

Martyna Michalak  
Wroclaw University of Economics

Faculty of Management, Computer Science and Finance  
Institute of Organization and Management  
Department of Human Resources Management

supervisor: dr hab. Marzena Stor, prof. UE  
subsidiary supervisor: dr Joanna Mesjasz

## PhD THESIS SUMMARY

### **Developmental activities as a factor affecting organizational commitment and employee engagement**

Currently, we can observe dynamic changes of environment in which modern organizations operate and the changes taking place in the companies themselves. In this dynamic and changing environment, the role of employees' skills, extensive experience or permanent competence development, increases. This creates a need of providing employees with developmental activities which allow the company to reach its business goals and competitive advantage. In addition, based on the analysis of literature, the relationship between developmental activities and the level of organizational commitment and employee engagement may be considered. Such observation leads to the following thesis: *It is possible to achieve a higher level of organizational commitment and employee engagement through developmental activities.* On the basis of the above mentioned thesis the main goal of the PhD dissertation is defined as: *identification, analysis and diagnosis of the relationship between developmental activities and both organizational commitment and employee engagement.*

The PhD dissertation is of empirical character and based on studies conducted in 2012, in which 7 companies from Wroclaw Business Park I and II and Wroclaw Technology Park took part. In the studies there were used three methods of obtaining data:

- analysis of the documentation of the surveyed companies,
- structured interview,
- survey methods:
  - for employees and managers, consisted of two questionnaires:
    - concerning the developmental activities, prepared by the author of the thesis;

- concerning the diagnosis of the level of organizational commitment and employee engagement, created by the team: M. Juchnowicz, H. Kinowska and E. Rypina
- for HR department employees or for the members of the Board of Directors created by the team: M. Juchnowicz, H. Kinowska and E. Rypina

The on-line version of the survey for employees was fully filled in by 151 employees, which gave 74% of all surveys distributed within the examined companies.

The PhD dissertation consists of three structural parts. The first, theoretical part, focuses on employee development and methods of shaping organizational commitment and employee engagement in the structure of the HR function. In the second, empirical part, the research methodic is presented. And finally, the research findings with both practical recommendations and suggestions for further research are discussed.

The results presented in the PhD dissertation lead to the conclusion that developmental activities available at various stages of employee development management process may affect the level of organizational commitment and employee engagement. In addition, based on the conclusions, there can be a tool proposal formulated. Managers and HR employees can use this tool in order to improve and maintain the level of organizational commitment and employee engagement at the desired level, which in turn will lead to achieving company's business objectives.

*Martyna Michalok*