

РАЗДЕЛ 5. ЭКОНОМИКА И МЕНЕДЖМЕНТ: ИННОВАЦИОННЫЕ ПУТИ РАЗВИТИЯ

MANAGER EFFICIENCY IN THE ORGANIZATION

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Admission

The term manager comes from English, and its Polish-language equivalent is the word manager or manager, i.e. the person managing the enterprise or part of it. The manager's main task is to implement the management process, i.e. decision making, planning and organizing. Considering the above definition, it may turn out that every person who makes any decision is a manager. However, this term is mainly used to refer to those who make decisions about the operation of an enterprise.

The leader is the person others follow. He motivates to action, just by his presence. Nowadays, it is not enough to have only management skills, you must also be an effective leader. The effects of team work largely depend on people, their attitudes, knowledge and skills as well as the quality of their tasks, which is influenced by relationships between team members. All this can be achieved thanks to the managerial skills of the manager. A good manager is above all an effective leader, which is why in this article an attempt was made to collect skills and qualities that can be attributed to such a person.

1. Manager's tasks

The main task of the manager is to improve the development of the enterprise, but also to increase satisfaction with professional success and achieving professional prestige. The manager should strive for economic growth of the enterprise, considered as the primary goal. His work cannot be considered solely in the category of organization and management science, because management is and must be an interdisciplinary field¹. Arrangements in the field of labor and economics sociology become necessary here. Managers constitute a social and professional group that manages technical, economic, legal and organizational aspects of the company's operation. It includes directors, engineers, lawyers and economists.

The main task of a manager in an organization is to act as a manager and this is the most important function. His further responsibilities include: improving the development of the company, a competent manager should understand how his organization works and be able to influence variables that increase its efficiency².

To show the specifics of the manager's work it should be mentioned that³:

- tasks performed by managers are different from those performed by other employees;
- managers perform a number of specific functions in the organization;
- managers perform different types of roles in their work.

The basic roles are expressed in three forms of activity: interpersonal, informational and decision-making. Four interpersonal manager roles can be distinguished in interpersonal form⁴:

- a visionary who introduces new global trends, guided by innovation, strategy and competitiveness in the management areas of the supported organization;
- a representative, the role of "figurative" (figurehead), which results directly from the formal power of the manager;
- a leader who influences the environment and is responsible for the work of his subordinates;
- a liaison officer, communicating with the outside world, making contacts outside the vertical hierarchy of authority in the organization.

In information form, three roles in which the manager performs can be characterized as⁵:

- a monitor that constantly scans the environment for new information using a network of personal contacts;
- relay – in this role, the manager transmits certain information outside the organization and thus skillfully meets the information needs of superiors.

¹ K. Czajnska, *Discover management*, PWN Scientific Publishing House, Warsaw 2010, p. 9.

² G.A. Rummler, *Raising Organizational Efficiency. How to manage „white spots” in the organizational structure ?*, Polish Economic Publishing House, Warsaw 2000, p. 207.

³ A. Koźmiński, W. Piotrowski (ed.), *Management. Theory and practice*, PWN, Warsaw 1996, pp. 144-150.

⁴ L. Kiełtyka, *The role of the manager in contemporary organizations „Organization Review”*, No. 8/2016, p. 5.

⁵ There, p. 6.

There are five managerial roles in decision-making form⁶:

- an entrepreneur improving his unit and adapting it to new conditions, constantly looking for new ideas;
- a lifeguard who can effectively respond to crises using his knowledge and intuition;
- resource manager approving important decisions about an individual, analyzing the impact of one decision on another taking into account the organization's strategy;
- negotiator – this is an integral part of his work and the most effective, because only he can freely dispose of the resources of the organization and only he has access to all information;
- Reflexist – this role is about the manager's personal involvement in creating mental and intuitive management images and conducting cool calculations.

These roles are interrelated and an effective manager should be able to accept each of them, because only this will enable effective performance of tasks.

In order to perform various roles, managers must have specific qualifications to achieve success at work. The most common path, occurring in as many variations as there are managers, involves linking education and experience. Most good managers gain qualifications by combining theory and practice. Higher education is usually the intellectual basis, even if management is not the leading direction. Then the person participates in the initial professional practice and goes through a whole range of different managerial situations. In the course of a manager's career in the organization, his practical experience can be complemented by occasional "updating" of education, for example under management development programs⁷.

According to P.F. Drucker's⁸ roles played by managers are changing, and therefore sources of motivation and job satisfaction are also changing. Research shows that the way a manager plays a role in an organization depends on: personality traits, authority and skills, management style, social status or tolerance. However, it is well known that skills are the most important thing in a manager's work.

2. Skills and traits desired by the manager

The manager should have certain skills so that he can effectively and effectively perform his tasks and achieve the set goals. The most important skills that every manager should have include⁹:

- ability to act in a multicultural environment;
- ability to think systemically;
- readiness for continuous learning;
- interpersonal skills;
- predisposition to independently run a business entity;
- conceptual skills;
- analytical and diagnostic skills.

R. L. Katz distinguished three basic types of manager skills¹⁰:

- technical – necessary to perform or understand the tasks associated with a given organization, the ability to use tools, methods and technology in a particular specialty;
- socio-interpersonal – the ability to cooperate with other people, understand them and motivate both individuals and groups; these skills are needed to collaborate with other members of the organization and lead the team;
- conceptual – the ability to coordinate and integrate all the interests and activities of the organization; these skills allow strategic thinking.

The concept of managerial competence often appears in management literature. A list of such universal competences was developed by Motowidło, an American psychologist who distinguished ten different types of skills corresponding to the tasks performed by managers. Belong to them:

- leadership – achieving goals with and through others; managing people to perform specific tasks; motivating subordinates; assessment; training; correcting behavior;
- teamwork – cooperation with others; putting group and company interests above own; showing interest;

⁶ There, p. 7.

⁷ R. W. Griffin, *Fundamentals of organization management*, PWN, Warsaw 2007, pp. 19-27.

⁸ P. F. Drucker, *Management Practice*, Ed. AE in Krakow, Krakow 1994, p. 154.

⁹ L. Kiełtyka, cit. p. 8.

¹⁰ R. L. Katz, *The Skills of an Effective Administrator*, „Harvard Business Review”, 9–10/1974, s. 90–102.

- strongly – showing initiative and taking advantage of opportunities that arise;
- negotiation skills – guided by compromise in a conflict situation; attentive listening to other people's opinions; ability to change one's position after obtaining specific information;
- organization – acquiring a methodical and systematic approach in solving all aspects of the problem; paying attention to details; creating and assessing alternative solutions; anticipating difficulties and indicating the priorities of the procedure;
- ingenuity – fast assimilation of information; understanding of the relationships between the various components of information; creating new solutions when needed;
- energy and motivation – facing difficulties; doing their job best to solve problems, tenacity in overcoming obstacles;
- stress resistance – showing balance and moderation under pressure; acceptance of failures and constructive recovery from the crisis; cool, prudent response to crises;
- written communication – a simple and understandable way of writing, using official vocabulary and grammar;
- verbal communication – a simple and understandable way of speaking, using official vocabulary and grammar; the use of non-verbal means of communication such as facial expressions, eye contact, hand movements, body system.

Important skills expected from the manager are intellectual and technical skills, but emotional intelligence is also necessary, and maybe even above all. Her possession is necessary to be a good leader.

According to D. Goleman, emotional intelligence consists of five basic elements in the form of¹¹:

- self-awareness – meaning a deep understanding of your emotions, strengths, weaknesses, needs and motives;
- self-regulation – which is an internal dialogue, thanks to which a person does not have to be a prisoner of his emotions;
- motivation – which is the will of the leader to achieve above expectations;
- empathizing – its essence is not that the boss adjusts to the moods of his subordinates and tries to please them. Empathizing means taking into account the feelings of your colleagues. Analysis of their sensations, along with all other factors, makes it possible to make sound decisions;
- social skills – the duties of a reasonable manager focus not only on caring for economic results, but also on caring for the material and spiritual well-being of employees.

J. Antoszkiewicz¹² believes that the implementation of individual management functions depends on the manager's predisposition, his general and detailed knowledge, erudition, reading, the width of horizons for seeing problems, experience, and the ability to translate theoretical solutions into practical, active attitude and happiness.

A good, effective manager, because he manages people, should have confidence and confidence in making decisions. It should also be resistant to stress, because good decisions require control. The manager's attitude determines that the team he manages feels safe and is able to go in the right direction, consistent with the company's goals. Strategic thinking is also important in the work of a manager. A good leader should focus not only on current but also future goals, skillfully subordinating them to the specific tasks of his team.

3. Managing or leading a team by a manager

Team management is an inseparable task of every manager and is necessary in every organization, regardless of its type and size. It involves continuous problem solving, effective communication and skillful delegation of tasks.

In the work of a manager, it is important to direct the team he leads to achieve the goals set by the organization. This is done by building the right relationships and motivations among employees. They include care for the implementation of individual tasks as well as effective functioning of the entire team and development of individual employees. That is why in the 21st century the concept of team leadership is used rather than management. Leadership is more than just managing people and setting tasks for them. It is based on the ability to motivate, show the goal to which the organization aims and build inspiration for employee development. The manager then becomes a leader, a leader.

¹¹ J. Penc, *Creative management*, Publishing Agency "Placet", Warsaw 2000, pp. 195-204.

¹² J. D. Antoszkiewicz, *Methods of management*, POLTEX, Warsaw 2007, pp. 18-19.

To successfully lead a team, you need to gain the trust of your employees. Trust is faith in the good intentions of others, expecting them to keep their promises. It is also a belief, based on the substantive and social competence of colleagues, that they will be useful in the cooperation undertaken¹³. One of the social attributes of trust is good treatment of employees and taking responsible actions to solve problems in the organization.

Managers who find that trust-based action is more profitable should take specific actions that are also an expression of trust in employees. Belong to them¹⁴:

- open communication;
- sharing strategic information;
- open communication of assessments and feelings;
- initiating employee participation in decision making.

An attribute of an organization with a high level of trust is the attitude of leaders. They recognize the importance of employee involvement in decision-making processes and their values for the company, clearly and often communicate their visions, are convinced to share the company's profit with employees, invest in the intellectual capital of the organization, appreciate the value of loyalty in business and take steps to strengthen this loyalty in employed persons¹⁵.

The pattern of behavior used by the manager in various situations related to managing people is called the leadership style. According to research conducted by the Hay Group, we can distinguish the following leadership styles¹⁶:

- directive style – its purpose is to force employees to subordinate and obey. This style is based on giving orders, strict control, negative feedback with a threat that will be applied at the time of non-compliance. The disadvantage of this style is the fact that it excludes dialogue with subordinates. It can be considered that this style works in crisis situations, changes in the company's strategy or towards employees who create problems;

- style that sets the direction – involves setting employees an action strategy. Its advantages include the fact that it is based on dialogue and the conviction of subordinates that the vision presented by the manager serves the interests of the team and the company best. The manager provides constructive feedback on achieving the set goals. This style is best used in situations that require a new vision. The style setting the direction has a positive effect on the company's climate;

- affiliate style – the main purpose of its use is to create unity in the team and avoid conflicts. The manager devotes a lot of his time to cultivating good relations with employees, while employees are rewarded here for personality traits, not for performance at work. This style is most effective in situations where there are conflicts in the team and it is necessary to strengthen the bond or mobilize the team to act;

- democratic style – aims to get employees involved by making decisions by consensus. This style assumes that employees are able to set their own direction and deal with conflicts. It is based on a large number of meetings, listening to different points of view, recognition for good work performance and little criticism of poor performance. This style applies when it is necessary to obtain consent, make a joint decision or obtain significant input from employees;

- style that sets standards – it is about performing tasks at the highest level of excellence, which is why the manager sets himself as an example, and the quality of his work sets the standard for employees. Unfortunately, this causes difficulties in delegating tasks. Focusing on tasks causes reluctance to cooperate with others. Style is used to get great results from a competent team. If used only too often or in inappropriate situations it leads to demotivating the team;

- educational style – aims at long-term employee development. The manager helps employees to discover their strengths and weaknesses by conducting an honest conversation during which the talents and weaknesses of the employee are assessed jointly. In this style, the manager helps to create an employee development plan and supports him in its implementation through feedback. An educational style is used when there is a need for development on the part of employees in the team.

¹³ H. Smyth, M. Gustaffson, E. Ganskau, *The value of trust in project business*, „International Journal of Management”, Vol. 28, No. 2, p. 119.

¹⁴ P.L. Callaway, *The Relationship of Organizational Trust and Job Satisfaction: An Analysis in the U.S. Federal Work Force*, Universal-Publishers, Florida 2007, pp. 40-44.

¹⁵ There.

¹⁶ A. Wrzosek-Borodiuk, *Manager's arsenal*, "Personnel and management", No. 11/2008, pp. 20-21.

It is difficult to state clearly which of the above styles is the best and which should not be used. The choice of leadership style depends on several factors. It is important what team the manager manages, in what situation, as well as what goal the team should achieve. The most effective is to use all these styles. This is not an easy task, because everyone has a natural predisposition to use one or more styles, not all.

R. W. Griffin presents some managerial activities that relate to leadership behavior. These are¹⁷:

- focused on tasks – leaders pay close attention to the work and working procedures associated with the job;
- focused on employees – managers work on creating coherent working teams and ensure employee satisfaction;
- initiating the structure – leaders believe that every employee knows what is expected of him, what tasks and responsibilities they belong to, so they establish formal lines of communication and determine the performance of tasks;
- respecting others – leaders show concern for subordinates and strive to create a friendly and supportive atmosphere.

4. Team communication

The term "communication" is derived from the Latin word *communico*, *communicare* and means to make common, connect; give someone a message, confer¹⁸. Cooley introduced the definition of communication into literature, describing communication as the basic mechanism of human existence and development. He defined this process as the transmission of symbols between human units defined in space and preserved in time¹⁹.

According to Necki, communication means adding meaning to the information conveyed by means of verbal, vocal and non-verbal symbols in order to achieve a better level of cooperation²⁰. Team communication is the key to its proper functioning. Communication is the transmission of thoughts and information that lead to a common understanding of specific content. Through communication, we share our views with others, but also learn the views of our interlocutor in order to maintain communication.

G. Bartkowiak points out that in the organization, the communication process is not only for informational purposes, such as, for example, providing current messages needed for the proper functioning of the company or preparing the employee team for upcoming changes. Among other goals, he also mentions synchronizing around the strategy, mission and values of the company, taking care of a positive atmosphere in the workplace, building a positive image of the company and motivating to act for the organization²¹.

It should be noted that in the communication process difficulties are encountered at every stage and therefore the right skills are required to properly convey the information²².

Communication can take many forms: direct and indirect, verbal and non-verbal, formal and informal. Direct communication is face-to-face contact, while indirect information is transmitted via electronic devices, e.g. a mobile phone, e-mail, or video conferencing. The choice of channel depends on the message being transmitted, and the use of a particular form of communication affects how the recipient responds to the message²³.

The basic method of exchanging information in a team is verbal communication, which includes a system of words (speech) and graphic signs (written symbols) by means of which we convey messages expressing our thoughts and feelings²⁴. Verbal communication is divided into oral, written and electronic.

In communication, we also distinguish non-verbal communication, which uses non-language means, such as facial expressions, body movements, gestures, posture, voice characteristics, and speaking speed instead of the language code.

The non-verbal method of information exchange complements verbal communication, helps to establish and maintain relationships. In addition, it serves to control interactions, influence others. It should be remembered that the message is the most readable when it is transmitted by verbal and non-

¹⁷ Griffin R.W., *Fundamentals of organization management*, PWN, Warsaw 2007, p. 96.

¹⁸ Z. Ciekankowski, *Determinants of personal security in human resource management in a modern organization*, PEST-E Publishing House, Jarosław 2014, p. 96.

¹⁹ There.

²⁰ Z. Necki, *Interpersonal communication*, ed. Professional Business School, Krakow 1996, p. 109.

²¹ G. Bartkowiak, *Man at Work. From stress to success in organization*, PWE, Warsaw 2009, p. 12.

²² T. Warner, *Skills in communication*, Astrum, Wrocław 1999, p. 29.

²³ Adler R.B., Proctor R.F., Rosenfeld L.B., *Interpersonal relations. Communication process*, REBIS Publishing House, Poznań 2016, p. 420.

²⁴ J. F. Terelak, *Psychology of organization and management*, Difin, Warsaw 2005, p. 147.

verbal communication. The use of verbal messages is intended to convey information, while non-verbal signals reflect the words spoken and help in their interpretation²⁵.

In particular, the manager should effectively use non-verbal communication, as it will help him to better communicate, but also receive messages from employees. The most important goal of team communication is to ensure that the message reaches the right recipients and is properly understood by them. Listening is also very important in the process of communication, because without it, communication alone does not fulfill its role.

Communication is very important in the work of a manager when communicating various types of decisions that the manager must justify and communicate to his subordinates in order to prevent an unpleasant atmosphere that may occur in the team.

Some people are successful by using natural talent to convey information in an interesting and intriguing way to other people. There are also those who, despite great effort and resources of product and technological knowledge, are not able to effectively present their ways to solve problem situations, and as a consequence further conflicts in the employee team are revealed. Information that managers have is not always transmitted in a controlled manner. Sometimes a manager does not have to say anything, it is enough for the employee to pay attention to gestures and facial expressions to receive information and interpret it, although not always correctly. A manager who intends to effectively communicate with colleagues should recognize their strengths and weaknesses. Based on this knowledge, you can strengthen your positive qualities, and try to work on the negative and gradually eliminate them. Effective communication is also full awareness of the transmitted content both verbally and non-verbally.

5. Motivating function in the manager's work

The manager must motivate his employees to work effectively. Motivation is an expression of willingness to implement a specific action²⁶.

Motivation is considered the result of an internal process in which an employee²⁷:

- realizes unmet needs,
- recognizes the conditions and possibilities of satisfying them,
- undertakes actions aimed at achieving goals (tasks),
- achieves a specific level of tasks that is assessed,
- receives rewards (punishments) that meet his or her needs,
- assesses the degree of satisfaction of needs, which in turn leads to the awakening of new or

modification of existing needs.

Motivation is the motor force of human actions and behavior, it is necessary and one of the most important factors that increase work efficiency. Recognition of employee motivation is very difficult, because motives are an internal factor of the body. We learn about their action by closely observing human behavior. However, knowing the motivation itself and the factors that shape it is necessary because it determines the taking of conscious and effective actions that lead to an increase in the importance of motivation itself and an increase in work efficiency²⁸.

Work motivation can take the form of motivation²⁹:

- internal, i.e. self-stimulating stimuli that cause people to move in a certain direction or behave in a certain way. These incentives include: responsibility, freedom of action, ability to use and develop skills, or promotion.

- external – in the form of penalties (e.g. suspension of payment, criticism, as well as interdisciplinary activities) and awards (e.g. salary increases, promotion or praise).

Motivating is the process of influencing motivation. It consists in influencing employee behavior through such incentives that will be transformed by the manager in accordance with the organization's goals³⁰. It should be emphasized that this is a very difficult management function. The manager must approach the employee in an individualized manner, taking into account his needs. Motivating is a

²⁵ M. Matusek, S. Tchórzewski, *The functioning of interdisciplinary teams in the implementation of projects carried out by public administration on the example of the city of Zabrze*, " Science notebooks Silesian University of Technology", series: Organization and Management, z. 56, 2011, p. 182.

²⁶ J. Strelau, *Psychology. Academic handbook, Unit in society and elements of applied psychology*, volume 3, Gdańsk Psychology Publishing House, Gdańsk 2007, p. 332.

²⁷ A. Poczowski, *Human resources management. Strategies, processes, methods*, PWE, Warsaw 2008, p. 203.

²⁸ Z. Ciekanowski, cit. p. 118.

²⁹ M. Armstrong, *Human resources management*, Publishing House ABC, Kraków 2001, p. 109.

³⁰ M. W. Kopertyńska, *Motivating employees - theory and practice*, Placet, Warsaw 2008, p. 18.

two-sided process in which employees benefit on the one hand because their needs are met. On the other hand, the company makes a profit resulting from the more effective performance of tasks by the employee. Manager, wanting to motivate his subordinates must understand their motives, i.e. the needs, interests that drive them, and then constantly refer to them. The manager must also be able to satisfy them, which in turn requires him flexibility, knowledge and skills. Employees have different personalities, and thus different needs, expectations and ambitions.

Motivating is a continuous process that can occur during any contact with an employee. Each conversation with an employee can be used for motivation, or it can affect an employee demobilizingly.

An element of the incentive process is the incentive system, which is a set of employee-oriented interactions and projects that increase comfort at workplaces and other work factors that trigger the ingenuity, initiative and commitment of employees to implement the mission and goals of the company³¹. Each enterprise should create its own incentive system, as having it has a streamlining effect on all its activities aimed at increasing the efficiency of functioning on the market.

The employee motivational function combines employee expectations with the company's goals, and its basic function is remuneration, which encourages people to take up work, work duration, improve its efficiency and professional development. The level of remuneration depends on the strength of its impact as a factor motivating people to get involved in business matters and to perform work effectively. The motivational value of remuneration is related to whether the employee believes that the remuneration received is fair and assesses this fact from the perspective of self-assessment of his work and his individual needs.

It should be remembered, however, that monthly fixed salary ceases to be an employee's priority at some point. Over time, the needs for development, self-improvement or self-fulfillment become more important. Therefore, it is important to use non-financial incentives, which is still a rarity in many companies.

It is worth noting that motivating should be one of the elements of managers' assessment, because their actions as well as motivational competences are very important for the development of the company. A manager in motivating employees must be flexible and be able to adapt motivational tools to the attitudes and expectations of their employees, which is why their knowledge by managers is so important. The more they know the employee, the more likely they are to apply the right motivator to him. Motivators must also be appropriate to the situation, because crises require actions other than a period of stability and peace.

Bearing in mind the special role of managers in the process of motivating employees, it should be mentioned that influencing the attitudes and behavior of people in the enterprise can be implemented directly, but also indirectly through their attitude³². Therefore, it is the attitude of the manager himself that has a great impact on effective motivating people.

Summary

An effective manager is one who knows all leadership styles and, depending on the situation, can apply the right or even better - combine the use of several or all. He is also able to skillfully strive for enterprise development by playing various types of roles and using his qualifications to achieve success at work. The manager plays a key role in managing communication in the team, satisfying the needs of employees through the communication process and passing them on various types of decisions. Therefore, he must have high communication skills, which is manifested in the ability to communicate with various employees and use the potential of each of them, drawing profits from their diversity. A manager who is an effective leader can also maintain the right level of motivation in his team.

In conclusion, it can be stated that a manager's effectiveness is influenced by a lot events, but also its features. The traditional approach to management does not require the manager to have extraordinary intellectual abilities, but to perform the leadership function – yes. It can be concluded that an effective manager is well-educated, because managing an enterprise is a very responsible task and to perform it well you need to be characterized by great knowledge and qualifications. In addition, he can make difficult decisions and take responsibility for them. He is also focused on his own intellectual development all the time wanting to deepen his knowledge.

An effective manager should also be aware of his strengths and weaknesses. To effectively lead, he must respect the diversity of his employees that he uses in his work.

As you can see, the range of qualities and skills that an effective leader must meet is very large. Combining them all gives us, however, a picture of the person desired by every organization that wants to achieve success on the market.

³¹ W. Kozłowski, *Employee motivation management*, CeDeWu Sp. Z o.o., Warsaw 2010, p. 29.

³² T. Oleksyn, *Human resource management in organization*, Wolters Kluwer S.A., Warsaw 2014.

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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.