

“Shaping the organizational commitment and work engagement of engineers”

One of the observable changes in the contemporary world, favored by the progressing globalization processes, is the socio-economic transformation. The transformation initiated the creation of an economy and a new organisation based of knowledge. Knowledge-based organizations are maximally flexible and usually have a relatively smaller material resource, because their potential is built by immaterial ones. The strategic group of workers in this new economy are so-called the knowledge workers which include doctors, scientists and engineers. Their work is based on transforming information into knowledge, and its level allows relatively quick adaptation to new duties in a new organization. Usually, it is difficult to replace an engineer with another worker, due to the uniqueness of the knowledge held by an engineer. Moreover, engineers have become more mobile and can work from any place in the world.

The professional group of engineers is expanding with the development of modern technologies. As a result, managing them becomes a big challenge for modern organizations. This especially applies to the retention of these employees in the organization. It becomes necessary to build relationships based on loyalty, mutual trust and to foster the achievement of specific goals. Thanks to the use of the correct methods, an engineer will still consider his work his passion and get involved in the activities of the organization and will not look for another place of employment. This means that today the importance of organizational commitment and work engagement have grown significantly of engineers in the organization.

For the reasons presented, the author will identify conditions and ways of shaping organizational commitment and work engagement of engineers in Poland. In the context of the main goal set in this way, the following specific goals were distinguished:

1. Determining the level of the organizational commitment and work engagement for the occupational group of engineers in Poland.
2. Determining the impact of generational affiliation of engineers (the Baby Boomer, X, Y, Z generations) on their organizational commitment and work engagement.
3. Determining ways in which the organizations employing engineers in Poland are shaping their organizational commitment and work engagement.
4. Making practical recommendations for employers of engineers regarding building organizational commitment and work engagement.

According to the presented goals of the dissertation and after studying Polish and foreign literature on the subject, and the information collected by the author during her current professional path, the following hypotheses have been put forward:

Hypothesis 1. The occupational group of engineers is characterized by higher levels of organizational commitment based on the affective component as opposed to the continuance and normative components.

Hypothesis 2. Offered non-material incentives affect the level of engineer's organizational commitment.

Hypothesis 3. Generational affiliation in the occupational group of engineers affects the level of their organizational commitment.

Hypothesis 4. The level of work engagement in the occupational group of engineers is affected by work experience in a given organization.

The work has been divided into four parts. The first two chapters review the current literature on organizational commitment and work engagement, with each chapter devoted to one phenomenon. Chapter three introduces the empirical part, alongside a description of the methodology used. The last chapter presents the results collected in the course of the research, concerning the creation of organizational commitment and work engagement in engineers.

Each of the four stages of the research project provided information which then led to the verification of the hypotheses that have been put forward and helped in achieving the intended goals. Interpretation of the results of the conducted research has shown that the occupational group of engineers is characterized by a higher level of organizational commitment based on the affective component, as opposed to the continuance component and normative component. The level of the affective and normative commitment in the studied group is significantly higher in the older engineers' group (the representants of the Baby Boomer and X generations) than in the younger engineers' group (representants of the Y and Z generations). Continuance component turned out to be statistically significantly higher for the respondents of the Baby Boomers generation compared to the remaining generational groups. Survey respondents and qualitative research experts both suggested that an increase in non-material incentives, such as an individual praise from the superior, awarding in front of a large number of people, or determination of an individual development path, results in the growth of organizational commitment. In the dissertation a set of factors recognized as highly effective in the creating of organizational commitment and work engagement were also

detailed. At the end of the practical part, finishing the whole dissertation, a reference model containing the factors impacting the creation of engineer's organizational commitment and work engagement is presented.

The author believes that the obtained results can become a valuable source of knowledge for the academic environment and for organizations employing engineers, their superiors, human resource professionals and management staff. Created recommendations within the reference model can bring employers' attention to given factors and finally, refine the work environment. What must be remembered is that the future is in the hands of the new group of workers, namely the knowledge workers, and that is why, when building the work environment for engineers, it is worth constructing conditions favoring the creation of their organizational commitment and work engagement.