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EFFICIENT AND EFFECTIVE MANAGEMENT OF KNOWLEDGE OF SENIORS AS AN ELEMENT OF ORGANIZATION DEVELOPMENT

The authors prove the need for effective and efficient management of knowledge of older workers as a factor determining the survival and development of modern organizations. Besides, the importance of efficient and effective use of the potential of seniors in contemporary enterprises is explained. The authors state about the necessity to break down the stereotypical thinking about senior employee and suggest the introduction of system solutions to promote employment of older people. It is marked that properly organized work for seniors can be the source of the behavior of their creative activity.

Keywords: effectiveness, efficiency, seniors, older worker, human capital management, corporate culture.

Problem statement. One of the fundamental problems facing modern organizations is the efficient and effective use of the potential of older people. The ability of rational management of this potential requires specialized knowledge, which sometimes lacks specialists. In connection with this part organizations operate in conditions of incomplete use of the potential of older people. This has an impact on the amount of generated profit, and so on obtaining or maintaining of competitive advantage.

Analysis of recent researches and publications. The problems of old age and aging in terms of human resource management were investigated by such scientists, as: Frąckiewicz L. [1], Cortada J.W. [3], Pogorzelska N. [4], Zralek M. [5], Bromley D.B. [7], Frątczak E., Sobieszak A. [8], Kołodziejczyk-Olczak I. [9] and others.

The importance of efficient and effective use of the potential of seniors was described in the works of Lubczyńska-Kowalska W. [11], Pędich W. [12], Frackiewicz L. [13], Szatur-Jaworska B. [14] and others. They studied psychology of aging in details. The demographic and social situation of the elderly population was also researched by them.

Unsolved issues as part of the problem. The unresolved issues as part of the problem are:

- identification of barriers to effective use of the potential of the aging knowledge workers;
- identification of barriers to the difficulty in measuring the effects of some older knowledge workers because of their age;
- assess the impact of changes in the age of older knowledge workers on the effects of their work;
- identification of problems related to making the assessment of the effectiveness and efficiency of the potential of older knowledge workers using traditional methods;
- inability to accurately determine the effect of age on the effects of older knowledge workers.

The purpose of the article is to signal the need for effective and efficient management of knowledge of older workers as a factor determining the survival and development of modern organizations.

Main results of the research. The phenomenon of population aging for at least several decades will show growth trends, generating extensive economic and social problems, as health care and social services [1]. The need for joint action by the Member States for the implementation of reforms for tackling the challenges of aging populations indicates, among other things in the EU document entitled “Europe 2020 – A strategy for smart, sustainable and inclusive growth” [2]. The scale of this phenomenon is expanding in the current environment, also because of the (anticipated for a long time [3]) the growing importance of so-called knowledge workers. Managing this category of workers is of particular importance for organizations, so early diagnosis is important that they realize the reasons for weak results of work with age. The diagnosis is the basis of programming appropriate action for the efficient use of the potential of aging workers. Therefore, in organizations based on knowledge, in which the main role is played by knowledge workers, employers will be forced to take action in this regard. This has an impact on organizational culture.

Observing the modern Polish society it can be said that there are real chances of instilling optimism among seniors, which in turn will have an impact on the growth of entrepreneurship and innovation [4]. This place belongs to the generation which is known as baby boomers, whose entry in the retirement age entails significant changes. It is in fact a generation much better educated, wealthier, larger ambitions in life, which, however, due to the fact that it will live longer, is exposed to a greater extent on issues related to the deterioration of health and disability later in life [5].

It is widely believed that human aging is very complex process, addressing both the biological, psychological and social aspects of life. Structure and function of the body weakening, changes the position of man in society, its adaptation to the environment and other people are affected. Some older people suffer from a lighter or deeper mental disorders caused by degenerative processes or accumulation of organic damage [6].

Not just the social attitudes and personality traits of older people but changes occur also in the capacity of sensory and motor efficiencies, as well as other physiological and psychological characteristics. Age also affects motivation, perception and emotion, intelligence, creative possibilities in the field of art and science, finally achieved in all spheres of human activity [7].

It should be noted that professional activity of aging workers is influenced by environmental conditions. For example, residents of the Silesian province are more likely to shortened lifespan in full health and increased compared to other parts of the country morbidity. The region is noted as the most difficult working conditions (including those related to the risk of age) and the presence of the largest number of occupational diseases (more than 13% of total disability adjudicated – the highest value in Poland, of which more than 60% of people over 65 years of age). Differences in abilities to use modern technology can lead to the digital exclusion of older people [8].

According to K. Kinsell and C.M. Tauber higher level of education of older people allows them to better adapt to technological change, which entails the inevitable progress of economic development and civilization, and with it the possibility of using new technical devices [9].

Gerontologists and geriatricians point out that not irrelevant to extend the human life span is increasing awareness of healthy lifestyle free from addictions, healthy diet with limited

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amounts of animal fats consumed red meat, salt, while increasing the amount eaten fruits and green leafy vegetables. It is also stressed that favor longevity are clearly genetic, but also low fertility, late motherhood, promoting physical activity, sports, walking and traveling and multidirectional incentives for active mental life [10].

The advancement of old age is an important differentiating factor in not only the results of biological tests and levels, but also health, marital status, social conditions, social activity, and many other parameters [11]. In a similar way we conceive of social policy for the elderly L. Frąckiewicz. This policy should seek to ensure the well-being also in their non dimension, does not focus solely on social security. It should according to L. Frąckiewicz allow the personal development of individuals and entire communities. The quality of life of older people affects not only the development of social security system, social welfare system, health and housing situation of the elderly are important for the elderly is also accepting their system of values, consumption patterns, gender and subjectivity [12]. The aim of public policy should be to ensure that old people were less and less burden on society, and more and more on the resource [13].

Due to the fact that in the literature still lacks clear definition of the knowledge worker, difficulty arises in determining the characteristics of knowledge workers disappearing with age. In this article, however, it was an attempt to isolate such qualities (Table 1).

Table 1 – Summary of the characteristics of knowledge workers that fade with age
(developed by the authors based on [7; 9; 10])

Characteristics seniors 1	Features knowledge workers, which disappear with age 2
Elders is a group that participates the least in the world of modern technology	Knowledge of and ability to apply in practice information and communication technologies
The weakening of the selectivity of attention and capacity to its concentration	Making remote or unusual associations accelerated the pace of information processing. Ability to think analytically. The ability to generate new and valuable knowledge. The ability to make proper, ie. equivalent to those existing conditionality, decisions
Prolongation engage in activities (both simple and complex)	The ability to use messages held in the right place at the right time. The ability to make proper, i.e. equivalent to those existing conditionality, decisions. The ability to solve several problems at the same time. The tendency to take risks. The ability to continuously develop themselves
Reducing memory ability	Ability to gather news (information). The ability to spontaneously recover the seemingly forgotten, so-called “dazzle” or sudden understanding of the problem, which leads to a correct solution
Exaggerated self-control, rigid habits	The ability to eliminate rigid habits and attitudes that are an obstacle to the process of creating new solutions. Striving for continuous development, the ability to monitor the progress of making a particular industry. Making remote or unusual associations, accelerated the pace of processing information (“fever of thought”), ease reject or ignore momentary logical arguments and a low susceptibility to rigid habits or attitudes

Table 1 (continued)

1	2
There are changes in the capacity of sensory and motor efficiencies, as well as other physiological and psychological characteristics	Ability to work under varying conditions. Ability to work in different places.
Age affect: - motivation - perception - emotions - creative possibilities in the field of art and science - achievements in all spheres of human activity	The frequency and ease of inducing motivation in itself. Perception of reality independent of the imposed standards. Patience in another approach to the same problem in order to obtain the most relevant solutions. The ability to subjective experience, which consists of a mix of positive emotions, ie. the excitement, the joy and curiosity. The ability to create products/services that appeal to customers. The ability to generate new and valuable knowledge

According to the Dictionary of the Polish language the term “old” means: 1) “having many years, which has existed for many years”, 2) “characteristic of someone who lived for many years”, 3) “the one that has many years of experience in some field” 4) “existing for a long time, with a long tradition”, 5) “dating from ancient times and having historical value”, 6) “destroyed during prolonged use”, 7) “the former, previous, outdated”, 8) “known, lasting for a long time, and yet not lose on the news” [14]. Considering cited definitions can be seen that there are differences between them, eg. in the definition 6, 7 and 8. So it would be concluded that there is a problem with a diagnosis of aging characteristics of knowledge workers, which according to the authors constitutes one of the barriers to effective use the potential of these workers. The following table (Table 2) attempted to diagnose the remaining obstacles to effective use of the potential of an aging workforce knowledge.

Table 2 – Summary of the barriers to effective use of the potential of an aging workforce knowledge (developed by the authors based on [15])

Barriers for effective use of the potential of an aging workforce knowledge
Time of carrying out the employer's obligations: you may experience longer perform their roles/creating a product / service knowledge by older workers
Maintaining motivation to lead a healthy lifestyle: the need to allocate additional funds to maintain motivation aging knowledge workers to lead a healthy lifestyle is associated with increased labor costs, which in turn affects the efficiency potential of these employees. The greater awareness aging workforce expertise on the effects maintained their healthy lifestyle on the effects of their work, the greater the chances of increasing the efficiency of their potential
Motivating to maintain mental activity affects the results of the work. Limited autotelic motivation aging knowledge workers to mental activity or lack thereof may be associated with the occurrence of the barriers to effective use of their potential
Increasing knowledge in the field of modern IT solutions: funding for additional training/courses on the skillful use of modern IT tools generate costs, which in turn affects the efficiency potential of an aging workforce. The higher the education level of knowledge of aging workers, the greater the chances of an increase this efficiency
The maintenance of social activity: cooperate with other employees allows for faster appropriate depending on results of work or without pay expenses. Encouraging aging knowledge workers to share their knowledge with other employees using cash, however, it has the effect of lowering the efficiency of their potential

Table 2 (continued)

Motivating the creation of new knowledge: the need to remove rigid habits and attitudes of an aging workforce knowledge that are an obstacle to the process of creating new solutions may be associated with an increase in payroll expenses, which in turn may reduce the effectiveness of their potential
Sustainable development: the aging knowledge workers believe that they have already enough experience and knowledge, they do not have them already developed, hence the need to incur additional costs related to motivating them to sustainable development. This may have the effect of lowering the efficiency of their potential. In contrast, intrinsic motivation of the elderly to continuous improvement generates opportunities to increase this efficiency
Perform work outside normal working hours: aging knowledge workers tend to a stable working time, which makes it necessary to incur additional expenditure to motivate them to work outside normal working hours. It may reduce the effectiveness of their potential
Planning the work: the weakening of selectivity of attention may cause that will be incurred costs associated with an aging workforce encouraging knowledge to greater concentration in order to organize their own work. The greater the degree of perception among older knowledge workers, the greater the possibility to increase the effectiveness of their potential
Obtaining information in the performance of duties: with age in the knowledge workers may disappear propensity / ability to independently acquire information. Ability to independently obtain information affects the effects of work. Evaluation of the effectiveness exploit the potential of an aging workforce knowledge may be through this difficult
Working under time pressure: with age in the knowledge workers disappears willingness to take risks, which may reduce the efficiency of their potential
Performing duties in different places at different times: in view of the fact that with age there are changes in the ability of sensory and efficiencies motor, as well as other properties of the physiological and psychological, may be required to incur additional expenditures to implement the obligations under different conditions and with different time (implied or not implied motivation), which may have an impact on the effects of work
Interpreting the information obtained in the performance of duties: with know there is lack of patience in the next approaching the same problem in order to obtain the most relevant solutions. The ability to independently interpret the obtained information, or to motivate her influence on the effects of work
Autonomy work: the elderly often perceive reality regardless of the imposed standards. An independent selection forms of work organization and / or selection of collaborators affect the results of work

This list includes only some barriers associated with effective use of the potential of the elderly, which the authors of this article include to the important from the perspective of shaping the organizational culture. In many cases it is not possible to determine whether or not a feature of an aging employee's knowledge is a barrier to effective use of the potential of this category of workers. On the relationship with spending – the effects impinge because the characteristics, abilities and skills of individuals, not just the mere fact of aging knowledge workers, which will also be taken into account when defining organizational culture.

Conclusions and directions of further researches. In summary dynamically changing environment is the source of many opportunities for employees, and therefore also for aging knowledge workers. Therefore, managers should develop modern organizational culture including elements relating to the effective use of the potential of older people. When creating organizational cultures be aware of the existence of numerous barriers that impede the effective use of the potential of aging workers. It follows that creation of modern organizational culture requires search for solutions to the barriers to effective use of the potential of aging knowledge workers, as well as the reasons for disappearance of the age characteristics of knowledge workers.

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Раціональний та ефективний менеджмент знань працівників похилого віку як фактор розвитку організації

У статті автори доводять необхідність ефективного та раціонального менеджменту знань працівників похилого віку як фактора, що визначає життєздатність та розвиток сучасних організацій. Крім того, пояснюється важливість раціонального та ефективного використання потенціалу працівників старшого віку. Автори стверджують про необхідність ламати стереотипне мислення щодо старших за віком службовців і пропонують ввести систему рішень для підвищення популярності найму літніх людей на роботу. У статті наголошується, що грамотно організована робота для працівників похилого віку може стати джерелом для розвитку їх творчої активності.

Ключові слова: ефективність, результативність, працівники похилого віку, управління кадровими ресурсами, корпоративна культура.

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Рациональный и эффективный менеджмент знаний работников пожилого возраста как фактор развития организации

В статье авторы доказывают необходимость эффективного и рационального менеджмента знаний работников пожилого возраста как фактора, определяющего жизнеспособность и развитие современных организаций. Кроме того, объясняется важность рационального и эффективного использования потенциала работников старшего возраста. Авторы утверждают о необходимости ломать стереотипное мышление касательно старших по возрасту служащих и предлагают ввести систему решений для повышения популярности найма пожилых людей на работу. В статье отмечается, что грамотно организованная работа для работников пожилого возраста может стать источником для развития их творческой активности.

Ключевые слова: эффективность, результативность, работники пожилого возраста, управление кадровыми ресурсами, корпоративная культура.

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