

SUMMARY OF THE DOCTORAL DISSERTATION

Katarzyna Kuna-Szyska, MA

title: "A model effective intergenerational communication in a business organisation."

The dissertation addresses the issue of effective communication, which is one of the basic instruments used for organisational management and effective leadership of people. It highlights the importance of effective exchange of information, which has a direct impact on employee relations, enabling communication between individuals, groups and even entire organisations. It focuses on a particularly important dimension of communication taking place within an organisation, understood as the process of passing on information, the aim of which is to make employees understand decisions related to various aspects of organisational management, to be more inclined to manifest basic loyalty and to identify with the company.

The paper focuses on the issue of managing an intergenerational team which requires a manager to have the right communication skills, the ability to adapt his/her management style to the different needs and preferences of his/her colleagues.

The aim of the dissertation was to develop a model of interpersonal communication based on such a type of message, the application of which will allow to improve interpersonal communication and thus lead to the optimal use of knowledge and skills of employees in intergenerational organisations. The work is both theoretical and empirical in its nature.

In order to obtain the data necessary to answer the research questions and hypotheses presented in the paper, two studies were conducted. The first study used the author's own Survey Questionnaire, while the second study used an existing research tool, the PROKOS Test. The results are described in the paper. The dissertation concludes with a diagram of the new communication model, a summary and conclusions.

The structure of the dissertation is detailed below.

Chapter One provides information on the role of communication in the functioning of contemporary organisations. Communication needs in business organisations, as well as their areas and aspects in organisations are discussed. Special attention is given to the purposes and functions of interpersonal communication. The issue of certain determinants affecting the behaviour of individuals in the organisational environment is mentioned. The issue of communication in organisations is discussed; the concept itself is defined, its essence is presented and its functions are characterised, followed by a discussion of models of the

communication process and their elements. Furthermore, clarification of types, directions and forms of communication in organisations is conducted.

Chapter Two addresses the issue of interpersonal communication as a basic instrument in the process of managing people. It captures the very concept of leadership, its elements, its essence and the functions it performs. The classical tools of communication in organisations are presented, followed by a detailed discussion of the issue of evaluating interpersonal communication in work teams. The evaluation of the level of quality and effectiveness of communication in the process of managing employee teams is particularly focused upon.

Chapter Three deals with effective communication in the process of leading people in an intergenerational organisation. It characterises each of the generations: X, Y and Z and points out the determinants of effective communication with them. The chapter also includes a theoretical consideration of the manager's role among generational diversity of an organisation. It identifies the values and needs of employees of different generations, discusses methods of motivating employees of different generations and explores the formation of intergenerational team relationships. The importance of communication in the context of managing intergenerational staff and the determinants of communication behaviour in an organisation are then pointed out.

Chapter Four is a methodological chapter which presents the aim and subject of the author's own research, shows the research questions and hypotheses, discusses the methods, techniques and tools used in own research and describes the characteristics of the research group.

Chapter Five provides statistical verification of the established research hypotheses. It provides empirical indications of the variation in communication directed at employees of generations X, Y and Z and includes recommendations for HR managers in an intergenerational organisation.

The paper is summarised with a conclusion and a list of the used literature resources. The accompanying appendix provides supplementary material as information on the research procedure.