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## MANAGER IN THE PROCESS OF EFFECTIVE MANAGEMENT OF AN ORGANIZATION IN A CHANGING ENVIRONMENT

*In the life of every organization from the point of view of the management process, the most important role is played by the manager. Thanks to him, the organization obtains the effect of decision-making, which is the basis for functioning on the market. The manager as himself could not exist in the organization without subordinates. Therefore, the manager and subordinate are the most important links in the development of the organization. The aim of the study is to present the manager in the process of effective management of the organization in a changing environment. The study was created based on a study of the literature on the subject as a result of theoretical research.*

**Keywords:** manager, subordinate, organization management, changing environment.

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## МЕНЕДЖЕР У ПРОЦЕСІ ЕФЕКТИВНОГО УПРАВЛІННЯ ОРГАНІЗАЦІЄЮ В МІНЛИВОМУ СЕРЕДОВИЩІ

*У житті кожної організації з точки зору процесу управління найважливішу роль відіграє менеджер. Завдяки йому організація отримує ефект прийняття рішень, що є основою для функціонування на ринку. Менеджер як сам не міг існувати в організації без підлеглих. Тому керівник і підлеглий є найважливішими ланками розвитку організації. Метою дослідження є представити менеджера в процесі ефективного управління організацією в мінливому середовищі. Дослідження створено на основі вивчення літератури з теми в результаті теоретичних досліджень.*

**Ключові слова:** керівник, підлеглий, управління організацією, змінне середовище.

## MENEDŻER W PROCESIE SKUTECZNEGO ZARZĄDZANIA ORGANIZACJĄ W ZMIENNYM OTOCZENIU

*W życiu każdej organizacji z punktu widzenia procesu zarządzania najważniejszą rolę odgrywa menedżer. Dzięki niemu organizacja uzyskuje efekt decyzyjności stanowiącego podstawę funkcjonowania na rynku. Menedżer jako sam nie mógłby istnieć w organizacji bez podwładnych. Dlatego menedżer i podwładny stanowią najważniejsze ogniwa rozwoju organizacji. Celem opracowania jest przedstawienie menedżera w procesie skutecznego zarządzania organizacją w zmiennym otoczeniu. Opracowanie powstało w oparciu o studium literatury przedmiotu jako wynik badań teoretycznych.*

**Słowa kluczowe:** menedżer, podwładny, zarządzanie organizacją, zmienne otoczenie.

### Introduction

Management is an inseparable element of the functioning of organizations, including enterprises, in a changing environment in the conditions of a market economy. Management effectiveness is the result of cooperation on the line: manager – subordinate – manager of a given organization. Each party must have the potential in the form of skills, competences and commitment to the process of developing the organization. To manage is not only to have knowledge in this field, but also to be able to practically cooperate with employees. The aim of the study is to present the manager in the process of effective management of an organization in a changing environment. The study was created based on a study of the literature on the subject as a result of theoretical research. This study can be treated as a contribution to the discussion on the process of managing an organization.



### **Manager in managing an organization in a changing environment**

Organization as a concept has many meanings. In the first meaning, organization means an institution or functional group. In the second meaning, organization refers to the process of organizing, i.e. the way of arranging and assigning work to members of the organization in order to efficiently achieve its goals (Stoner, 1997, p. 198). Organizations are an inseparable element of everyday socio-economic life. Organizations include: schools, enterprises, social groups, etc. It is therefore important for organizations to function efficiently because they significantly affect the quality of our socio-economic life. Organizations shape our future by developing new products or procedures (Stoner, 1997, p. 18). We can say that we ourselves are an organization due to interpersonal contacts. Organizations are tasked with maintaining and storing data about the organization. In this way, we have access to many data and archives from the past (Bunsomboon, Sattayathamrongthian, Somkhane, Saeku, 2024, p. 186-200). Management in the original sense of the word is primarily about people. A person is the beginning and end of an organization. What is in the organization and how it functions depends on the decisions of a person. An important factor in managing people are (Kozłmiński, Piotrowski, 2006, p. 62-63):

- selection of appropriate co-workers, depending on their experience, qualifications, skills, etc.,
- setting long-term goals for the team and implementing current tasks,
- possibility of free communication between employees,
- formal exchange of information in the team,
- informal exchange of information in the team, creating an atmosphere and relationships in the workplace.

Management is related to organizational culture. We deal with effective influence when we have knowledge and are able to use it in the scope of customs, cultures and customs towards other entities with which we have the opportunity to cooperate. Management is closely related to the use of specialized vocabulary. It is the language of managers, which should be used when undertaking and carrying out tasks (Kozłmiński, Piotrowski, 2006, p. 62-63).

Management is based on simple and understandable values, goals of action and tasks, uniting all participants of the organization. Such tasks are intended to arouse the involvement of the entire team (Kozłmiński, Piotrowski, 2006, p.62-63).

Management should lead to a situation in which the organization is able to learn, i.e. adapt to changing conditions and continuously improve itself (Kozłmiński, Piotrowski, 2006, p. 62-63).

Management is based on free communication. The work of a manager is mainly based on communication, i.e. the exchange of information. Passing information to recipients in an appropriate and understandable way, as well as receiving and correctly understanding information sent by others (Kozłmiński, Piotrowski, 2006, p. 62-63).

Management requires an extensive system of indicators, which means that in every organization there are indicators defining various criteria, thanks to which we know how to react in individual situations and what the situation is in the company. The indicators concern: financial liquidity, employee activity, staff oscillations, etc. The use of indicators allows for predicting certain situations and preventing them in the future (Kozłmiński, Piotrowski, 2006, p. 62-63).

### **Roles, skills and competencies of a manager in managing an organization**

Every organization needs such employees thanks to whom the company will function properly. Every employee is at the head of the organization and is accompanied by constant decision-making, planning and organizing (Leśniewski, Dziekański, 2021, p. 25–32). A representative can be any employee who, from his position, contributes to the achievements of the entire team (Drucker, 2011, p. 20). It can be said that anyone who makes decisions in everyday life can call themselves a manager of their own decision-making process (Marillo, Freeman, Espanha, Watson, Viphindrat, 2024, p. 233-241).

The word “manager” is a concept that does not have a precisely defined definition. Managerial positions belong to people who can use their intellectual potential to obtain solutions to problems or create profits. A manager uses intuition and knowledge in an intelligent way in his work. A manager’s essential task is to ensure that all goals in the company are achieved and realized. The focus should be on long-term success, which should be the top goal of the company. In extreme cases, the manager must take matters into his own hands and help his team to carry out tasks (Brilman, 2002, p. 468).

Analyzing the concept of manager, we can understand that it is related to the effective functioning of the organization. The table below presents a comparison of the concepts: manager – manager – leader.

**Table 1. Comparison of concepts: manager – manager – leader**

Manager	The term represents the most general description of a position. Usually associated with the lowest management position.
Manager	A management position that is responsible for leading people, controlling and making decisions.
Leader	A management role that captures the essence of business management. Its goal is to achieve success with the team and to implement the company's vision and strategy.

Source: (Banaszak,2011,p.15-16)

In the Polish definition, a leader is a person who leads others, directs others; a commander, chief, chieftain (Szymczak, 1982, p. 138). Leadership is an issue that is widely researched and described in the literature on the subject. There is no single specific definition that could describe it. It can be analyzed from the perspective of an organization, a group or an individual. Due to innate characteristics, a leader has a set of characteristics of selected groups of people. A leader tries to influence his recipients and in the case of the approach due to the process, we receive feedback from followers, which allows for the development of managerial skills thanks to the possibility of discussion and decision-making (Grzesik, 2011, p. 181).

The main managerial roles include (Griffin,1998,p.555):

- interpersonal roles,
- information roles,
- decision-making roles.

Interpersonal role: the manager often plays a representative role as a superior unit in the company. The most important roles include: leadership. Leading his team with support, training and commitment. He plays the role of a leader of his team, which he shows by providing instructions on how the team should work so that it brings the expected benefits. He plays the role of a liaison in the company through communication with representatives and customers and owners (Griffin, 1998, p. 555).

Information roles: these result from the interpersonal roles presented above. The manager acts as a kind of listener and observer. He tries to find as much useful information as possible to be as up-to-date as possible. He is also a kind of information propagator, passing it on to others. His character is an important bond in the company's communication. The next function that the manager performs is his role as a spokesman, which involves passing on information to the outside world of the company (Griffin, 1998, p. 555).

Decision-making roles: Information roles are usually closely linked to decision-making roles. The information that reaches a manager or is in his possession has a significant impact on the future decision he will make (Griffin, 1998, p. 555).

Skills are abilities and competencies that an individual acquires and develops in order to perform specific tasks or achieve specific results. They can be both general, related to everyday life in the organization, and specialized, related to specific fields or professions carried out in the organization (Hosani, Mheiri, Khatib, 2023, p. 42-55).

Skills fall into three categories (Lewandowski,2013,p.100):

- technical skills,
- interpersonal skills,
- conceptual skills.

Technical skills: every manager should have those skills that are necessary to do their job efficiently. Over time, they gain experience in various situations, which allows them to expand their skills. First of all, they devote their free time to various trainings in the field of problems occurring in the workplace. If they want to fulfill their managerial duties well, they must know what the tasks performed by employees are (Imagha, Okon, Akpaetor, Nkanor, Umana, 2023, p. 40-53).

Interpersonal skills: the work of a manager is permanently connected with social relations. Therefore, it is very important for a future manager to have the ability to easily establish contacts with employees and external people. Over time and the development of their position, they must be able to communicate with employees, subordinates and people who are equal to their position. The role of a manager is not limited to one task, it is much more extensive, due to the representative function. They must cooperate with suppliers, investors and maintain and take care of a positive perception of the company's image (Petruta, Sulă, Ștefan, 2023, p. 92-103).

Conceptual skills: managers must have creative thinking skills that allow them to understand the functioning of the enterprise and the organizational structure. They can focus on strategy and make good and thoughtful decisions based on it. Conceptual skills allow not only to create concepts but also to implement solutions in the life of the organization (Artha, Yulianingsih, Cahyani, 2023, p. 221-244).



D. Whetten and K. Cameron in their research paid special attention to two groups of skills (Stoner, 1997, p. 198):

- personal skills,
- interpersonal skills.

Personal skills include mainly improving oneself, one's skills, values, setting priorities and, most importantly, how to use the knowledge one has in practice.

Interpersonal skills include:

- communication skills, i.e. focusing on effectively listening to others and speaking in an understandable way and passing on your knowledge to others,
- motivation skills,
- conflict resolution skills.

It can be said that interpersonal skills refer to the ability to interact and communicate with other people. They are important in private and professional life, enabling the building of lasting relationships, effective cooperation and conflict resolution.

Depending on the management level, skills differ. Management skills at management levels are divided into:

- strategic,
- tactical,
- operational.

Strategic management skills are the first level in the organizational hierarchy that aim to provide the organization with a competitive advantage, increase operational efficiency, adapt to change and achieve long-term success.

Tactical management skills are the second level of management in the organizational hierarchy and focus on achieving the goals and strategies established at the level. The goal of tactical management is to effectively implement the organization's strategy. An important feature of it is its specific and operational nature. This is a key level of management.

Operational management skills are the final level of management in the organizational hierarchy and focus on the day-to-day operations and processes of the organization that lead to the achievement of the organization's goals and successes.

Competencies should not be confused with qualifications, which are the basis for their development. Many factors influence the development of competencies, but the most important ones concern their behavior and conduct, the external environment and the organizational structure of the company. Over the years, the competencies held by managers have changed significantly and are still changing (Kot, 2018, p. 11). A manager as a person representing the company should have the "ability to speak", which is an inseparable element of their work. It is important that they correctly and clearly formulate their thoughts. The "ability to summarize" is important, which consists in reaching certain conclusions after situations have occurred and correctly reading information from available analytical materials. Drawing conclusions translates into reducing the occurrence of similar situations in the future. Meetings and conferences should be concluded with a summary by the gathered people, who should express their opinions and decisions. The manager is permanently motivated to increase their knowledge and information, and it is important for them to have the "ability to concentrate in the learning process". There are many different methods used for psychological exercises that help to significantly improve intellectual performance (Soomro, Soomro, 2024, p. 822-840).

### **Challenges for managers**

Managers have a decisive influence on the functioning of the enterprise. The role of the manager in the organization is very important in terms of leadership competences, which allows the company to achieve success. The management staff is faced with many challenges that they must overcome. The manager must first of all have imagination and think abstractly, because the world is constantly changing in every possible respect, which gives enormous opportunities to shape the enterprise and what the same enterprise may look like in the future. Therefore, it is important for the leader to have an idea that will allow him to expand his knowledge of the world, development opportunities and solving potential problems. An important aspect is the success of NUMMI, which is the name derived from the name of the General Motors concern and Toyota, which concluded an agreement to reopen the plant. It is based on human resources management, which consists of three goals (Stoner, 1997, p. 28):

- focus on better efficiency and quality in this way can serve management,
- involving employees in their own control of work and design, which increases their motivation and satisfaction with the work performed, in this way can serve workers,
- focusing on continuous improvement, introducing innovative solutions.



All the above-mentioned goals can be achieved thanks to Toyota's work philosophy and values:

- kaizen – processes based on continuous improvement,
- kanban – enables cost reduction,
- creating opportunities to develop potential,
- building relationships based on mutual trust,
- treating every employee at the same professional level,
- guaranteeing every employee secure employment.

In terms of employment, there are layoffs in a particularly difficult period where first there is a reduction in the salaries of managers and orders from outside the company. Employees work closely with managers. The need for ethics indicates that important decisions are made by managers because they have consequences in the future. Ethics covers a wide range of issues regarding the impact of benefits, incurring damages for various reasons, reporting employees and who can and in what way report, disputes and incompatibility of interpersonal interests. This is one of the most difficult issues that a manager faces during his work. Ethics is the foundation that builds the durability of interpersonal relationships. The need for sensitivity to the diversity of cultures. There have been significant transformations in culture, stereotypes and the view of the world. Managers should skillfully use diversity and use the talents possessed by their employees (Spillane, Joullié, 2022, p. 1185-1192). First of all, they should treat all employees equally regardless of gender, skin color, appearance, nationality or religion. There is a need to introduce various types of facilities resulting from the needs of employees, e.g. flexible working hours and benefits enabling work (Stoner, 1997, p. 28).

### Summary

The work of a manager and executive employees is characterized by numerous stressful situations and emotional overload, because successes are constantly intertwined with failures in an organization. Management requires a highly motivated employee on both the decision-making and executive sides. Determination of prestigious and material achievements is needed. A manager is characterized by a strong need for power, great ambitions, acceptance of a higher level of risk and also the need to create lasting values and be socially useful. Managers must want, be able to and like to influence people. This means above all the ability to empathize, i.e. to empathize with the motives, attitudes and emotions of employees, and therefore understand why they behave in a certain way. This is closely related to the ability to listen in order to learn as much as possible from the interlocutor. Accurate interpretation of people's behavior is a condition for an individualized approach to them, i.e. referring to such motives that are most important for a specific person. Management requires developing intellectual skills. The most important of them is the ability to learn efficiently, to learn new things or to master new skills. The rapidly changing environment of the company creates permanent opportunities and threats. Good orientation in the economic, social, political and legal environment of the company requires broad horizons and constantly updated, although necessarily eclectic, knowledge from many different fields: politics, law, economics, finance, history, culture and others. The manager must be able to purposefully dispose of his personal resources, which he should use for the benefit of the organization, but which cannot be standardized or measured. The most important of them are time, energy (i.e. the ability to act) and reputation (i.e. the trust that a given person has – their authority). The rule must be rational management of the resources at hand and their allocation to the implementation of the most important and important goals.

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