

ABSTRACT

EMPLOYEE ENGAGEMENT IN CREATIVE PROFESSIONS ON THE EXAMPLE JOURNALISTS

Contemporary organizations face two challenges. Firstly, they operate in an unstable environment that is subject to constant, extremely dynamic changes. Secondly, to be successful, they must create attractive conditions for highly motivated employees, whose involvement will determine the potential of the organization.

Employees who are creative and highly committed to their work, profession and organization become the key factor for the innovativeness of enterprises. Employee engagement is a challenge to human capital management. Especially in a situation where many scientists and practitioners pay attention to the decline in the level of commitment, and even to the occurrence of burnout in its place.

The issue of employee engagement is quite widely discussed in the literature on the subject. However, it should be emphasized that Poland still lacks systematic studies devoted to the subject of involvement in individual creative professions. The main attention of those conducting research in this area is focused on employees of the IT industry, engineers and other specialists working in the new technologies industry. Professions such as actors, musicians, filmmakers, journalists, who also belong to the creative class, are ignored. This may result from the difficulties of conducting research in these professional groups, but it is even more an area which should be paid attention to.

In democratic societies, the media have a special role. Their task is not only to inform, which makes their opinion-forming and persuasive power extremely great, but also to provide entertainment to viewers, listeners, or readers. Dynamic changes in the media industry related to the emergence of new forms of communicating content have also caused changes in the journalistic profession. This profession is the subject of scientific reflection, among others, among media scholars, lawyers, sociologists, and psychologists. They focus mainly on identifying the current concepts of the journalistic profession, assessing the impact of his work on society, and various aspects of their work (including remuneration, professional status, etc.). However, there is a lack of comprehensive ones regarding the involvement of journalists as a group of creative professions.

The main objective of the doctoral dissertation is the characterization of multi-criteria creative journalism as a profession and to identify conditions of involvement of employees of this professional group.

For the main objective so formulated two hypotheses have been indicated of a general nature:

H1: Journalism is a profession-specific creative, which is located on the border of "super-creative core" and "creative professionals".

H2: The level of total commitment of creative employees is largely shaped by the emotional dimension of each type of involvement.

The main objective was subordinated to the specific objectives of a theoretical-cognitive (to which the implementation of an analysis of the literature), cognitive-explanatory (for conducting survey) and utilitarian (allowing for the formulation of recommendations resulting from an earlier study of the literature and studies conducted among journalists).

The implementation of the main objective of the doctoral dissertation and the verification of the formulated hypotheses (general, specific and research) required in-depth studies of the subject literature, constituting the basis for theoretical considerations regarding employee involvement, creative economy and creative professions and journalism, analysis of secondary sources of information, as well as empirical research among journalists in Poland.

The theoretical basis for the implementation of the objectives of the doctoral dissertation was based on the study of literature carried out by the method of analysis and criticism of the literature.

For the purposes of this dissertation, a multi-faceted survey on the engagement of journalists in Poland was also carried out. A group of 398 respondents took part in it. This study was conducted during the difficult time of the coronavirus pandemic, thanks to which its scope also included the time of crisis. To carry out the survey, the survey method was used, in which the main research tool was an online questionnaire, but also due to the special circumstances and time of the survey, a traditional (paper) questionnaire was used for this purpose.

This doctoral dissertation has been divided into four chapters.

The **first chapter** of the dissertation is entirely devoted to the issue of employee involvement in contemporary management theory and practice. It shows how scientists define the concept of "commitment" and what changes have occurred over time in understanding the meaning of this concept. The chapter distinguishes the basic types and dimensions of involvement based on literature studies. It highlights the essence of its importance for

contemporary organizations and indicates the characteristic methods of measuring the level of commitment among employees.

The **second chapter** discusses the role of the creative economy in the world. It was indicated how to understand the creative sector and what is the specificity of the organizations operating in its area and to what extent the media organization can be considered creative. It also highlights the important role of creative capital and, in this context, discusses the concept of the creative class proposed by Richard Florida.

Chapter three attempts to establish the current concept of journalism against the background of various existing conditions of this profession. The extremely large capacity of the concept of "journalist" makes it difficult to answer the question of where the boundary between the journalist and the journalist who is not anymore should be situated. The chapter highlights the need for professionalization in the profession and the competences of journalists, which may prove that it is a creative profession. The important role played by the transformation of the media world in the last two decades in establishing the concept of journalism was emphasized. The most important research on journalism conducted so far in the world and in Poland was also presented. The last part of this chapter attempts to characterize journalism as a creative profession and draws attention to its specific aspects.

The **fourth chapter** of the dissertation concerns the empirical research conducted among journalists in Poland. In its first part, the research methodology is discussed in detail, identifying research questions that were at the foundation of research, goals (cognitive and explanatory), and research hypotheses formulated for its needs. It describes the measuring tool which was the questionnaire (it is attached to this dissertation and is included in the appendix). The second part of the chapter presents a detailed description of the studied group. The third part presents the results of the research, thanks to which it was possible to characterize the engagement of journalists in its individual types and dimensions, as well as to determine its level. The conducted research also made it possible to identify individual factors related to work and elements of human resource management that affect the engagement in the surveyed professional group. The fourth chapter ends with the part which includes the conclusions of the research.