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Streszczenie w języku angielskim

Intergenerational knowledge transfer in the training of the Polish Armed Forces

The dissertation was devoted to the topic of intergenerational knowledge transfer occurring during the training of reserve soldiers of the Armed Forces of the Republic of Poland.

Training processes are implemented in every organization, regardless of its size, form of ownership or the "industry" in which it operates. Employee training plays a significant role not only in the knowledge transfer process; training is also an essential tool for the development of an organization's human resources, which in turn is an important human resource management activity. Professionally prepared, conducted and evaluated training is considered fundamental for meeting the current and/or future qualification needs of employees and the organization as a whole.

Conducted literature reviews have shown that the topic of human resource management in the Polish Army is increasingly being taken up by researchers, and not only those professionally related to the activities of military organizations. Completed literature studies, after all, showed the existence of a cognitive gap related to the intergenerational transfer of knowledge that occurs during the training of soldiers. Therefore, it was decided to conduct an empirical study and research dedicated to this very issue.

The paper answers the following research questions:

- P1. What role in the activities of the Armed Forces of the Republic of Poland is played by the development of human resources carried out through training?
- P2. What are the functions of training in the Polish Armed Forces?
- P3. What does the training process in the Armed Forces of the Republic of Poland "look like" and what actions are taken at different stages of the process?
- P4. What training methods are used by trainers representing the Polish Army?
- P5. What is the intergenerational transfer of knowledge during the training of the Armed Forces of the Republic of Poland?
- P6. Which kind of generations are involved in intergenerational knowledge transfer in the Polish Armed Forces?
- P7. Which social factors are the main determinants of intergenerational knowledge transfer during training prepared and implemented by the Armed Forces of the Republic of Poland?

This allowed to realize the main objective of the work which is to clarify the complexity of intergenerational knowledge transfer occurring in the stage of training implementation and to develop recommendations, the function of which into practice will allow to improve (enhance) intergenerational knowledge transfer in the training of the Armed Forces of the Republic of Poland.

The empirical research used the documentary research method (internal documents in which references to training in the Polish Armed Forces can be found were analyzed) and the interview method. Interviews (non-standardized and unstructured) were conducted based on permission obtained from the Operations Center of the Ministry of Defense with persons serving as instructors in the training courses of the organization under study. All interviews represented one military unit, operating in three districts: łódzkie, świętokrzyskie and małopolskie.

In the first chapter, the discussion began by showing the role of human resources in the activities of an organization and the relevance of these resources to the knowledge management process, one of the stages of which is knowledge transfer. Additionally the active generations (Baby Boomers, X, Y and C) were also characterized. The paper also presents the idea of intergenerational knowledge transfer, including the instruments of this transfer and the factors determining it.

The second chapter discusses issues related to training. The role of training in the organization and the functions fulfilled by training were shown. The content on training was supplemented with considerations exposing the staging of the training process, the activities undertaken at each stage and the characteristics of the entities involved in the preparation, implementation and evaluation of training.

The third chapter presents the justification for undertaking the study, the research objectives and research questions. The methodology of the conducted empirical research is described. The Armed Forces of the Republic of Poland as the object of the research and the characteristics of the respondents were presented.

The fourth chapter presents the results of the realized empirical research. Based on the analysis of documents and the statements of respondents, it presents: the characteristics of personnel subprocesses in the Polish Armed Forces, the most important issues of training in the Polish Army, and selected aspects of intergenerational knowledge transfer in the training of reserve soldiers. The empirical part of the dissertation ends with the limitations of the conducted research and conclusions, which present detailed suggestions for improvement.

Conclusion summarizes the contents of the entire dissertation and indicates how and to what extent the objectives of the dissertation were achieved.

The work adds to the knowledge of the course of intergenerational knowledge transfer in the training of the Armed Forces of the Republic of Poland. In addition, the author hopes that the recommendations presented in the work, will allow to improve the intergenerational transfer of knowledge occurring in the execution phase of training. From the point of view of the functioning of the Armed Forces of the Republic of Poland, intergenerational knowledge transfer is certainly a valuable process, so its improvement is worth studying.