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## A MANAGER AS A BASIS FOR THE DEVELOPMENT OF AN ORGANIZATION IN A TURBULENT ENVIRONMENT – THEORETICAL STUDY

*The most important resource is the human resource, which is the basis of the organization's existence. As part of the human resource, from the point of view of the management process, a manager is distinguished, who is the person responsible for making decisions in the organization. The manager, together with his subordinates, develops the organization in the prescribed direction. The environment, manager and subordinates constitute an inseparable system of shaping the flexibility of an organization in a turbulent environment. The aim of the study is to present the manager's influence on the development of the organization in a turbulent environment. The study was based on a study of the literature on the subject and is theoretical in nature. This study may be useful not only for scientific considerations but also for the world of economic practice.*

**Key words:** manager, organization, environment.

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## МЕНЕДЖЕР ЯК ОСНОВА РОЗВИТКУ ОРГАНІЗАЦІЇ У ТУРБУЛЕНТНОМУ СЕРЕДОВИЩІ – ТЕОРЕТИЧНЕ ДОСЛІДЖЕННЯ

*Найважливішим видом ресурсів є людські ресурси, які забезпечують основу функціонування організації. З токи зору управлінського процесу, менеджер є частиною людських ресурсів і визначений як особа, що відповідає за прийняття рішень у організації. Менеджер разом зі своїми підлеглими розвиває організацію у визначеному напрямку. Середовище, менеджер і підлеглі формують нероздільну систему визначення гнучкості організації у турбулентному середовищі. Метою дослідження є представити вплив менеджера на розвиток організації у турбулентному середовищі. Дослідження базувалося на вивченні наукової літератури, що стосується предмету дослідження, і є теоретичним за своєю природою. Це дослідження може бути корисним не лише для наукового вивчення, але і для практичної економічної діяльності.*

**Ключові слова:** менеджер, організація, середовище.

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## МЕНЕДЖЕР КАК ОСНОВА РАЗВИТИЯ ОРГАНИЗАЦИИ В ТУРБУЛЕНТНОЙ СРЕДЕ – ТЕОРЕТИЧЕСКОЕ ИССЛЕДОВАНИЕ

*Важнейшим видом ресурсов являются человеческие ресурсы, которые обеспечивают основу функционирования организации. С точки зрения управленческого процесса, менеджер является частью человеческих ресурсов и определенным, как лицо, отвечающее за принятие решений в организации. Менеджер вместе со своими подчиненными формирует организацию в определенном направлении. Среда, менеджер и подчиненные формируют нераздельную систему определения гибкости организации в турбулентной среде. Целью исследования является представить влияние менеджера на развитие организации в турбулентной среде. Исследование базировалось на изучении научной литературы, касающейся предмета исследования, и является теоретическим по своей природе. Это исследование может быть полезным не только для научного изучения, но и для практической экономической деятельности.*

**Ключевые слова:** менеджер, организация, среда.

### Introduction

The second decade of the 21st century is a significant progress in civilization and the increasing importance of thought processes focused on the behavioral aspects of the functioning of the organization in a changing environment (soft management) [7]. In practice, this means the necessity to constantly verify the relationship between the manager's perception and the properties of the environment [3]. In each process, the ability and skills to structure information play an important role, expressed in creative analysis and synthesis of data as well as in the critical and reflective judgment of one's views. A manager understands his professional career as a path to professional excellence that contributes to shaping competitiveness and competitive advantage [8, pp. 77-88]. The functioning of an organization in a turbulent environment forces constant changes to which all resources of the organization are subjected. The most important resource is the human resource, which is the basis of the organization's existence. As part of the human resource, from the point of view of the management process, a manager is distinguished, who is the person responsible for making decisions in the organization. The manager, together with his subordinates, develops the organization in the prescribed direction. The environment, manager and subordinates constitute an inseparable system of shaping the flexibility of an organization in a turbulent environment.

The aim of the study is to present the manager's influence on the development of the organization in a turbulent environment. The study was based on a study of the literature on the subject and is theoretical in nature. This study may be useful not only for scientific considerations but also for the world of economic practice.

### Human resources in the organization management system

Human resource is the most important factor (element) that makes any organization function. There is no organization without people. People are the source of competitiveness and competitive advantage of an enterprise (organization). The changes of the mid-twentieth century and the beginning of the twenty-first century result in the fact that companies undergo continuous transformation in all areas of their operation. The key skill of enterprises whose goal is to gain an advantage over competitors or to maintain a position on the market is the ability to adapt to changes in the environment. These conditions make enterprises focus on resources that are distinguished by flexibility and unlimited in use, we are talking about human, intellectual and social capital. All these resources refer to people operating within the structure of the organization [2, p. 5]. Nowadays, there is talk of a knowledge-based economy, and knowledge comes from people [5, pp. 387-403]. Therefore, intellectual capital, which includes human capital and structural capital, is of great importance for the efficient operation of the organization. Human capital consists of such elements as: knowledge, experience, skills, attitudes, values of individuals, while structural capital is, for example, a network of contacts, reputation, procedures, rituals, cultural principles, etc. In the area of this work, human capital is of great importance. Capital, which are people, is the most important element that drives the development and efficiency of every enterprise. People are components of the company whose ability to adapt to changes in the organization's environment cannot be replaced in any way. Managing people encounters various challenges related to the environment, but the knowledge, skills and creativity of people allow to overcome them [6, pp. 73-74]. People are a resource that is difficult to measure completely, which means that human resource management is not easy to implement in practice. However, it is the people in the enterprise that decide about its success or failure. They manage material resources, which, unlike intangible resources, may turn out to be unnecessary, if they are not properly used by qualified and experienced people [19, p. 196]. In order to ensure their effectiveness and efficiency, enterprises decide to invest in the development of people in the organization. It is related to increasing and improving the abilities and skills of employees, as well as through training. Investing in people happens in many ways. Due to technological development, continuous improvement of people is the condition of staying on the market or promoting it. The human resource cannot be bought, the only way to expand it is through continuous training, learning, skills



development by employees [6, pp. 68-69]. A. Poczowski presented an extensive definition of human resources development. In which it states that deliberate configurations of undertakings enriching knowledge, developing abilities, shaping values, attitudes, motivation and skills, as well as taking care of the physical and psychological condition of people performing work, which undertakings lead to an increase in its efficiency and to increasing the market value of human resources [15, p. 274]. When taking up the topic of human resources development, it is impossible not to mention the issue of knowledge management. Knowledge is of great importance in economic and social development. In the area of the current market, companies rely on the knowledge and competences of employees. Knowledge, like competences, are strategic elements of any company that builds an advantage over the competition. The term knowledge has a broad meaning, it is based on certain information, but also based on skills. The element of knowledge is information. The difficulty of defining and analyzing knowledge stems from the fact that it is intuitive. Since knowledge comes from people and resides in their minds, it is a complicated ingredient. Information is usually stored in computer databases, and it is people who generate the knowledge. In enterprises, the amount of knowledge is of particular importance. Knowledge is an endless resource, the quantity of which does not disappear but grows constantly. Localized knowledge is a difficult task, it is possible that it can be found in many places at once as it spreads easily. One of the features of knowledge is also the fact that it becomes outdated rapidly. In the literature, one can find the classification of knowledge as a criterion, taking the place of its occurrence and availability. According to this, knowledge is divided into formal / explicit knowledge and tacit / hidden knowledge. Formal / explicit knowledge is presented with the help of numbers, symbols, words, signs. It is comprised of documents, various databases, the overarching intention of which is to assist in making decisions. However, the information exists in several places and in different forms. Taking this fact into account, it should be remembered that there may be obstacles to its use. The second type is tacit / hidden knowledge, which is impossible for us to define, but we know about its occurrence. Identification of the places of its occurrence and the area of its impact may significantly affect its efficient use [2, pp. 408-411].

When taking up the topic of human resources development, one should also mention competency management. When considering the term competences, we can also talk about such concepts as: competences of the organization, employee competences, management competences, competence development or competency management. The competences of the organization are not only employees' competences, but also competences that the organization accepts from outside, e.g. patents, licenses, projects carried out by the organization together with external entities. Organizational competences are a broad concept influenced by the internal environment, but also the external environment [12, pp. 52-65]. Employees' competences consist of many elements, e.g. knowledge and education, psychophysical features, internal motivations and interests, skills and experience, attitudes and behavior, rights to represent the organization, health. Currently, competencies are of great importance, and therefore the importance of competency management is also growing. It is an essential element of human resource management.

In the area of human resource management, there is a relationship with the learning organization. The establishment of a learning organization is the result of linking activities in the area of human resources management with the processes in which organizational structures and strategies are created. Both processes are carried out in parallel [15, p. 272]. The modern economy is determined by a high level of unpredictable events and enormous competition on the market. In order to keep up with changes, the company must constantly improve and expand its knowledge in order to deal with problems properly. Organizations today must be intelligent, have the ability to acquire and apply knowledge appropriately, to deal with obstacles in an innovative way. The aforementioned intellectual capital currently represents a value much greater than financial interests, buildings, machines, etc.

The development of human resources takes place using certain strategies and instruments. Strategy and instruments define how to invest in people's development. A. Poczowski distinguished three tools for the development of human resources: training, employee transfer and work structuring. The concept of training was used in the previous chapter as one of the functions of human resource management. Trainings are the basic instruments of employee development. Thanks to the trainings, employees replenish their knowledge if there are gaps in it. In turn, the tool which is the movement of workers, refers to the change of jobs by employees. Thanks to the relocation of employees, work efficiency increases thanks to: proper use of working time, better use of employees' competences, increasing the level of job satisfaction. The last of the human resources development tools mentioned by the author is work structuring. It is a process of building new work structures and making changes to old structures. Her the goal is to improve the management of human resources in the organization [15, pp. 276-279].

Human resources are the strength of a company's breakthrough, and a manager who wants to achieve the intended goals must properly manage human resources.



### Functioning of a manager in an organization

Organizations operating in a turbulent and competitive environment are forced to shape their activities with great imagination, innovation and flexibility in order to survive (Liebowitz, Beckman, 1998). These features are needed to improve the potential and style of operation in order to adapt to the needs and expectations of a changing environment. Enterprises should have the ability to cope with obstacles and limitations, overcome dangers and unforeseeable circumstances, and the ability to build and use modern methods that satisfy those around them. Management makes it possible to adequately meet the needs of the organization. This is where the growing importance of managers who perform management functions lies. Managers influence the functioning of the company [14, pp. 7-8]. According to H. Steinmann and G. Schreyögg: managers are all members of the organization who took over the functions of superiors, starting with the master and ending with the president [18, p. 20].

According to Z. Dowgiałło and W. Zadworny: a manager is a specialist in the field of company management, i.e. professional management of the company. It performs management functions [4, p. 13]. In the conditions of technological progress, the importance of managerial work increases and changes. Entering international markets by companies increased the dangers and uncertainty of managerial work. The manager sets goals and decides how to take advantage of the opportunities offered by the market and how to ensure the success of the company. The main point of interest of the manager is to meet the needs of customers. He is responsible for the implementation of tasks with the help of employees [4, p. 13]. All enterprises need efficient, wise and good managers, similar to capital and technology. A manager must have knowledge of evolving management methods, wisdom, intelligence, and creative and creative thinking. The right manager means good management of the organization, and thus the efficient functioning of the company [14, p. 9]. A manager performs management functions, i.e. plans, organizes, leads and controls. Each enterprise is an entity that consists of structure, goals and employees. It is important that all these elements work together. The role of the manager is to ensure this cooperation. Therefore, it must perform the previously mentioned management functions. During planning, the manager sets out the basic goals that will be implemented. Performs an assessment of the environmental conditions in which the enterprise will operate. Thanks to organizing, it combines elements of the enterprise that will achieve the set goals and creates organizational structures. Through the leadership functions, the manager influences the employees so that they carry out the desired tasks and motivates them to act. By means of the control function, it ensures the implementation of tasks in accordance with the intended plans [22, pp. 13-14].

All managers have some degree of authority. It gives them the ability to persuade other people to behave desired by the manager. Power can be exercised in a variety of ways, depending on the person, techniques, resources available and the situation. A lot can be achieved and realized thanks to the great power of the manager. It stimulates employees to act more efficiently and effectively. In turn, the manager's low power leads to ineffectiveness. Depriving the support of people and means makes action difficult and leads to the use of methods of intimidation, oppression, etc [14, pp. 79-80]. One of the classifications of the sources of power was made by P. Wachowiak. He believes that the most important sources of power include: qualifications, authority, formal organizational hierarchy, control over resources, feelings, information. The power that comes from qualifications is related to the manager having the appropriate skills and qualifications to perform management functions. The power that comes from authority is related to the fact that subordinates are aware that the manager has knowledge that they do not have. The power that results from the formal organizational hierarchy is related to the organizational structure in which the manager influences employees through his position. Lack of control over resources means that the manager cannot have them, which prevents the operation and development of the enterprise. Feelings are an important source, thanks to which employees, taking into account the emotional attitude, function in line with the manager's will. The source of access to information is very important due to the fact that information is an important element, the lack of which prevents the manager from performing his functions and tasks. Manager's professionalism determines the possession of all these sources of power [22, pp. 13-14]. The manager should have a good understanding of the mechanism of how power works, as it has an impact on the related actions through him successes. The condition for exercising power is having the right means to act, the ability to make the right choices of information and the ability to evaluate the importance of this information in order to properly solve the problem. With the help of resources and information, a manager can easily influence subordinates [14, pp. 79-80].

A manager whose goal is efficient and effective management of the organization must be an enterprising, assertive and creative person. It is his responsibility to strive to develop and expand these personality traits so that he can be effective for the organization he leads. He should be a person open to new information, looking for new experiences that will help him in solving various problems. When developing his personality, he should also focus on his strengths that make him feel confident. An equally important element without which most people would not be able to work as a manager is resistance to stress. Each person's personality is made up of spiritual,



psychological and physical dimensions. These dimensions are contiguous with each other. When one of the dimensions does not reach satisfactory values, the balance is disturbed, which leads to a stressful situation. Stress causes negative effects such as diseases, changes in the psyche, various fears or dissatisfaction with one's job. In the work of a manager, the elements that contribute to the emergence of stress are: work in a hurry, too many tasks to be performed, a great sense of responsibility, difficulties in carrying out tasks set by people, a feeling of helplessness, lack of trust among superiors. When a manager has the ability to deal with stress, he is able to make rational decisions in difficult and varied circumstances. It is important that the dimensions of the human being are at a high level [22, pp. 15-17].

In the literature on the subject, you can find many classifications of management styles according to various criteria. When distinguishing management styles, J. A. C. Brown took the manager's decision-making method as a criterion and, accordingly, distinguished three styles: autocratic, democratic, and laissez-fairytale. The classification made by D. McGregor was based on the criterion of the employee's treatment of work. Taking this criterion into account, he distinguished: the X-type management style and the Y-type management style. The distinguished styles are opposite to each other due to the fact that the X-type style presents the positive side of employees, while the Y-type style speaks of the negative side of employees. As a criterion, taking the degree of attitude towards people and the degree of managerial attitude towards tasks, R. R. Blake and J. S. Mouton developed a grid In the literature on the subject, you can find many classifications of management styles according to various criteria. When distinguishing management styles, J. A. C. Brown took the manager's decision-making method as a criterion and, accordingly, distinguished three styles: autocratic, democratic, and laissez-fairytale. The classification made by D. McGregor was based on the criterion of the employee's treatment of work. Taking this criterion into account, he distinguished: the X-type management style and the Y-type management style. The distinguished styles are opposite to each other due to the fact that the X-type style presents the positive side of employees, while the Y-type style speaks of the negative side of employees. As a criterion, assuming the level of attitude towards people and the degree of managerial attitude towards tasks, R. R. Blake and J. S. Mouton developed a grid of management styles and five management styles were distinguished in it: passive style, liberal style, autocratic style, pragmatic style, and compromise style. JW Reddin, based on the criterion of the manager's attitude to people and tasks, and the effectiveness of the management style, developed a three-dimensional model of management styles, according to which the following management styles were distinguished: missionary, compromise, defector, autocrat, social, separating, integrated, self-sacrificing, developer, administrator, bureaucrat, benevolent autocrat. The following targeting style classifications show that there are many styles. Literature says that the most effective style cannot be found, because the effectiveness of a given style depends on the situation [22, pp. 23-28]. Correct management does not depend on personality traits, but on how these traits fit into a given situation [21, p. 80]. In the work of a manager, an important role is played by mutual communication with subordinates and management styles, thanks to which managers influence employees [1, p. 51].

#### **Manager's duties towards the organization**

The role of the manager is to carry out the assigned tasks so that the set goals are achieved in an efficient and effective manner. The condition for achieving the set goals is selecting the right employees, managing the resources of the organization, striving for high-level efficiency, reducing production costs and creating circumstances that stimulate the initiative and corporate social responsibility. In the field of human resources, the role of a manager is to perform human resource management functions such as: motivating employees using motivational tools or controlling and evaluating employees, etc [4, pp. 59-60].

A manager has many organizational roles, such as task priorities, market behavior and performing managerial functions. According to the criterion of the priority of tasks, we distinguish: conservative roles and creative roles. Conservative roles are the result of everyday events, people characterized by this orientation try to avoid conflicts, inhibit their own development, as well as the development of the organization. Creative roles are focused on expanding the company and adapting it to a constantly changing environment. A manager, characterized by this orientation, strives for self-realization and running the organization so that it develops dynamically. Another criterion distinguished in the literature on the subject is market behavior, which is classified as: strategic roles and organizational roles. Strategic roles are related to the strategic goals of the organization and the implementation of the organization's mission. Through organizational roles, the manager is able to properly organize the company and its functions in line with expectations [22, p. 33].

One of the divisions of managerial roles is the division in the concept of H. Mintzberg. He proposed three groups of roles:

- interpersonal roles,
- information roles,
- decision-making roles [11, p. 20].



Interpersonal roles are divided into representative, leadership and liaison roles. The representative role is that the manager represents the enterprise at various kinds of internal or external ceremonies. The manager is a showcase of the company in dealing with the external environment. The leadership role refers to influencing the manager's subordinates so that they can carry out their tasks properly. It concerns the performance of human resource management functions. The liaison role includes the manager's activities related to the maintenance and coordination of relations between the company and the external environment and the creation of a structure of connections within the organization between its entities [22, p. 34]. Information roles are divided into the following roles: expert, expeditor, company spokesman. The role of an expert involves the manager finding and analyzing information that is useful for him to perform managerial activities. This information comes from both outside and inside the company. The role of the expeditionist includes disseminating and communicating the right information to company employees so that they can perform their duties. On the other hand, the role of the company's spokesman is limited to providing the external environment with information about the company. Another division concerns decision-making roles, according to this group, the roles are divided into: development stimulator, arbiter, resource allocator and negotiator. The role of the stimulator is related to the manager's activities in the field of company development. It does this by implementing various types of organization development programs, analyzing all possibilities, initiating changes and encouraging employees to creative ideas. Thanks to the role of an arbiter, the manager prevents conflicts that arise in the company and eliminates all phenomena that have a negative impact on the functioning of the company. The role of the resource allocator is concerned with making decisions about distributing all of the company's resources, as well as participating in activities related to the development of the company's budget. The last of the mentioned roles is the role of the negotiator, which consists in the fact that the manager conducts negotiations during which he represents the company in contacts with external organizations [14, p. 65-66].

A manager who wants to efficiently and effectively lead teams of people should have a set of skills that will help him in the implementation of the management function.

One of the very important skills of a manager is the ability to make decisions. Changes in the internal and external environment force managers to constantly make decisions. Internal changes in the organization are largely related to the functioning of people in the company. The external environment of the organization, which is undergoing changes at a dynamic pace, also has a significant impact. The conditions in which the enterprise operates contribute to the emergence of new problems that the manager should face and solve [22, p. 38]. In order to make the right decision, the manager should first identify the problem and then properly solve it, using appropriate methods. It is important that a given problem is solved as soon as possible for the good of the organization [14, p. 97].

Communication is a very important manager's skill. Every day a person makes contact with another person. Communication contributes to meeting human needs, such as the need to belong. By communicating with other people, we achieve most of our goals. The manager must have the ability to communicate as it is the basis for the fulfillment of managerial roles. The effective fulfillment of managerial activities depends largely on receiving and communicating certain information to other employees. It is important to know how to make contact. A serious obstacle in the communication process is the presence of communication barriers. P. Wachowiak distinguishes such barriers as: the space in which the conversation takes place, language differences, lack of trust in the interlocutor, differences in perception by interlocutors, emotions, lack of listening skills, etc. These are just a few of the barriers, there are more of them. In order to eliminate these obstacles, a manager must have the ability to recognize them and learn various ways of dealing with them. The condition for effective communication is initiating contact with other people and maintaining this contact [22, pp. 68-76]. In the literature, there is a model of the communication process, which consists of elements such as: sender, message, recipient, encoding, decoding, channel, noise, feedback. The lack of any of the elements causes that communication does not take place [16, pp. 432-433]. The ability to communicate is important due to the fact that there is no organization that consists of homogeneous employees. Each company is a set of people who have different skills, aspirations, experiences, needs and come from different backgrounds, but also perform different functions. Each of the employees needs different information at different times. The manager must meet the information needs of all employees [17, p. 283].

An equally important manager's skill is motivating employees and cooperating with them. People in the organization play a vital role. The manager's task is to work with people by carrying out the human resource management function. The quality and efficiency of work largely depends on the personnel policy used by the person in charge [14, pp. 203-204]. In order to implement the motivation process, the manager influences employees through a system of factors aimed at stimulating motivation to work. We distinguish between tangible and intangible motivational factors. When a manager has knowledge about the needs of subordinates, he is



able to properly select motivational tools that will ensure effectiveness [4, p. 156]. The manager should also be aware of the personality traits of subordinates should be characterized in a given position. Knowledge about motivation is one of the elements thanks to which a manager is able to achieve success in managing employees. Taking into account human resource management, one should focus mainly on the issue of motivation to work. This term is used to describe the external and internal determinants of employees' attitudes and behavior. The ability to motivate subordinates among all manager skills is one of the most important because it determines the effectiveness of work. Efficient and effective motivation can be achieved by understanding how the reward system affects people [15, pp. 202-207].

The manager should have the ability to resolve conflicts. Conflict is a common phenomenon, it occurs wherever there is interpersonal relationship. The occurrence of a conflict in an enterprise is inevitable due to the fact that many of its causes arise [22, p. 140]. Human resources play their role in the enterprise by entering into various relationships. The assumption is that all employees cooperate with each other and engage in improving the efficiency of the company. However, this assumption is not easy to implement as each employee is different. Good relations between people in the organization create an atmosphere that favors productivity. The causes of conflicts lie in the company's environment. They also result from the actions of managers, because they do not always focus on their decisions or actions, which may also be a source of conflict. However, most of all it is people, their different points of view, habits, needs, skills of coexistence and willingness to cooperate in a group that are the sources of conflicts. Therefore conflicts are the result of human nature [13, pp. 178-183]. The occurrence of conflict situations requires from the manager appropriate management of these situations. Effective conflict management is conducive to increasing the efficiency of the company's operations and increasing the level of integration of people who participate in a conflict situation. The result of the emergence of a conflict in the organization is a new situation in the company, therefore the manager is forced to use appropriate techniques and styles of conflict management. Various styles of conflict management by a manager are described in the literature [22, p. 140].

When distinguishing skills, the manager should have negotiation skills. Negotiation is one method of resolving differences that occur between people. Negotiations take a lot of effort and time to complete, but they are more efficient and consume significantly less costs than other methods of resolving conflicts between people. The condition for effective negotiation is thorough preparation [17, pp. 361-362]. The literature describes the factors that influence the outcome of the negotiation. P. Wachowiak, using a diagram, presented the structure of these factors, which include: the behavior of negotiation participants and negotiation conditions. They affect the course of the negotiations, while the course determines the outcome of the negotiations. The negotiation conditions include: culture, time, negotiation space, negotiation territory, audience, roles of negotiators and interpersonal distance [22, pp. 174-175].

The above-described roles, tasks, responsibilities and skills, i.e. the manager's duties towards the organization, are necessary in the performance of the organization management function. Each person is an individual endowed with different personality traits. A manager in managing his subordinates should take this fact into account. Considering the different companies, in each of them there are groups of people who work together to achieve the set goals. Groups of employees function in an organization within a certain set of roles. Organizational roles occurring in a given enterprise are characterized by the fact that in given situations the enterprise requires certain behaviors from its employees [20, p. 6].

### Summary

Constant changes in the environment of the organization mean that the manager must be focused on permanent changes. He should have a wide range of general and specific skills that will allow him to take the right direction of changes in the organization. An important element determining the responsibility of managers is the ability to maintain good relations with subordinates. Managers are links between various levels of management and regular (subordinate) employees. Managers from the board receive tools that they must properly use to perform the management functions. A progressive manager can productively fulfill his managerial roles and functions if he has not only the appropriate knowledge, experience or the desired set of personality traits, but also basic managerial skills. He should be characterized by special personal and interpersonal predispositions, imagination, courage, intuition, and leadership skills so that he could efficiently manage the organization. Management requires creativity, assertiveness and innovation or entrepreneurship from the manager. In the management process, a manager should take into account the organizational culture shaped by the personal cultures of all employees [9].

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