

Summary

The presented doctoral dissertation describes the aspect of managing remote employees, especially taking into account the processes of planning, organizing, motivating, controlling and communicating. It's a current and important area of research from the point of view of theory and empirics. The inspiration to present the ideas in this dissertation are based on the interests and experiences of the author.

The aim of the work is to create management models for remote employees performing work tasks in an individual, team and mixed form. The work consists of 6 chapters, a bibliography, list of figures, tables, charts, shortcuts and an appendix. The first two chapters are theoretical. The first chapter presents the origins and definitions of remote work, the characteristics of a remote worker, the benefits and risks associated with remote work and ICT solutions supporting the management of remote workers. The second chapter focuses on human resource management. The process of planning, organizing, motivating, controlling and communicating in the organization was described. Differences in managing an individual employee and a team of employees as well as management functions in the context of remote work are presented. Chapter 3 is devoted entirely to the Systematic Review of the Literature. The steps of the SPL are detailed, the review report is presented, and the bibliographic mapping of keywords is presented.

Chapter 4 describes the research methodology. The aim and research hypotheses were defined, the empirical research procedure and the research methods and tools used were presented. The research sample was also characterized. The research process was conducted in accordance with the idea of methodological triangulation, consisting of combining qualitative and quantitative methods to additionally validate the research. As a quantitative study, a survey conducted in a group of managing employees and officials managing indirect employees was selected. Qualitative research was conducted in two forms: focus group interviews and individual expert interviews. Qualitative research was conducted in two forms: focus group interviews and individual expert interviews. Expert interviews made it possible to verify the implementation process of the proposed management models.

Chapter 5 is entirely devoted to the results of the conducted survey. The results of the research were presented both in total and broken down by the mode of performing professional duties: individual, team and mixed. The study confirmed that the mode of remote work significantly affects the selection of practices used in the process of planning, organizing,

motivating, controlling and communicating in companies using this form of work. It was also shown that the mode of work of a remote worker understood as individual, mixed and team mode determines the assessment of the importance of basic management functions by the manager. The factor determining the general level of communication processes between the superior and the remote employee, regardless of the nature of the tasks performed by him, is the clarity of the message. It was found that self-discipline is the feature of the remote worker that most strongly influences the achievement of satisfactory work results for the manager.

Chapter 6 presents three models of managing remote employees, developed on the basis of conducted empirical research: the model of managing remote employees performing individual tasks (MZITP), the model of managing teams of remote employees (MZZTP) and the model of managing remote employees working in a mixed mode (MZMTP). Then, the stages of implementing the MZITP, MZZTP and MZMTP models were proposed. The use of the created models in managerial practice was verified during interviews with experts: managers managing remote employees.

The goals of the dissertation have been achieved. The research results and models of managing remote employees (MZITP, MZZTP and MZMTP) created as part of this dissertation are an original contribution to the epistemological achievements in management and quality sciences. They extend existing research on practices used by organizations in the process of managing remote workers. The models received high opinions from experts, which proves the utilitarian possibilities of using these models in managerial practice. Models can be the basis for creating uniform processes of planning, organizing, motivating, controlling and for clear communication between managers and remote employees within a given organization. Above all, however, they can be an impulse for a thorough analysis of the differences in the management of remote employees performing work tasks in individual, mixed and team mode and the appropriate selection of management practices depending on this mode.