

## Abstract

Effective management of municipality-owned public utilities enterprises requires keeping up with the changes in both exogenous and endogenous surroundings. This approach shapes the need for dynamic adaptation of the organizational structure to new service strategies and processes that meet market expectations.

The reason for the choice of the topic (research area) was the lack of developed models of structural change management in the public utilities enterprises (in dynamic approach).

In order to identify the problem, research questions were posed:

The main research question is: **How to implement the structural change management in a municipality-owned public utilities enterprise?**

The auxiliary research questions are:

- What factors determine the management of structural change in a municipality-owned public utilities enterprise?
- How does the undertaken strategy determine the management of structural change in a municipality-owned public utilities enterprise?
- How does the process approach determine the management of structural change in a municipality-owned public utilities enterprise?

The main purpose of the doctoral dissertation was to **develop and evaluate a structural change management model in a municipality-owned public utilities enterprise.**

The specific scientific, empirical as well as utilitarian goals concerned:

- the definition and systematization of the concepts of structural change and management of structural change in dynamic approach,
- the review of the acquis in the field of structural change management,
- the conditions under which the municipality-owned public utilities enterprises function,
- the identification of both exogenous and endogenous factors affecting structural change in municipality-owned public utilities enterprises,
- the examination of the hitherto pursued areas and the obtained effects of structural change in a municipality-owned public utilities enterprise,
- the verification of the structural change management model,

- the presentation of recommendations in the field of structural change management in a municipality-owned public utilities enterprise.

Based on research questions, the following theses have been formulated:

Main thesis: **The implemented strategy and process approach increases the efficiency of the structural change management process.**

Detailed theses:

- The ability to perform a change by a municipal public utilities enterprise is determined by the effectiveness of managing structural change
- The ability to change results from the ability to adapt strategies to the occurring changes
- The process approach increases the efficiency of structural change management processes and affects the quality of service provision as well as the increase of competitiveness.

The survey covered 19 municipality-owned public utilities enterprises that offer multi-branch services, operating in medium and small size cities in the West Pomeranian Voivodeship. The enterprises are owned by territorial governments (urban or urban-rural). The results of the conducted research have confirmed the validity of the hypotheses regarding individual problems.

The structural changes occurring in the surveyed enterprises did not follow the established formulas - which confirmed (justified) the correctness of the development of the structural change management model.

The thorough analysis of both exogenous and endogenous factors is of great importance to the process of structural changes. It is also similarly important to adapt the strategy to the changes that are occurring as well as to those anticipated. The organizational structure should be adapted to the implemented strategy. The process approach and the achieved level of process maturity are vital for the process of structural change.

The structural change management model is process-oriented, with a dynamic approach to changes taking place, including: changes in the environment, analysis and verification of strategies, process adaptation, resource preparation, undertaking changes, controlling and continuous improvement of the organization. Research has shown that the main barriers to the implementation of structural changes in local government-owned public utilities enterprises are the existing organizational culture and the lack of an effective incentive system. The implementation of the structural change management model in

economic practice allows for providing public utilities services with a high level of quality and effectiveness, satisfactory stakeholders (residents, local authorities, investors, employees) and also for increasing the competitiveness of municipality-owned public utilities enterprises.

The content of the doctoral dissertation (in chapters 1-3) contains a broad overview of research literature in the area of change management, specificity and determinants of the functioning of municipality-owned public utilities enterprises, as well as structural changes undertaken within them so far.

The empirical part, presented in chapter 4 of the doctoral dissertation, is dedicated to the development of a structural change management model based on the analysis and synthesis of the available literature regarding the subject. The fifth chapter contains the elaboration of the results of own research, as well as verification of the set hypotheses and the structural change management model.

The summary of the doctoral dissertation consists of conclusions and recommendations including the setting of directions for further research of local government-owned enterprises in the public utilities sector in the area of:

- the causes that obstruct the management of structural change,
- obtained effects of structural changes in municipality-owned public utilities enterprises,
- the implementation of the structural change management model.

The author defined the following terms: structural change and management of structural change in a dynamic approach. The author also developed a model of structural change management.

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