

THE SUMMARY OF THE PHD DISSERTATION

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The win-win model as a type of employee-organization relationship in IT sector enterprises

Key words: *employee-organization relationship, win-win relationship, intellectual capital, job satisfaction, IT sector*

The doctoral dissertation refers to the employee-organization relationship concept in enterprises from the IT sector. The relationship discussed in the dissertation is based on the principle of reciprocity and the theory of exchange. The scientific work presents the issue in relation to the formal and informal relationship. **The thesis** adopted in the work, indicates that in enterprises from the IT sector, the employee-organization relationships are win-win. **The main goal** of the dissertation was to **develop the model of the win-win employee-organization relationship in IT sector enterprises**. This model indicates the factors and dependencies that give the opportunity to shape the win-win relationship.

The following were the main **reasons for undertaking the topic** analysis:

1. The importance of the employee in organizations is growing and the nature of the employee-organization relationship is transforming, especially in the IT sector, which is characterized by a high understaffing.
2. The research on employee-organization relations conducted so far in Poland and in the world is fragmentary. Most of the studies do not apply a holistic approach and mainly concern the area of informal relationships.
3. Lack of empirical research and studies on the concept of employee-organization relations in enterprises from the IT sector.
4. In the literature, there is a lack of analyzes of factors constituting the employee-organization relationship.
5. So far, no comprehensive model of the win-win relationship has been developed, which would include both formal and informal elements of the relationship.

The author has formulated the following **research questions**:

- What exchange factors are present in the employee-organization relationship – the employees' perspective?

- What exchange factors are present in the employee-organization relationship - the organization's perspective?
- Which elements of the employee-organization relationship determine the building of the win-win relationship from the employees' perspective?
- Which elements of the employee-organization relationship determine the building of the win-win relationship from the organization's perspective?
- Are the factors determining the win-win relationship in the employee-organization relationship the same for both sides of this relationship?
- Whether and to what extent do win-win employee-organization relationships exist in IT companies?

Research methodology

The research methodology consists of the analysis of literature and other sources (such as industry websites, including reports from the IT sector, legal acts) and empirical research. Qualitative and quantitative methods were used in the research, including: focus group interviews (involving 20 people in 7 focus groups) and survey questionnaires (covering 290 respondents) containing a standardized set of closed and semi-open questions. More than 200 private entities operating in the IT sector were asked for their consent to conduct a survey using a questionnaire. The population for the study was selected on the basis of the Central Statistical Office (GUS) report indicating all companies from the IT sector in Poland employing 50 and more people. The selection of the sample was accidental. The study covered employees of IT sector companies and people in managerial positions as representatives of the opinions of the surveyed companies, i.e. both sides of the employee-organization relationship.

Findings

The analysis of the literature showed a variety of views and definitions on the employee-organization relationship as well as the mechanisms and components of this relationship. This is not only due to the abundance of views and assumptions for research and analysis, typical of science, but also to the changes taking place in enterprises and changes in the employees' approach to work. The nature of the employee-organization relationship has undergone a significant transformation owing to the high labor demand, especially in the IT sector. Employees in the IT industry have a wide range of opportunities in the labor market. Hence,

many times the respondents of the research emphasized that the labor market is the employee's market.

The thesis formulated in the dissertation that in enterprises from the IT sector employee-organization relations are win-win, has been confirmed. This was proven by both qualitative and quantitative research, in which over 300 respondents participated. Based on the analysis of the literature in the field of management and quality sciences, sociology, law and psychology, as well as empirical research conducted in companies from the IT sector, the concept of a win-win employee-organization relationship was defined and a consolidated model was proposed. An analysis of the components of the model and a description of the mechanisms and dependencies affecting the shape of the employee-organization relationship were also made. Empirical research carried out in two stages, quantitative and qualitative, allowed to obtain in-depth knowledge and to recognize the essence of the phenomenon.

In addition, a metric was defined in the exchange process within the employee-organization relationship, determining whether the parties to the relationship achieve the desired level. The win-win relationship model was built on a set of complementary components. Within them, the overriding values are honesty and respect in the relationship, development opportunities, employment stability, as well as a flexible approach. In practice, this means that there is a high probability that if the expectations of the parties in these categories are not met, this will result in a change in the nature of the relationship or its complete rupture at the formal level. Although trends indicate that employee-organization relationships are short-lived, there is room for a win-win nature of these relationships. In addition, these relationships do not end with the end of employment. After the employee leaves the organization, the relationship can be referred to as win-win, which manifests itself in the freedom and discretion of employees to make decisions related to the wide opportunities on the labor market, as well as in the openness of employers to the return of former employees.

The results of the research may inspire practitioners to rethink the applied solutions and search for improvements in the process of creating value for the parties of the employee-organization relationship.