

POLITECHNIKA ŚLĄSKA
Wydział Organizacji i Zarządzania

ROZPRAWA DOKTORSKA

**WPLYW KOMPETENCJI MENEDŻERÓW
NA PROCESY NAPRAWCZE PRZEDSIĘBIORSTW**

mgr Katarzyna Wybrańczyk

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dr. hab. inż. Adama Szromka, prof. PŚ oraz promotora
pomocniczego dr inż. Beaty Hysy.

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Mgr Katarzyna Wybrańczyk

The Summary of Influence of managers' competence on remedial processes of enterprises

The doctoral dissertation deals with the issue of the impact of managerial competences on the remedial processes of enterprises that take place during restructuring in these enterprises. Proper management of corrective processes is important for their proper management. So, there was a need to diagnose what competences a change manager should have, which has the burden of successfully leading remedial processes. Thus, the main purpose of the work was to determine the impact of competence on remedial processes in restructured enterprises. The dissertation presents the issue of managerial competences, discussions, about what factors may affect the competences of a change manager, were undertaken. The topic of reorganization restructuring and methods of their implementation were also discussed. The research part of the study poses, among others, the questions: What is the tendency of managers to accept changes in the course of remedial processes taking place in the company, taking into account their individual and collective benefits? What competences related to managers' knowledge, personality traits, and experience determine their positive attitude towards restructuring changes in the enterprise? How do the identified competences of the change manager affect the remedial processes in restructured enterprises? How is it possible to use the identified factors of competence of managers in the implementation of remedial processes in enterprises? The work was developed the research hypotheses: **H1:** Manager spotting personal benefits, as well as for the place where he works, related to the changes, he will be showing positive attitude towards changes in the workplace. **H2:** Acceptance of the change by the manager depends on whether the manager perceives the change resulting from remedial restructuring as a challenge or as a threat. **H3:** Acceptance of a corrective change by managers depends on their personality factors (and, in particular, on selected personality traits, anxiety, needs and temperament). **H4:** The knowledge of managers and, in particular, the knowledge of the purpose of changing the implemented remedial processes increases the propensity to accept corrective changes. **H5:** The demographic characteristics and experience of change in the past have a significant impact on the attitude of managers towards remedial processes in the enterprise. The research was divided into two parts. The purpose of the first part of the research was to learn about managerial competences relevant during restructuring, and to create a Change Manager Competence Profile. These tests were carried out in seven production plants in Poland. The second part of the research diagnosed the impact of managerial competence on remedial processes. These tests were carried out both in production plants participating in the first part of the research process and in 5 other enterprises, in which remedial processes of various scale were also carried out. Managers of enterprises were respondents in the conducted research. In total, 476 completed research questionnaires were obtained, with the first part of the study carried out among 194 managers, while the second part of the study was conducted on a group of 283 managers. The research was carried out using an original research tool and standardized psychological tests. The whole dissertation ends with research conclusions. Various research methods have been used to answer research questions and to verify the hypotheses e.g. critical literature analysis and statistical analysis of test results (Chi-square test, U (Mann-Whitney test), case study. The conclusions of the study, which were presented in the paper, complete the research gap in the field of management and quality sciences. This gap concerned the lack of knowledge on the indication of which managers' competences are important when managing

remedial change and how they have an impact on the successful implementation of remedial processes. Research has shown that the human factor, which is competence, is important when implementing remedial changes. Managers, who possess these competences, obtain better results of the implementation of tasks and are characterized by their greater acceptance of changes than when they do not have these competences.