

## Cultural Background of Intergenerational and Knowledge Management



### Management

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### ABSTRACT

*Knowledge transfer-as one of the requirements of management-means both restrictions and opportunities for enterprises. Further challenge that is necessary to realize is that a well-built IT system does not mean immediate solution to effective sharing of knowledge. Despite suitable collegial relationships and the use of different systems we can achieve only a fraction of the knowledge transfer in order to use them by others. There exist a number of different techniques and methods for the purposes of sharing tacit knowledge as well, but the magic word to achieve effective transfer is trust. The current deepening economic problems during the crisis represent certain restrictions on the area of organizational culture, which must be built on trust to contribute to the consolidation of acquired human capital in the company in order to ensure its objectives. The obtained trust is able to help to ensure the growth of company value, market competitiveness and maintaining innovation.*

### Introduction

Scientific literature of management - and, now, without hesitation we can say that practice as well - pays increasing attention to the problems which in the recent past experts of knowledge management focused on - as a challenge of modern and conscious management. In particular, growth in the value of human capital, the results of intellectual work in the company's activities, and the associated increase of their competitiveness, increase of their market value or the reduction at worst. One of the most frequently cited problems in the management of a company is problem solving related to human resources, with maintenance of existing knowledge of human resources and their efficient allocation. In daily practice problems further deepen new and more often emerging conflicts. Its base lies in intergenerational cooperation and mutual willingness to transfer knowledge. While in the previous decades, the generational transfer of knowledge was a natural process, currently the extremely fast changing expectations of our living and working environment in this context in some cases are raising insurmountable tension. The current deepening economic problems during the crisis represent certain restrictions on the area of organizational culture, which must be built on trust to contribute to the consolidation of acquired human capital in the company in order to ensure its objectives. The obtained trust is able to help to ensure the growth of company value, market competitiveness and maintaining innovation.

### What should we know about trust?

According to Davenport and Prusak (1998) knowledge sharing as an expectation is unnatural, because people think that their personal knowledge is valuable and important. The accumulation of knowledge and knowledge compared to others raise suspicion. That is why it is important to pass the knowledge and it is necessary to build trust. A number of international studies are examining the relationship of these two determinants.

Trust has already been described with different definitions depending on the context of examination (e.g., sociology, psychology, business management). According to the current approach adopted by most of the experts: trust is nothing more than willingness to have a positive attitude towards the actions of others (Newman and Conrad, 1999).

Trust can be interpreted as a source of capital which creates a new intellectual capital by the mechanism of knowledge transfer and combination. In this context, trust has an extremely important position, especially in an innovative environment (Smedlund, 2008). Trust is the determinant of the ability of

management which improves between managers and colleagues (Dittmar et al., 2007). Employees, who trust their superiors and the company, are creative, able to take risks and are willing to cooperate. (Dittmar et al., 2007).

Morgan and Hunt (1994) in their commitment-trust model emphasize that commitment and trust are important variables of relationship marketing. This study focuses on the sharing of knowledge variables, and demonstrates that members of an organization are willing to share knowledge with other members only if all of them accept the general objectives of the organization and are able to identify with them.

According to Boon and Holmes (1991), trust changes over time as a result of having more comfortable feeling in a company, and as more and more they see and feel the honesty and competence of others.

Mayer and Gavin (2005) refer to trust in connection with the management activities in order to emphasize the impact of the performance.

Cook and Wall (1980) also make a distinction between trust in management and trust between individuals. It has been shown that workplace trust has a strong effect on a number of elements within an organization, such as job satisfaction, stress, organizational commitment, productivity, and what the most relevant to this research is, the transfer of knowledge.

According to Abrams et al. (2003), confidence increased, and it is proved that knowledge obtained from colleagues is enough to understand its use.

The overview shows that several experts deal with trust in their studies. As several studies have confirmed that without proper trust between the parties involved in, transferring of knowledge remains only an illusion.

Building trust within the organization is not quite the same as building trust between individuals. (Branzei et al., 2007). Alston and Tippett (2009) from several studies of organizational culture came to the conclusion that culture and trust play an equally important role in the functioning of an organization. Organizational trust can be perceived as a multi-level phenomenon which is closely related to the standards, values and beliefs in the organizational culture.

From the research results it is obvious that culture plays a

crucial role in the functioning respectively malfunctioning of knowledge transfer; and it depends on how we build trust. The challenge in this case can be therefore clearly formulated for management.

Since it is known, a logical question arises: if we know all this in theory, why does not it work in practice? Why do managers (and sometimes employees as well) have to face more and more unsolved situations which if we disregard or not trying to solve, it is impossible to create the desired conditions. It is the pledge of corporate success, the operation of the system of knowledge management and transfer of knowledge.

In our study, we try to introduce new problems in the context of knowledge management because their solution is essential in order to step forward.

The problem can be approached from two perspectives. Firstly, from a sociological perspective, from the perspective of everyday life which leads us to the same realization of the problem as the second perspective, from the perspective of corporate operational problems. In particular, the aging of society, changes in the age composition of the company, intergenerational cooperation, issues of coexistence of generations. These recognized situations have resulted in a new concept in the literature of management and in a new challenge for the practice of management which we call intergenerational management.

### Key problems and their connections

#### Background of key problems

Background of the problems can also be discussed from two perspectives. One approach is debatable in terms of differences between generations which do not primarily represent differences in the number of years but they rather focus on the differences in behaviour, thinking, lifestyle, the knowledge of technologies and their use, both in everyday life and in work behaviour. The emerging generation gap can cause serious conflicts at work and in private life as well which result in problems that have to be solved by corporate management.

Work environment, situations in life require communication and cooperation, problems affect business management and effective teamwork, and their adequate solution affects the overall success of the company.

In work environment we will most likely to be prepared for three generations working together to perform. (In special cases for more). The more the generations are farther apart in time; it is more difficult to overcome the difficulties caused by the differences. Among the objectives of the management of a company must also be an attempt to reduce the differences by using adequate resources, and also find opportunities to come to mutual respect by mutual recognition of other generations' strengths. Since behavioural habits of everyday life can not be separated from behaviour in the workplace, it is appropriate to scale these habits, whether from work or family life in the context of intergenerational conflicts. Therefore, in a nutshell we summarize the key factors that influence behaviour, taking into account the transfer of knowledge and its impact. To do this we have chosen a special segment of society as a model, which corresponds to the representative sample, which may appear most frequently in the workplace.

#### Families in specific situations

In international publications of psychology-sociology, patchwork family is a model of family which does not consist of the parents and their children but it is formed with the merger of different parts of families (Ahuja et al., 1998). In such families it is noticeable, that several generations living in the same household leads to the problems of adaptation, conflict management and transfer of knowledge. The terms "step-family", "blended family" and "reconstituted family" are also used abroad. Patchwork family is the type of family where one member of the family, respectively both family members has children from previous relationships (Kurdek, 1995). Family member who is not the biological parent of a child is called a stepparent (step-

mother, step-father). (Mintel, 2005). Determination of the characteristics of reconstituted families has been approached from different perspectives:

- (blended family) is a family that is created from different families by marriage or other relationship (Barker, 2003, p. 46).
- reconstituted family: from a sociological perspective it is formed by coexistence, cohabitation or marriage of two adults who already have children from a previous partnership.
- A new family, which is formed from the remains of a broken family. (Biblarz and Gottainer, 2000).

Krähenbühl (2001) and his colleagues have developed a typology which differentiates whether stepmother or stepfather joined the family.

- Family with a stepmother: when a woman joins a family where the father has a blood descendant.
- Family with a stepfather: when a man joins a family where the mother has a blood descendant.
- A complex patchwork family: two sub-families are linked when both partners have children from previous relationships.
- Patchwork family with a common descendant: beside the children from previous relationship, partners have one or more common descendant.
- Part-time patchwork family: when children from a previous partnership live with the new family of the biological parent only at some specified time.

It might seem that these categories have a minor impact on the quality and methods of knowledge transfer; but the atmosphere of coexistence and in the previous section discussed trust changes with the composition of the family. As a result of these a family member who is an employee will apply behaviour patterns taken from home. In order to understand the problems of private tensions and generational issues in terms of organizational success (which occur as a practice coming either from a family environment or workplace relationships) it is necessary to understand the characteristics and parameters of generations (Mura, 2009).

#### Characterization of generations

There are more and more studies examining intergenerational issues and dealing with some of their parts. Thus, it is not a new eastern way of thinking, where we would like to discuss communication problems between generations.

We can meet these complex issues in the above mentioned patchwork families whose members are not as cohesive (Corfman-Ehmann, 1987) as members of other families and due to differences between family members they have to face many conflicts (Bien et al., 2002; Clingempeel et al., 2004; Tinson - Nancaraw, 2007). In these families children have less right to participate in family decisions or affect them in some way because parents do not want to make the situation even more complicated. (Tinson et., 2008).

The main source of difficulty for the members in a patchwork family is the unclear expectations (Fischer, 2004). The families have no common history (Fergusson et al, 1984), conflicts can develop in terms of raising children (Felker at all., 2002) and in everyday decisions. (Lawton - Sanders, 1994). It is obvious that the lack of unconditional acceptance in a family cause the same problems as the lack of trust in the organizational culture.

Several studies have demonstrated that children living in families of this kind can have such problems as poverty, psychological and behavioural problems, learning problems, health problems (Cockett and Tripp 1994), and one of the most difficult conflicts is caused by the financial conflicts (Bennett, 2008).

Differences in thinking and behaviour of generations appear in the work and in private life. Within each generation, however,

there are values, and the mission of the company’s management is to explore, exploit and combine them, and then the organization and the group can benefit from the knowledge.

From the perspective of sociology it is generally known that in previous decade’s families living together taught young people to honour the elderly, to adopt their values and weaknesses. In a developed society higher standard of living and prosperity have contributed to the detachment of generations mutually treating the other’s behaviour, thinking and actions with reservations. It is well known that we can talk about the effective operation of a company with several generations represented, where the old and new way of thinking, experience and a new spirit are mixed (Nagy, 2012.)

**What is characteristic for each generation?**

People who were born between the years of 1925 and 1945 are assigned to the group of Veterans who are no longer active participants in the labour market. They had one or two jobs in their lives, usually they retired from that company and therefore, they can be characterized by their loyalty to their workplace (Prensky, 2001a).

Children of demographic explosion who were born between the years of 1946-1964 belong to the group of Baby boom generation who are career conscious people. They exploit the possibilities of digital technology although they were not born in the period of its development. So it can not be regarded as a natural environment for them but many of them have to use it on a daily basis to meet the requirements of work and private life. Advancement in career, looking for new roads and opportunities are important for them. Baby-boom generation is gradually being forced out of the labour market, and working groups dominated by representatives of the younger generations do not place confidence in them (Prensky, 2001b).

People who belong to the group of **Generation X** were born between the years of 1965 and 1979, thus, digital technology is not so strange to them since they met it at an earlier age in their lives. The world of multinational companies is a familiar environment for them. For this generation status, career and material possessions are important (Prensky, 2001b).

Digital culture for Generation Y who were born between the years of 1980 and 1995 is a natural environment. They can not imagine their existence without the internet, tablets or Smartphone’s. They can be characterized by reverse socialization which means that, while the previous generations brought their knowledge from the parental home, today often children teach their parents (especially the use of new technologies) (Prensky, 2001c). A large part of this generation grows up right in the patchwork types of families. Members of Generation Y have a wide but shallow knowledge but they know where to look for the necessary information and they find it quickly and easily. They are not motivated by long-term and permanent jobs. They change jobs very easily (every year or every second year). They can quickly adapt. They can be characterized by a lifestyle beyond borders which means that experience or education abroad is not a curiosity for them. It is difficult for them to tolerate the rigid rules, constraints, prohibitions, so they often prefer home-based work, a flexible or part-time work schedule. Getting the employees of this generation is a challenge for a company since they prefer other methods of management, another system of incentives, and they have other demands on working environment. It is a certain priority, but also a disadvantage in terms of knowledge management. Because getting and keeping the human capital is difficult, and they often have unexpected reactions to the transfer of knowledge. However, knowledge and self-realization are essential for them. This generation is an extremely difficult task to handle, because managers themselves often find them impertinent and intolerable.

The Generation Z, who were born after 1996, is characterized by longer education. When they enter the labour market, socialization, getting used to the work and work environment with older generation and duties are much more difficult for them. This

generation does not recognize commitment and formality at all. Their adaptation to a family member or to colleagues at work is influenced by the fact if they are members of a patchwork family, what is acceptable to them, if they grew up in a family with children of the stepfather or stepmother. In their early childhood they already got accustomed to the fact that there is almost no stability in their lives, and they look for a change in the work environment, too. They resemble the children of the previous generation in the way of seeking the meaning of life at work. Besides veterans they represent the other extreme age group, yet very few of them can be found on the labour market.

Surprisingly members of Generation Y and Z often see themselves “wonderingly”. Representatives of Generation Y perceive members of Generation Z as very young, who, if they could communicate personally, prefer to communicate with each other through a virtual world. It is believed that in their future working life they will prefer this method of communication. Representatives of these two last generations require different management from the perspective of management behaviour and corporate culture. It is necessary to deal with individual differences, and on this basis to plan their individual career. Diversified knowledge in complex knowledge systems stabilize formal and informal relationships and can contribute to the attractiveness and effectiveness of activities in working groups.

**Basic issues of knowledge transfer**

The primary goal of knowledge management systems is the emergence of (invisible) tacit knowledge. In other words: it is a tool that leads to market success with various forms of knowledge. Background of this idea is actually the fact that the staff of high-quality knowledge should share their knowledge within the company in order to consolidate the company’s competitive advantage and business value.

A critical point of each functioning system is to what extent we are willing to share with others our knowledge, to have it become a common value in order to achieve common goals? Willingness to share knowledge is observable from early childhood and it changes due to the external environment and age. (Bencsik, 2009)

Corporate actions to share the knowledge in most cases are not trouble free. Today, the business environment can be characterized by competitiveness rather than cooperation. What may restrain the natural rivalry between colleagues? First of all, common goals, and the atmosphere of cooperation based on them. Next: existential certainty, felt mutual benefits, namely organizational culture supporting knowledge transfer.

From the perspective of knowledge management the most important elements are trust, communication and learning. If these elements are accepted, the question arises: how and under what conditions are the individual elements of knowledge management properly applicable. (Senge, 1990)

**Student organization to develop knowledge transfer**

The basis of adequate culture is the attitude emphasizing all the determinants of trust thereby contributing to an effective system of knowledge management, and it contributes to knowledge transfer - the learning society. Characteristics: a systems approach, confidence, individual and collective goals, self-management, teamwork, creativity, independent and continuous learning, innovative atmosphere (Senge, 1990). Table 1 shows the characteristics of principal differences between generations.

	baby - boom	generation x	generation y	generation z
Teamwork	strange	a natural environment (multinational companies)	They believe in the success of efforts	virtual level (when they have to)
Knowledge transfer	voluntarily	Based on reciprocity	Only if it is a constraint	virtually, quickly and easily, without stakes, high-visibility

**Table 1: Different characteristics of generations in the con-**

**text of teamwork and knowledge sharing**

Source: own

Overall characteristics, graded according to the criteria's in

terms of knowledge management, implementation of knowledge management system and learning organizational culture which have important positions, are presented in Table 2.

	baby - boom	Generation x	Generation y	Generation z
approach	thinking in society-wide scale	self-centred	selfish and short-term	no commitment, be happy for what you have and enjoy the present
relationship	Primarily personal	Personal and virtual	Primarily virtual	Virtual and shallow
goal	Safe existence	To have a safe position in a multi-environment	Competition, to become a manager	Go through the present
Self-realization	Career awareness	Rapid progress	immediately	Is it certain that this is necessary?
IT	Based on self-education	Know how to use it	Question of existence	Thus were born
values	patience, soft skills, respect for traditions, EQ, hard work,	Hard work, openness, respect for diversity, curiosity, practice	flexibility, mobility, extensive but shallow knowledge, success-oriented, creative, freedom of information	Live in the present, respond quickly to everything, initiative, brave, fast information collection
Other characteristics may be	Respect for hierarchy, excessive modesty or arrogant inflexibility, passivity, cynicism and disillusionment	rule-following, materialistic, equality, less respect for hierarchy, sense of reality, necessity of proving	desire for freedom, have no respect for traditions, new forms of knowledge search, reverse socialization, impudence, telework, part-time work, interim management, underestimate Soft Skills and EQ	different view of the world, not to think, joy, pleasure, divided attention, without a consistent way of thinking, not looking for a sense, blurred boundaries between work and fun

**Table 2: Different characteristics of the behaviour of generations in the context of knowledge management**

Source: own

the table it is clear to us that we can find similarities, but also differences between the individual characteristics. Besides this, management must also deal with more serious inter-generational differences in order to ensure the sharing of knowledge between them. For reasons of clarity, we completed the previous table with the most important characteristics of a learning

organization culture (Table 3), and as a result the noteworthy differences have become identifiable, and the characteristics of generations, shaping the thinking, communication and the same behaviour take us closer to achieve the objective of knowledge transfer.

	baby - boom	Generation x	Generation y	Learning organization
approach	thinking in society-wide scale	self-centred	selfish and short-term	Systematic approach
relationship	Primarily personal	Personal and virtual	Primarily virtual	trust
goal	Safe existence	To have a safe position in a multi-environment	Competition, to become a manager	Common goals
Self-realization	Career awareness	Rapid progress	immediately	Individual needs
Teamwork	strange	Natural (multi businesses)	Believe in mutual success	obvious
IT	Based on self-education	Know how to use it	Question of existence	requirement
values	patience, soft skills, respect for traditions, EQ, hard work,	Hard work, openness, respect for diversity, curiosity, practice	flexibility, mobility, extensive but shallow knowledge, success-oriented, creative, freedom of information	individual and common goals are the same
Other characteristics may be	Respect for hierarchy, excessive modesty or arrogant inflexibility, passivity, cynicism and disillusionment	rule-following, materialistic, equality, less respect for hierarchy, sense of reality, necessity of proving	desire for freedom, have no respect for traditions, new forms of knowledge search, reverse socialization, impudence, telework, part-time work, interim management, underestimate Soft Skills and EQ	Creative, the same goals of individuals and society, working together, innovative environment, trust above all
Knowledge transfer	Take it for granted, freely	If there are mutual benefits	If it is a necessity or personal interest	Basic expectations and natural behaviour

**Table 3: Behavioural patterns of generations versus determinants of learning society**

Source: own

In order to meet the above mentioned expectations it is extremely important for management to apply methods in practice easily. Of course the role of HR in this process is negligible, whereas it plays an important role in shaping corporate culture, building trust and also in introducing changes.

**Role of HR in the system of knowledge management**

With a view to the successful functioning of HR it is appropriate to review the application of the methods listed below, which were designed in the context of logical thinking of knowledge management.

Determining knowledge priorities	HR strategy, information, communication channels, persuasion
Identification of knowledge	Map of knowledge, competency matrix, mind mapping, best practices, benchmarking, etc..
Knowledge acquisition	identifying opportunities, providing support (recruitment - selection), organization development,
Development of knowledge	Creating a system of education, career development plans, talent management, enterprise „vacuum“, etc.
Knowledge transfer	building a culture (tools: master-student, mentoring, quality circles, AAR, flashback, storytelling, exchange of knowledge, knowledge - cafe and other informal techniques, expert groups, etc.).
Knowledge utilization	Problems of employees and their solutions, supporting learning organizations.
Consolidation of knowledge	IT systems, lifelong learning, creating organizational memory
Control of knowledge	Within each job position

**Table 4: Implementation steps of the system of knowledge management and the Role of HR**  
Source: own

The future of an organization depends on the application of methods summarized and professionally applied in table 4, and also on the application of appropriate communication culture. Such a change requires the presence of the younger generation. A new generation was brought up in the world of the internet and democratic principles, thus they assess the importance of work and the role of work adequately and differently from previous generations. The stronger presence of the new generation results in the necessary changes. The essence of the change is that work is about cooperation and common thinking. Business success is the result of mutual understanding, shared thinking and problem solving.

The importance of key elements of the industrial working culture is domination. Practice of authority and control needs to be suppressed, but collaboration, teamwork, common goals and different ways of knowledge transfer come to the front.

The success of a company does not only depend on management but on employees as well. A number of researches have shown that a friendly environment positively increases the confidence of employees. For employers this statement means that the autonomy of employees leads to greater satisfaction and improved self-esteem. Evaluation system based on salaries is inadequate. It is replaced with a new incentive scheme. Creativity and autonomy in decision-making make the employee the most important element of the chain. Previously discovered flexible working time increases performance.

Table 5 below is a manual for HR to handle different generations in order to succeed in the realization of the most important fields of knowledge sharing methodology.

	baby - boom	Generation x	Generation y	Generation z
remuneration /motivation	Promotion opportunities, new trips, fix job	status, finances	self-determination, competitiveness, self-realization	immediate payment, vacation, informality
Performance evaluation	Arguments, correct, based on past	future-oriented, active participation, objective, career planning	Focusing on the future, feedback, talent management	They are not aware of their limitations, self-confident, distorted system of values and self-image

education, learning, development	traditional knowledge from school, holistic	flexible, shorter education, training, imitation, interactive, adaptive just in case	fast, unique, IT, interactive, right now (just in time)	informal learning, based on the interest
Conflict resolution	Avoid or solve	compromises	Go against	conflicts easily, aggressive

**Table 5: HR challenges in the light of the characteristics of different generations.**

Source: own

Of course, success also depends on facing leadership styles and pre-treatment. Generation problems (mentioned earlier in this study) may also be included here with particular reference to the patchwork families. Its culture differs from the culture of traditional multi-generation families. If we try to compare the situations in an enterprise with the situations in patchwork families, we find some interesting common elements.

Knowledge transfer for the members of a traditional family model has meant the survival and future of the family for centuries. (Even in the life of a company, knowledge transfer between generations working in it has exactly the same objectives). In a modern family this value has changed, even in patchwork families where adults and children with different values and different information from the past live together, and their knowledge is either transmitted or not. (Employees implement transfer of information in a similar way.)

Based on this interesting context we have decided to undertake a research. In the following lines we would like to introduce its first stage underpinned by a questionnaire survey.

**Characteristics of research**

**Target group:**

We applied techniques that are not random. On the one hand, we selected the candidates on the basis of a pre-established list, on the other hand, methods of snowball were also used taking into account the personal nature of the problems being examined. Despite the careful selection not each of the selected candidates was willing to answer our questions.

The research was completed in the autumn of 2012. We asked 62 adults living in patchwork families of various forms (see categories above). We selected women and men who live in patchwork families who were either divorced or widows and widowers - now, however, they have a new relationship. The relationship is either common-law marriage or marriage with one or more children.

Types of patchwork families	Number represented in the sample (people)	
stepmother	4	
stepfather	14	
complex	18	
Common child	stepmother	4
	stepfather	14
	complex	5
Certain specified time	3	

**Table 6 Distribution of respondents**

Source: own

**Method of research:**

We started the processing with a qualitative in-depth interview technique.

**Qualitative research had two main objectives:**

- Preparation of subsequent quantitative research
- Determine the hypothesis to quantitative research.

**The interview consists of:**

Within qualitative research, we asked respondents about the changes in their relationships. Then we focused on the reasons of the changes, marriage, number of children and their relationship to them, the current and previous partner, the resulting conflicts and their nature, and on the current relationship. In terms of our research, we were extremely interested in the problems of parents living in a patchwork family, to know what type of conflicts they have to face and how they solve them:

- How to maintain a friendly relationship with the children from the previous partnership,
- Are there problems between children and current partner? Are these problems because of the generation gap
- What does the current partner think about it
- Who participate in the daily life of the family, how they behave,
- Do any relatives from previous relationships belong to it

Besides family relationships we also dealt with the issue of trust which raises the problem and difficulties of knowledge transfer.

**Summary**

Based on the in-depth interviews with participants, the results of the conducted research can be summarized as follows:

- Difficulties in transferring experience of family members with different family traditions (cultural differences).
- aversions resulting from the step-parent existence (trust)
- Conflicts in the transmission of information between the biological parent and child, who does not live in the same household (Trust)

- the fact that they spend little time together contributes to the problem
- the parent bringing up a child often shows a negative picture of the former partner
- the child is ambiguous about the competencies and experience of the parent who does not live in the same household
- Differences of info-communication techniques between the generations living together (generational differences)
- Parents are often older; the generation of grandparents is dead or can not effectively transmit information (generation gap - trust).
- Children do not know the grandparents
- Grandparents have aversions to their step-grandchildren

The composition of the patchwork families, the problems of the cohabitation of various generations raise the same kind of conflicts and knowledge transfer what the management and subordinates have to face in a company. In the case of dealing with the challenges of HR it is helpful to know the family background and the cultural heritage of staff. If management (in the management of human resources) is able to take into account the intergenerational problems, conflicts stemming from this can be reduced, and it can contribute to building such an atmosphere in a company, which has a solid foundation of trust in order to improve the functioning of a company. Therefore, in order to achieve a better organizational culture, it is worth considering to draw attention to the "children's rooms" of executives, (Bencsik, 2010) what type of families they come from, because such situations can be avoided where those want to build trust who basically never previously experienced trust even in family relationships.

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