

With society aging and generational diversity dynamically increasing, managers must face the challenge of effective management of human capital. Each of the generations now on the labor market was molded by social, economic, historical, religious, and cultural conditions. The consequence of this is that the generations have different value systems, needs, and expectations. Because of this, knowledge about the human capital of individual generations and methods for building their engagement and wellbeing is useful in designing and implementing age-sensitive human resource management practices.

In their text entitled “Differences in Approach to Building a Professional Career among Representatives of Generations BB, X, and Y,” A. Smolbik–Jęczmień and A. Żarczyńska–Dobiesz note the rapidly progressing rate of generational interchange visible on the contemporary labor market. The authors take up the topic of different approaches to shaping professional careers among selected representatives of the examined generations.

In the successive article, “Value Systems of Various Generations,” is embedded in the subject of multigenerational management. K. Gadomska–Lila characterizes the value systems of four generations—the postwar boom generation and generations X, Y, and Z. Analyses of employee value systems conducted on the various generations for the purposes of this paper confirm the existence of many significant differences, but also similarities.

In its turn, the article by A. Winnicka–Wejs describes the professionally active generations on the basis of generation-related qualities—deficits and potentials in the context of components of an organization’s human capital, examples of generationally homogeneous teams functioning in business practice, and pro-generational activities in the field of human capital management as undertaken by generally intelligent organizations. “The Generation Gap among Nurses in Poland: Its Causes and Outlook for Change,” by T. A. Karkowski and M. Banaś, concentrates

on questions tied to the deficit of nursing staff as well as concrete actions aimed at increasing the employment indicator for nurses in Poland.

Challenges accompanying the aging of labor resources and the imperative of the transfer of knowledge among generations are the subject of the article by I. Kuchciak and J. Wiktorowicz. The authors present conditions for the transfer of knowledge while simultaneously underscoring the need for the relevant non-financial resources in those institutions—resources that involve the transfer of knowledge, enduring relations with customers, and the network of social links.

A somewhat different approach and area of interest can be seen in “Generational Differences in the Evaluation of Labor Market Leaving Models: The Example of the Baby Boomer Generation and Generation Z,” by M. Król. The author considers the rigid, flexible, and gradual stepping models for leaving the labor market and assesses them through the representatives of two generations—one ending its professional activity and the other starting it. The article presents the results of survey research confirming differences in assessment.

Questions of the aging of the global population and changes required in the realm of teaching, scientific research, and community cooperation are examined in the paper by M. Dzimińska on universities as a propagators of intergenerational learning. The paper describes public consultations as organized by the University of Łódź within the framework of the CONCISE European Project (H2020).

The authors of the next paper, A. Goleniowska and A. Kołodziej, who manage and implement HRM at Emitel S.A., present questions of age capital by showing the complex organizational issues and comprehensive action package that is undertaken, being evaluated, modified, and continuously expanded. Emitel may serve as inspiration not only for companies, but also for the entire industry.

The communiqué on the research of P. Woszczyk on wellbeing unlocks space for thoughts on its balance from the perspective of the generations.

In providing you with this issue of Human Resource Management, we note that the interest in questions of aging, age management, and multigenerational management that has been maintained for several years is by no means waning. Dynamic social, economic, technological, and demographic changes are transforming the social structure and forcing institutions to respond. A key to the future must be inclusive, proactive, and built upon joint efforts on the part of all actors in economic and social life.

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