

SUMMARY

In contemporary organizations, there are several generations of employees with different attitudes to work, professional development, different expectations and aspirations, which results from the changing demographic, historical and economic conditions of each generations. The diversity of generations translates into the presence of intergenerational teams in enterprises, the diversity of which, as it results from demographic data, will be increasingly stronger. Managing intergenerational teams is currently a big challenge not only for managers who are required to skillfully use the potential of different generations, but also for representatives of these generations who function together in the organization¹.

An in-depth analysis of the relevant literature allows us to conclude that the contemporary practice of managing generational diversity focuses on the study and description of the characteristics of individual generations, in particular intergenerational differences, knowledge transfer or opposing individual generations of employees, while there is no comprehensive reference to the method of intergenerational team management. A research problem was identified which is the lack of an intergenerational team management model. The main goal of the doctoral dissertation was therefore to develop the model of intergenerational teams management in enterprises.

In order to achieve the aim of the dissertation, the author conducted quantitative research by means of advanced statistical methods, the results of which allowed for a detailed determination of the methods and tools for intergenerational team management, identifying the components of the intergenerational team management model, and formulating recommendations regarding the implementation of the model in the enterprise.

The dissertation is both theoretical and empirical and consists of five chapters, introduction and conclusion, bibliography, list of tables, charts and figures, and an annex. The whole is complemented by a summary of the dissertation in Polish and English.

The theoretical part of the dissertation, which includes three chapters, presents reflections on diversity management, generations coexisting in the labor market, generational management, as well as theoretical conditions for intergenerational team management. The main sources used in the dissertation include the relevant literature both Polish and foreign, in the field of e.g. human resources management, diversity management and team management.

The empirical part of the dissertation presents the results of quantitative research that was carried out in enterprises in the country (73 companies in the Province of Silesian). The target group of the study were 10 managers of intergenerational teams (those with representatives of at least 2

¹ A. Stosik, A. Leśniewska, *Innowacyjne rozwiązania w zarządzaniu zasobami ludzkimi...*, s. 184.

generations) working in large enterprises and their 10 employees working in intergenerational teams. The study was divided into a pilot part and a proper study.

First, a pilot study was conducted on a sample of a dozen or so managers and employees working in intergenerational teams. The pilot study was used to verify the correctness of the adopted research approach. The actual study covered 214 managers of intergenerational teams and 214 employees of these teams. It was conducted using the CAWI and CATI interview questionnaires. The study used a unique interviewing technique - DIADA. The study provided a representative sample of research for the Province of Silesian. The results of the research are presented broken down into the results of the survey of managers and employees.

The subject of the research was the methods and practices of human resource management that can be used in intergenerational team management in organizations, as well as organizational internal and external factors influencing this process, e.g. strategy and structure of the organization, organizational culture, team size, generational diversity in the team, team autonomy or level of commitment.

In the last part of the dissertation, conclusions resulting from theoretical discussion and empirical research were formulated. The effect of the conducted research was the verification of research hypotheses, and then the construction of a model for intergenerational teams management in an organization, as well as the formulation of recommendations for the implementation of this model in enterprises.

Keywords: diversity management, generations, intergenerational teams, intergenerational management model.