.

Obtained results, described in chapter four, allowed to develop a universal model to manage knowledge in organisation. Thanks to its versatility, due to its holistic character, it can be used in diverse organisations allowing to incorporate the specific character of potential of people 50+.

Sudden ageing of societies implies that innovative tools to manage knowledge in organisations are to be looked for. The issue analysed in this dissertation and presented model may serve as a basis for defining directions of better management and competitive advantage of companies, which in consequence leads to economic development of organisations, enterprises, as well as the country.

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