

A Model Of Key Managerial Competencies In a Learning Organisation

Abstract

The dissertation addressed the issue of “managerialism in a learning organisation”, related to a system of leadership in a company by an appropriately prepared employee, and the accompanying determinants of a learning organisation’s functioning. The attention has been focused on the competencies a manager must possess in order to effectively enable a learning organisation and its employees to continuously enhance their ability to learn and develop. As the realisation of the concept of a learning organisation is to a large extent a response to the contemporary uncertainty of the environment in which companies must constantly identify changes and dynamically seek solutions by reacting to exogenous factors, this issue appears to be central to human resource management and, in particular, competency-based human resource management. Furthermore, the current state of knowledge on the subject is characterised by a small number of publications and research on the competencies of managers, especially of a specific type, namely those operating in motor yacht companies in Poland and those companies that can be identified as learning organisations following the characteristics indicated by the author.

The outlined background of the research question determined the main objective which was to develop a model of managerial competencies in a learning organisation. A non-random sample with an intentional selection was used in the study. The empirical material was collected from a sample of 40 companies affiliated to the Polish Chamber of Yacht Industry and Water Sports. The criterion for the selection of the sample was the realisation of the final products in the main production processes, and therefore there was no territorial limitation; the study was nationwide. The research tools used to obtain the empirical material were selected on the basis of diagnostic survey methods. In case of the first part of the study the author used a questionnaire (e-questionnaire); it was a Google form completed by respondents online and anonymously. The second tool used in order to collect information about the surveyed organisations in terms of the presence of specific symptoms was a structured interview conducted with the same managers. In order to confront the information obtained, it was decided to apply the principle of triangulation by supplementing the methods with a documentation study. The data concerning competencies and organisations was analysed with the use of a qualitative and quantitative method by applying the

Mann-Whitney U test as the small size of the samples could have affected the distribution of arithmetic means.

The dissertation is divided into four chapters. The first chapter focuses on managerial competencies as a research subject. A review of the literature on the issue of roles, functions and tasks of a manager in an organisation was conducted. The concept, structure, characteristics and classifications of managerial competencies were presented. The second chapter discusses the essence and assumptions of the concept of a learning organisation. The processes of organisational learning and knowledge management processes were regarded the basis for the development of a learning organisation and defining its key areas as well identifying the symptoms occurring in them. The second chapter was concluded with a review of the characteristics of a learning organisation as perceived by many researchers, comparing them to the features of a traditional organisation; this enabled a selection of the managerial competencies included in the theoretical model. The third chapter presented methodological assumptions for identifying managerial competences in a learning organisation in the light of the author's own research. The final, fourth chapter dealt with the model of managerial competencies in a learning organisation.

On the basis of the results obtained, a model of managerial competencies in learning organisations of the studied sector was presented and behavioural determinants were developed so that together they constitute a ready-to-use tool. Besides, the identified competencies the lack of which can significantly affect a company's ability to become a learning organisation, completed the author's model of managerial competencies in a learning organisation. This model was presented in the form of behaviours that divide competencies into groups and demonstrate their impact on a company.

The planned research perspective additionally demonstrated the applicability of the model. This occurred through the development of a proposal for a universal profile of managerial competencies in a learning organisation of the studied sector and the indication of its relevance in all sub-functions of human resource management.

Keywords: Managerial competencies, Competencies model, Learning organisation