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AUTHORITY IN THE ORGANIZATION

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Admission

In organization and management theory, ethics has an increasingly important place³³. The relationship between power and ethics remains indisputable. Managers who are representatives of the authorities in the organization, regardless of what they do or fail to do, constantly decide who will benefit and who will suffer losses. For this reason, their concern for moral values and ethics is important. Regardless of whether we are aware of it or not, ethical doubts occur at every level of organizational activity³⁴. It is quite easy to assess management practice as correct or incorrect, right or wrong, ethical or not. However, it is more difficult to understand the concepts and techniques of ethical decision making. Their in-depth knowledge and understanding makes it possible to achieve the ability of better moral judgment. The ethics of power in organization and management includes norms of behavior that guide individual managers in their work. This work should not only be rational and effective, but

³³ R. W. Griffin, *Fundamentals of organization management*, PWN, Warsaw 1996, p. 119.

³⁴ M. Adamkiewicz, *On some standards in people management, Modern Management Systems. Scientific Journal IOiZ WCY WAT 2006*, vol. 1, pp. 147 - 158.

also meet the rigors of ethical work. This obligation is more and more emphasized by the science of management developed dynamically in the industrial era, although it was only in the 1930s that it emphasized the interest in managing people in the organization³⁵.

1. Authority in terms of organization and management theory

The beginnings of this interest are related to the rational administration of human resources. Such administration recommended "scientific management" also known as "scientific management" (this is what science called her "father" Taylor) or "scientific organization of work" ("organization scientifique du travail" – as he called Taylorism in Europe he called it Le Chatelier), or "rationalization" (as Taylorism preferred to be called Germany) and "organizational science". Such a name was proposed in the area of Polish science by Karol Adamiecki, developing Taylorism and "rationalizing work"³⁶. This human resources administration prompted people to be personalized (resource-based). It was the period called "storing files". However, under the influence of the development of schools of interpersonal relations in the science of management, bureaucratic "storage of files" (human resources management) began to replace staff management (Personnel Management), which in the 1960s tried to displace human resource management (Human Resources Management). Further development of knowledge about managing people dealing with the organization for many reasons today prompts many to define its subject management of the social potential of the organization³⁷. Thus, it can be concluded that in the post-industrial economy, resource management is being displaced, more and more commonly and globally, by managing social potential or leading social potential³⁸.

This potential is embedded in the organization, which is, however, an ambiguous category. After all, it can be seen in the sense of:

- a) functional – then we are talking about organizing as a process of shaping the structures of the components of the organization;
- b) attribute-based – then we say that the institution's resources and processes implemented in it are better or less organized, so this is a saying feature on the degree of organization;
- c) factual – then we are talking about organized things, things that arose as a result of organizing processes. An institution or organization is such an organized thing³⁹.

From the perspective of the natural system, the organization is a collective whose members have a common interest in surviving the system. The condition for survival is engaging them in collective activities for this system⁴⁰. In turn in the "open" concept, the organization is treated as a coalition of variable interest groups that set goals following negotiations. At the same time, the structure of this coalition and its activities and the effects are subjected to a strong environmental impact. Organizations operating in the environment are, in a sense, functional unity. Therefore, one should not only see the impact of the organization on the cultural environment, i.e. compliance of behavior with the adopted social goals, values, norms of behavior, but also track how it shapes them and what is its impact on behavior in the organization⁴¹. However, according to Tadeusz Kotarbiński "(...) organization is a kind of whole because of the attitude of its own elements to it, namely the whole, which all components contribute to the success of the whole"⁴².

2. Features of the organization

Ricky W. Griffin believes that "*an organization is a group of people who work together in an orderly and coordinated manner to achieve a certain set of goals*"⁴³. This group has the following characteristics:

- a) purposefulness of existence – the goal is a kind of integrator understood around which elements of the organization are assembled;

³⁵ A. Poczowski, *Human resources management*, PWE, Warsaw 2003, p. 6.

³⁶ Z. Adamiecki, *About organization learning. Selection of magazines*, PWE, Warsaw 1970, p. 321-328.

³⁷ M. Kostera, S. Kownacki, *Social potential management of an organization*, in: *Management. Theory and practice*, edited by A. Koźmiński and W. Piotrkowski, Warsaw 2002, p. 98.

³⁸ *Managing the social potential of a modern organization*, edited by Waldemar Bańka, Ed. Naukowe NOVUM sp.z o.o., Płock 2005, s.148.

³⁹ Z. Ciekanski, *Determinants of personal security in human resource management in a modern organization*, Ed. PWST-E, Jarosław 2014, p. 30.

⁴⁰ There.

⁴¹ There, p. 31.

⁴² There, p.32.

⁴³ R. W. Griffin, *Fundamentals of organization management*, cit. Ed., p. 5.

- b) deliberate character – which means that the organization is neither a natural nor accidental creation, that it arose as a result of cognitively grounded human action;
- c) complexity and complexity – which means that each organization consists of the same, similar and different elements working together for its success;
- d) being influenced by the environment and shaping it – which means that the organization is an open system⁴⁴.

However, according to H. Leavitt's diamond model, the organization is a component of people, tasks, structure and technology⁴⁵. In contrast, the ontological vision of the organization, presents the components of the organization in the following ways, they are:

- a) material components: man, tool, material;
- b) intentional components: processes, i.e. work, fight, play, learning, events, i.e. goals, functions, collections, i.e. workplaces, organizational units, organizational units, relationships, ie business, functional, technical, information and features , i.e. specialization, hierarchy, centralization, formalization⁴⁶.

The term management has a much broader scope than the organization. Management is a "*set of activities (including planning and decision making, organizing, leading, i.e. managing people, controlling), focused on the organization's resources (human, financial, material and information) performed with the intention of achieving the organization's goals in an efficient and effective manner*"⁴⁷.

Among the theoretical considerations on "management science", at least two approaches to this concept can be identified, namely:

a) institutional management, means the group of persons entrusted with it in the organization permission to issue commands. Managers are therefore all who took over the function of superiors, starting from the master and ending with the president of the board (...). In this sense, management also includes the entrepreneur-owner and ignores the distinction between managers – i.e. capital-deprived officers appointed by capital holders to manage the enterprise – and owners, as managers of the enterprise, who hold the capital contributed, used in research in economics and industry;

b) functional management, refers – in principle, regardless of the prior determination of specific positions and levels of management – to those activities that guide the work process, i.e. to all activities necessary to implement the tasks of the enterprise or – more generally – the organization. They can be e.g. organization, planning or control activities. This approach (...) is primarily about a set of tasks that must be carried out if the system wants to achieve its goals. Management positions (instances) have been entrusted partly – but by no means completely – to fulfill these tasks⁴⁸.

Managers should perform all management functions in the organization well. Okay, that is, professionally, efficiently, effectively and ethically. Whether someone is an ethical manager can be seen by observing his actions, how he performs managerial functions and how he plays organizational roles. Ethics of management cannot exist outside of management and related activities.

There are the following management-management functions⁴⁹:

- **Planning:**

- a) gathering information on resources, needs and opportunities; diagnostic analysis;
- b) forecasting (studying available forecasts and making your own);
- c) programming (setting goals and means of achieving them);
- d) balancing, coordinating and optimizing the content of plans;
- e) information and methodological assistance in developing plans by subordinate units.

- **Organization:**

- a) grouping of activities and employees into cells and groups of cells (departments, plants);
- b) assigning tasks, works, tools and materials;
- c) forming cooperation and subordination between cells;
- d) delegation and delimitation of rights;
- e) selection and distribution of managerial staff, specification of rules of conduct.

⁴⁴ Z. Ciekanski, *Determinants of personnel security in human resource management in a modern organization*, cit. Ed, p. 37.

⁴⁵ There, p.38.

⁴⁶ There, p.39.

⁴⁷ R. W. Griffin, *Fundamentals of organization management*, cit. Ed., p. 6.

⁴⁸ Z. Ciekanski, *Determinants of personnel security in human resource management in a modern organization*, cit. Ed, p. 44.

⁴⁹ *Fundamentals of organization management*, work edited by B. Gliński and B.R. Kuca, Warsaw 1990, p. 20.

- **Motivating:**

- a) selection of employees, information, instruction, adjustment of the employee to work and vice versa;
- b) determining and agreeing on tasks and measures of their fulfillment; measuring work effects;
- c) setting remuneration, including bonuses;
- d) employee evaluation and development;
- e) the use of non-payroll incentives, including interpersonal relationships; education.

- **Control:**

- a) identification of objectives, tasks and measures of their fulfillment, establishing control procedures;
- b) control of tasks performed and analysis of effects, post-audit recommendations – substantive;
- c) control through the financial system;
- d) formulating post-audit recommendations for the purpose of streamlining planning, organizing and motivating.

Competent fulfillment of management functions is obviously not easy. It requires not only appropriate predispositions, skills, knowledge and some experience, but also determination and self-denial. It is not pleasant to perform certain managerial activities. Most managers do not like to control, punish, give employees unpleasant information, dismiss from work, make unpopular decisions.

Management functions and subfunctions are connected with the issues of ethics in management. A number of elements affect managers' ethics, for example:

- a) The content of the manager's organizational role (it may be more or less ethical, and sometimes even extremely unethical, so do not uncritically take every imposed role);
- b) Set goals (achieving unworthy goals is reprehensible);
- c) The way of achieving the goals (after several centuries of experience – including the most tragic in the history of mankind – we already know that the principle "the end justifies the means" formulated by Nicollo Machiavelli is false);
- d) Intentions of the manager and what is guided by making specific choices (choices may be more or less ethical depending on the motives and aspirations of the manager)⁵⁰.

In the organization, all authority activities related to personnel are related with moral choices. They relate to, for example, hiring or firing employees and what we are guided by; employee evaluation (objective and helping them in development or exhibited in order to oppress them); remuneration (fair or not); help in professional development (supporting or hindering development or not being interested in it); treatment of employees (subject or subjective treatment); style of implemented leadership (including whether thanks to contact with the superior people become better or inferior).

Summary

The outline of authority in the organization presented in this article leads to the following conclusions. First of all, power is an indispensable element and condition of managing each organization. From the point of view of the effectiveness of power, it is important to empower it and to convince members of the organization, e.g. employees, about its necessity for the proper development of the organization. Such conviction determines the sustainability of this organization. It causes that entities which are subordinate to it subjectively consider subordination as binding.

Secondly, it should be stated that power is connected with the performance of management functions. It involves the possibility of influencing the behavior of other people. Most often, exercising power involves the possibility of making checks. Meanwhile, performing managerial functions in an organization is also manifested in the performance of planning, organizing and motivating activities. It should be emphasized that it is not always easy, but even the opposite - it is characterized by a high degree of difficulty and often results in being disliked. Manager, because requires and makes decisions that are not always accepted. Execution of decisions by subordinates depends on the manager's authority. It should be remembered that authority should not only result from being at the top of the organizational hierarchy, but also from personal, moral and managerial qualifications.

Thirdly, in exercising power, it is worth emphasizing the ethical dimension of its exercise. It manifests itself, among other things, in the proper relations between employers and employees, or the possession of ethical decision-making skills by management. It also seems important for employers to

⁵⁰ K. Kietliński, V. M. Reyes, T. Oleksyn, *Ethics in business and management*, OE, Kraków 2005, p. 166.

create appropriate working conditions. Failure to comply with ethics in the exercise of authority may lead to management using it to pursue their own goals and, therefore, abuse it. This raises the need to supervise persons who thus exercise authority in the enterprise by various institutions, both external, e.g. anti-corruption, and internal, e.g. trade unions.

The issue of exercising power in an organization is a complex and multi-faceted issue. It is therefore advisable to learn more about it to learn about the rules that govern it and be able to use it in the efficient management of the organization.

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ИННОВАЦИОННОЕ РАЗВИТИЕ ЛЕГКОЙ ПРОМЫШЛЕННОСТИ РЕСПУБЛИКИ БЕЛАРУСЬ

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Сверхиндустриальный промышленный уклад как формирующаяся основа экономики Республики Беларусь не предполагает отказ от традиционных производств, а включает в себя определение направлений и условий проведения их технико-технологической и организационно-управленческой модернизации с целью возрождения промышленности на новых технологических основах с соблюдением социальных и экологических императивов. Системный характер модернизации отечественной промышленности предполагает использование инновационных инструментов развития традиционных отраслей. В случае ориентации исключительно на развитие секторов, относимых к последним технологическим укладам, при реализации промышленной политики постоянно будут возникать структурные трудности (включая несбалансированную структуру занятости), тормозящие становление экономики сверхиндустриального типа. Кроме того, традиционные отрасли, к которым относится легкая промышленность, как правило, тесно интегрированы в экономику и связаны кооперационными связями с другими секторами народного хозяйства, поэтому их развитие оказывает значительное влияние на эффективность других сфер.

Отечественная легкая промышленность остро нуждается в инновационных методах и инструментах повышения конкурентоспособности. За период существования суверенной Беларуси показатели числа занятых и удельного веса легкой промышленности в экономике снизились более чем вдвое. Многим предприятиям не удалось выжить в условиях перехода к рыночной экономике, что заставило управленцев по-новому взглянуть на проблемы конкурентоспособности промышленных предприятий. Усиление конкуренции требует от предприятий по производству потребительских товаров трансформации традиционной модели с ядром «производитель» к модели, где ключевым элементом выступает потребитель.

В числе основных мировых тенденций развития легкой промышленности – смещение центров капитализации прибыли в цепочках создания добавленной стоимости. Основные конкурентные преимущества иностранных производителей (в данном контексте нами рассматриваются добросовестные производители и импортеры, осуществляющие легальный ввоз и сертификацию товаров) создаются на стадии продвижения товаров, а не на производственной стадии, в то время как технологии продвижения у отечественных предприятий не достаточно