

The Implications of Globalization on Logistic Processes

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Abstract

The article deals with issues directly and (or) indirectly related to the functioning of logistics companies without specifying what they do, what their organizational structure is and where they are located. The issues arising from globalization processes and the internationalization of phenomena of social and economic life are emphasized. It was emphasized that the changing operating conditions of logistics companies have an impact on employee attitudes and behaviour, management and competences of managers, which should be constantly adapted to the conditions of the created situation.

Keywords: organization, logistics company, management.

1. INTRODUCTION

Issues related to globalization and internationalization of a number of processes, not only related to the functioning of economic entities, are of constant interest to theorists and practitioners. Especially the latter constantly strive to increase the efficiency of production entities, especially decisions made, which usually relate

to specific problems embedded in specific conditions. This reality, perceived on a micro and macro scale, has an impact on decisions made in organizations¹, including logistics. They are increasingly integrated into the international dimension of functioning. In addition, a number of other factors must be taken into account, which, not so long ago, were not taken into account or were only to a small extent noticed. Currently, many phenomena that only seemingly have nothing to do with a specific situation (decision problem) should be carefully analysed. What takes place in a specific company is also influenced by globalization processes, which are often located quite far from a specific company. Not everyone gets this fact. Not taking into account or not perceiving the things happening around us makes us close ourselves. The consequences of such conduct can be defined even more strongly - as isolation, which is currently unacceptable, not only in relation to logistics processes.

2. GLOBALIZATION – GENERAL ISSUES

The interpretation of the term globalization allows us to draw a number of conclusions. According to the assumptions of the theory of organization and management, it is a process of creating a new type of connections among organizations, states and societies; it is a procedure in which events, decisions and actions occurring in one part of the globe have significant consequences for people, enterprises and entire societies, even in distant places all over the world. Globalization means reducing and even removing barriers (physical, technological, political, economic) among countries and strengthening economic, political and social ties. It leads to the creation of an integrated global market for goods, services, capital and the formation of a new international division of labour, and affects the management and management processes in the organization. It also emphasizes the role of strategic management in relation to the organization. Globalization is changing the picture of the world and reducing its size. The world shrinks from “big” to “small”, known from hostile or human-friendly news.

¹ In everyday life, the word "organization" is understood in different ways. As a rule, this concept includes all the features of a complex system, such as: completeness, systematicity and complexity. In the context of the discussed issues, we will understand the term organization, first of all, a company (enterprise) that does not engage in economic activity, i.e. public institutions such as units of the Police, army and others, the so-called uniformed services). So, it will be a specific set of people, forces and means, which has a specific structure and pursues clear goals.

This internationalization is the process of creating and deepening the interdependence among various areas of life and the subjects of social, economic, political and cultural existence on a global scale². It is a mega-process which, in terms of economics, means a historical and spontaneous process of liberalization and the consequent integration of the markets of goods, capital and labour into one interconnected global market³. The process of globalization creates new conditions not only in the economic sphere. It also more and more clearly affects the social sphere and man himself, creating a new quality of life. It changes his behaviour, attitudes and value systems. Man is subjected to such processes as: the penetration of cultures, the growth of mutual connections, imitation, etc. They result in the weakening of the national and cultural identity, homogenization of attitudes, customs and traditions, which may lead to the universalization of social norms and values, to the shaping of a world citizen, detached from national roots and territory. But in the modern world we should also notice another tendency - the action of a specific centrifugal force, which is an attempt to defend and protect national values. Perhaps it is this force that will make the concept of the universal man not the only possible vision for future generations⁴.

Globalization processes do not avoid issues related to logistic processes. They, too, are taking more and more international form. Many issues require a systemic and interdisciplinary approach at the same time.

Globalization is a process of intensifying interdependencies, connections and economic contacts between different countries on many levels. It leads to dependence of individual countries on a scale unknown several dozen years ago. The effect of globalization is the emergence of a cross-border market in which - as J. E. Stiglitz strongly emphasizes - there is free movement of goods, capital and labour. The activities of a global company extend beyond the borders of the home country. As a result of globalization processes, one large international market is created, in which human capital is the main factor of the organisation's competitiveness. It becomes

² Cf. Kempny M., Globalizacja, In: *Encyklopedia socjologii*, vol. 1: A-J, red. Boksański Z., Kojder A., Oficyna Naukowa, Warszawa 1998, p. 241; Koch R., *Słownik Zarządzania i Finansów. Narzędzia, terminy, techniki od A do Z*, Wydawnictwo Profesjonalnej Szkoły Biznesu, Kraków 1997, p. 76; <https://mfiles.pl/pl/index.php/Globalizacja>, access on December 30, 2020.

³ Kołodko G. W., *Dokąd zmierza świat. Ekonomia polityczna przyszłości*, Prószyński Media, Warszawa 2013, pp. 94-95.

⁴ *Człowiek i społeczeństwo w obliczu globalizacji*, red. Okoń-Horodyńska E., Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2007, p. 71.

a tool thanks to which it is possible to achieve the state of a strong position in the industry, also known as a global competitive advantage. Therefore, innovative systems of influencing the organization's staff, systems motivating the crew to action and increasing efficiency play a huge role. These issues also apply to logistics organizations, the activities of which long ago took the form of international activities.

3. CERTAIN CONDITIONING FOR LOGISTICS COMPANIES FUNCTIONING

The internationalization of economic and social processes, combined with the progress of civilization and the related development of technology, makes today's world (environment) and the conditions for the functioning of logistics organizations look quite different than it was a few years ago. For example, it can be approximated that currently globalization is a driving force that forces the need for continuous improvement of the management system.

Economic opening forces companies to increase innovation, and technical progress strengthens their competitiveness, leading them to increasing involvement in the global market. The global market has its own rules and raises the bar of requirements very high. It is really high up when it comes to the intellectual capital of the company. It is a special resource, characterized by the fact that it will never become the property of the employer, it has specific competences that determine the "to be or not to be" of the company. At the same time, one cannot forget what one of the contemporary French specialists in human resources management - CH Besseyre des Horts, said, who wrote: HRM is a contemporary vision of a function in which women and men in the enterprise are a potential (resources) that need to be mobilized and developed, in which to invest. These are the basic strategic resources of the enterprise, and the same function has become extremely important and acquired the status of a strategic function⁵.

Thanks to modern technology and the freedom to exchange information, managers of logistics companies operating in an international configuration have an abundance of up-to-date data, feel the closeness of the world, assimilate foreign patterns of behaviour, realize the growing importance and strength of various types of connections with the international environment. This fact determines actions

⁵ Besseyre des Horts C.-H., *Vers une gestion stratégique des ressources humaines*, Les Éditions d'Organisation, Paris 1988.

more and more, mainly in terms of raising one's professionalism to a higher and higher level, for which it is essential to constantly improve one's competences. The issues of internationalization of the processes of social life, especially economic and economic life, are discussed in various contexts. The analysis of a number of studies allows us to draw specific conclusions. They are not very kind to management issues in logistics companies. This fact has an impact on matters related to the competences of decision-makers and people who are responsible for the decisions made and the entire management process. However, the expected level cannot be achieved in a relatively short time. Gradually, new values should be added to our knowledge and skills. Moreover, the achieved state can never be considered as "final victory".

Such requirements are a derivative of what is happening around us, which is related to the potential conditions for the implementation of tasks and people (regardless of what we call them - K.R.'s note) who act or will do it in a specific reality. All this proves that it is impossible to present a model (variant) that would take into account all the circumstances of the existing situation in the era of such significant changes in the international system. Instead, it is realistic to present a relatively universal set of implications that have an impact on the decisions made and provide the possibility of a multi-variant solution to a given problem.

Each phenomenon can be assessed differently. It depends on many factors. First of all, from the point of view from which the event is viewed and the arguments that are taken as fundamental, whether they are true or false. From those who are aware of pros and cons, it will become possible to draw various conclusions. This is also the case with regard to management issues. The way of perceiving individual issues is subjective - subordinated to the achievement of the assumed goal, which is to demonstrate the need to strive for the effectiveness of decisions taken. Therefore, it is not reasonable to evaluate someone's behaviour or procedure. It is more advantageous to present the relevant premises proving the validity of one decision or another, taking into account the relevant factors, and so that the decision-makers feel good and feel that they are effective.

The conditions for the functioning of the organization, including logistics, are changing. They are becoming more and more complex, which is not indifferent to the perception of the employees working there. Currently, subordinates cannot be treated objectively and in an isolated manner. For their superiors, their subordinates are also partners. This, in turn, implies the need to treat employees, regardless of their place in the organizational structure, subjectively. The consequence of such an

optics of perceiving not only human issues is the need for permanent investment in personnel (crew) and the ability to adapt to changing operating conditions. Without competent personnel, it is difficult to imagine the effective functioning of a given logistics company.

The current conditions for the functioning of various organizations that participate in the globalization process create the world economy, which enables the free flow of goods, services or production factors. The simultaneous development of technology results in better and more accurate knowledge of the world. It is becoming a common market where people, no matter where they live, want the same products and the same lifestyle. If only for this reason, logistic organizations, perceived as global public institutions, must ignore the differences between countries and cultures and instead focus on improving their functioning in the international dimension.

Currently, the changeability of people's living conditions and the functioning of logistics organizations is something natural. The set of conditions occurring both in the case of the subject and its environment is relatively simple to define. The situation is quite different when it comes to determining the interrelationships of individual factors and their impact on specific phenomena occurring in the surrounding reality. Scientists, with the support of practitioners, often try to organize these factors, determine which, how and with what power affects a specific logistics company. In many cases, these attempts are successful, especially when we are dealing with a specific subject functioning in a definable reality. However, when it comes to trying to generalize, the situation is quite different. This state of affairs is due to many factors. This is due to the fact that, in comparison with the past epochs, the current progress of civilization makes new factors appear faster and faster, and the scope of their significance changes. The interdependencies between individual factors are also changing. In such a situation, it becomes very difficult to precisely present the management process and the operating conditions of modern logistics entities. It is comforting that this state, sometimes reminiscent of chaos, is increasingly becoming orderly phenomena. This, in turn, creates conditions for the emergence of favourable phenomena, such as those related to the improvement of the decision-making process.

This process is significantly influenced by many factors. In addition to those already indicated, it should also be noticed that the entire environment of a given logistic organization (institution) is transforming, and these changes have

become more and more innovative, costly, quick and difficult to predict⁶. This has an impact on management, which is becoming an increasingly difficult art, and the correctness of decisions taken is influenced by a multitude of facts. The decisions made relating to the future are subject to a feeling of great uncertainty. Prediction and planning (forecasting) becomes more complex, with more and more question marks.

Each logistics organization operates in a specific environment with which it is associated with numerous entries and exits. The environment is determined by the conditions (social, political, physical, economic, technical, organizational, legal, etc.) in which a given logistic entity exists and / or the objects, units and groups with which the system interacts. The environment constantly influences the organization and at the same time is influenced by it. Information is exchanged between the environment and the organization all the time. The interaction can be both deterministic and stochastic. Through the inputs, the logistics organization receives power from the environment (energy, work, raw materials, means of work, etc.) and information (parameters, indicators, regulations, market information, etc.). It is also very important that changes in the organization's environment cannot remain without an impact on its strategy, which in this case is to determine the company's response to new conditions of its functioning.

The above reflection corresponds to the thesis that the activity (functioning) of a logistic unit - perceived as a system - depends on a large number of factors. The course of many processes is influenced by the environment. Generally speaking, it consists of two layers: the distal environment (general, macro-environment) and the closer one (detailed, micro-environment)⁷. In the context of the issues related to the globalization process that have just been raised, it is necessary to underline the need for a comprehensive analysis of the international environment⁸ and to

⁶ Penc J., *Decyzje i zmiany w organizacji. W poszukiwaniu skutecznych sposobów działania*, Wydawnictwo Difin, Warszawa 2007, p. 22.

⁷ Sometimes the environment is divided into direct and indirect. Some studies also mention the following environments (macro-environment), closer (micro-environment), public and competitive.

⁸ Ricky W. Griffin, for particular examination in the global context, recommends considering the challenges posed by the international environment - the economic environment (economic system, natural resources, infrastructure), the political and legal environment (government stability, incentives for international trade, control of international trade, economic communities) and the cultural environment (values, symbols and beliefs), see: Griffin R. W., *Podstawy zarządzania organizacjami*, Wydawnictwo Naukowe PWN, Warszawa 1999, p. 182.

notice greater uncertainty as to the development trends of this environment. This is consistent with the thesis that the complexity and uncertainty of the environment, especially the more distant one, increases with the internationalization of political, economic and economic relations. All phenomena cannot be precisely defined. Due to the nature of the article, I will present only selected reasons that significantly affect the decision-making process and the implementation of tasks as part of the implementation of the decision.

Many organizations operate in the reality that surrounds us. Each of them was created to achieve specific goals. It functions in a strictly defined environment and regardless of its size, territorial distribution, specificity of activity, it fulfils a specific role in satisfying social needs. It is also important that it employs people who not only participate in the achievement of the set goals and (or) in performing a specific function. It is also important for the employed staff that thanks to their professional activity they can develop and take on new challenges. Such perception of phenomena can also be interpreted as an announcement of the preparation of a given company to act in difficult and unusual situations, which in today's world is becoming an increasingly valuable value. This corresponds to the new challenges faced by management, which must create conditions for the adaptation of a logistics organization to an increasingly turbulent environment.

I would like to emphasize once again that an organization - no matter what adjective we give it - is a system. This, among other things, means that all components of this specific system contribute to the success of the whole. Two more facts are worth emphasizing. First, there is a synergy effect in an effective organization. It consists in the fact that the cooperating elements of an organizational system give an effect greater than the sum of all partial effects. Secondly, the organization belongs to open systems, which means that it can "live" only in close connection with the environment. From there, he takes the "livelihoods" (money, information, employees, materials and equipment) that are essential for the operation of a given logistics company. It should be understood by everyone, because the organization understood in this way is a social institution, i.e. a system of diversified and coordinated human activities, using, transforming or activating a specific set of human, material, capital, ideological and natural resources in order to meet social needs.

4. PEOPLE AS THE MOST VALUABLE ASSET OF A LOGISTICS COMPANY

Many theorists and, above all, practitioners remind that organizations are a set of resources thanks to which groups of people maintain relationships in the process of conscious and systematic determination and implementation of mutually accepted goals⁹. They emphasize that in order for these goals to be achievable, it is essential that all members of the organization be flexible and perceive the constant need to improve their competences. It is also a special requirement for logistics personnel, who must perceive the need to constantly adapt to changes in the environment and perceive changes among the employees of a given logistics company. It is essential to undertake actions aimed not only at educating competent personnel, but also at making them feel satisfied with what they do and where they do it, and identify with their company.

Logistics organizations must be properly managed if they are to function efficiently and effectively. This requirement applies to every enterprise. This is consistent with the thesis that today only those organizations that are capable of modifying their behaviour and rationally reacting to the changing environment have a chance to survive in the market. In order to be successful, it is indispensable to skillfully use the conclusions resulting from the progressing internationalization processes in many areas of operation. The global (globalization), European (integration) and national (fragmentation) dimensions of the processes performed have an impact on what is happening in a specific organization and how tasks are carried out. The scale of this impact is varied and depends on a number of factors, such as: related to the territorial distribution, its structure and nature of activity - preparation for the implementation of specific tasks. These facts clearly emphasize the need, even necessity, of strategic thinking and similar activities. Only such a management philosophy will make it possible to skillfully use the opportunities inherent in the environment, avoid threats and make it possible to prosper despite its turbulence. Thanks to this, it will also be possible to come to terms with the uncertainty of action and the real becomes a better, more courageous calculation of risk for the multiplication of benefits and ensuring the organization's hierarchical survival and development, despite increasing international competition and progressing globalization.

⁹ Cf. Kuc B. R., *Zarządzanie doskonałe*, Wydawnictwo Menedżerskie PTM, Warszawa 2008, p. 13.

I will emphasize that what happens in a particular logistics company is significantly influenced by the environment. All its implications must be noticed, especially those resulting from the uncertainty of the environment and its dynamism. At the same time, when analysing issues related to vitality, sometimes taking the form of spontaneity, one should take into account the issues related to the external and internal environment - what takes place in a specific organization and results from its specific functioning under certain conditions. In such a situation, it is necessary to adapt to the requirements of the environment and make appropriate changes that do not bypass the employees of logistics companies. These changes are necessary for the "life" and development of a given organization. In order to be professionally prepared to carry out complex tasks, one should strive to maintain harmony with the changing environment, one must notice the changing conditions that affect the achievement of the assumed goals. Human resources must be skilfully managed, which is one of the main factors contributing to maintaining a strong market position and being ready to face new challenges.

Highlighting human issues in logistics companies not only shows their importance on the way to success. It also emphasizes the need for changes in competences, which should run in parallel with the transformations of a given logistics company and its operating conditions. One can look at the issues of personnel changes in an organization from another angle - through the prism of the requirements of modern times. Without investing in people, it is difficult to imagine achieving success in such complex and uncompromising conditions that will not lower the bar of expectations regarding competences. In other words, a strategy based on innovation will only be a dream.

5. CHANGES ARE NORMAL

The presented conditions for the functioning of today's logistics companies show that the objectives of their operation and structure are subject to modifications, which may be evolutionary or revolutionary in nature. In turn, the influence of factors on these changes is varied, as well as the frequency of this phenomenon. Only those organizations that keep pace with the changes have a chance to meet the new challenges. This, in turn, will be possible provided that professionals and equipment (equipment) adequate to the requirements resulting not only from the present day are available. Nowadays, it is essential to look forward with thoughts and concepts - to perceive new circumstances according to the old principle so as not to be surprised.

The indicated features of logistic organizations, as an open system, closely integrated and cooperating with the environment, clearly indicate the need to make changes, while the transformations related to the competences of employees are of special importance. This corresponds to one of the basic postulates of strategic thinking, which is about predicting the effects of changes. The early years of the third decade of the 21st century clearly show that stagnation is a kind of sentence for a given logistics company. Currently, it must constantly react to what is happening in the environment and to what is happening in the organization itself. Each of them has to introduce changes in its system, structure and ways of functioning, and adjust its actions to the changing environment. A properly functioning information system is essential, and with it a number of different types of feedback. You have to notice the people who function in the organization, always participate in the process of change and are subject to the requirements of this process. Therefore, it is necessary to constantly educate the organization, improve personnel and introduce changes. You have to be flexible in the actions you take. This is because the tried and tested procedures do not bring the expected results and are inadequate to the specific nature of the situation.

The above reflections show the influence of many factors that can significantly affect the transformation of individual logistics companies. The conditions for the functioning of today's organizations require investing in areas not always directly related to the conducted activity. In the process of improvement, apart from the technical and (or) organizational issues, one should see the necessity to change the competences of the staff and the stability of high-class people whom I have previously identified as professionals. For today's managers, this should be understandable, because functioning in an international environment determines dynamic and multidirectional changes that always concern the personnel of a specific logistics company. For this reason, superiors should be interested in having a competent staff and creating mechanisms that would allow employees to fully identify with what they do and where they do it.

The statement that the world is changing is a truism, but it often raises the question of whether we are considering the essence and consequences of these changes for individual organizations and their staff. This kind of question, doubt, stems primarily from the fact that change means something new. The new situation is manifested mainly in the fact that the organizations hierarchized in the global world are increasingly influenced by forces on an unprecedented scale. Spatial integration has become global, involving most countries, and the vast majority of issues have taken

an international form. These facts made us observe today a significant increase in international interdependence on a previously unheard-of scale.

6. THE NECESSITY FOR FLEXIBILITY

Nowadays, one needs to adopt a specific (international) perspective of considering a number of phenomena related to a particular logistic organization. It should also be remembered that there is no one universal style of management that will work for all countries. The way in which commanders (managers of a special kind - K.R.) make decisions, formulate and implement goals depends to a large extent on the culture they come from and in which country they operate. To be successful, you need to be able to work in multicultural environments. Only the combination of various cultural elements will have a positive effect on obtaining the synergy effect. Today, knowledge of only management on a transnational scale is no longer enough. You need qualifications, theoretical and practical knowledge in the field of management methods and techniques in an international environment. Creativity, diplomatic skills and the ability to negotiate, as well as the ability to function in the already indicated diversity are of great importance.

Against the background of general management principles (managerialism), the precise definition of the knowledge and qualifications of today and future Euro-managers becomes something difficult, practically impossible. As a result of comprehensive and interdisciplinary research, it is possible to create a model of people who can effectively manage during the functioning of logistics organizations in an international and multicultural environment, but the resulting picture will have a number of imperfections. They can be covered up by flexibility of action and great ability to use the conditions of the created situation. The intellectual capital owned by euro-managers will therefore be an important premise for high effectiveness of activities in various places and situations, as well as in various business profiles of a logistics company; professional tasks will be performed at a high level, which means they will be able to compete, especially internationally.

The processes of globalization resulted in the overlapping and mutual penetration of management systems, which led to the emergence of new interrelationships and interactions in all areas of the life of organizations and societies. Events, decisions and actions occurring in one part of the world have significant ramifications for people, public institutions and entire societies, even in remote places on the globe;

it is a detachment from national roots and a territorial dispersion of many nodal, and at the same time strategic, areas of the logistic organization's activity. The tightening of the bonds of interdependence causes that we are dealing with the contraction of space-time (compression of time and space). At the same time, we observe how the "old" and "new" problems of globalization function quite close to each other, some of them becoming permanent, and half-solutions of others or postponing them for the future cause the accumulation of new problems (conflicts).

Such conditions make it necessary to constantly improve the management system in all its aspects. They require such solutions that will be adequate to the existing situation, which clearly indicates the need to make changes appropriate to the changing conditions of operation of logistics companies. Therefore, it is important to take advantage of the opportunities that appear outside, and not only to solve current problems, which will be the basis for the success of the commander, manager and organization today. This is mentioned by Peter Drucker, who says that opportunities rather than problems are the key to the success of the company and executives. In his opinion, solving the problem only restores the normal state. And the results should come from taking advantage of the opportunities that come from strategic thinking and acting. Drucker associated the use of opportunities with how to find the right object of action and how to concentrate resources and efforts on it¹⁰.

The need for constant adaptation of logistics companies to the changing environment, sometimes even revolutionary, is not a favourable phenomenon for the durability of the solutions adopted; globalization changes the rules of the game. The changing world creates a need for new institutions, for a change in the dimension and scope of operation of the existing ones, which operate in conditions of ever stronger cooperation with each other and with new partners.

From the factors that have a fundamental impact on the functioning of modern logistics organizations, there are a number of conclusions that should be taken into account in everyday operations. It corresponds to the full extent with the knowledge, qualifications and professional experience of employees, and in particular of superiors. In terms of the further environment, they show the need to perceive the broad context of the operation of a logistics company. It is necessary to constantly monitor the transformations and changes in formal documents, which in a strategic

¹⁰ Drucker P. F., *Skuteczne zarządzanie*, Wydawnictwo Naukowe PWN, Warszawa 1976, p. 33.

dimension affect the solutions adopted in a given organization, its strategy and the implementation of basic tasks. It is difficult to imagine ignorance of the law that clearly defines certain phenomena and (or) orders to make decisions, e.g. financial or training. The same is true of the political situation. Although some globalization phenomena do not take into account political alliances, for many public institutions, for example, the political relations of the home state with others are of significant importance. Their lack or cooling down, as a rule, has an impact on the climate of bilateral relations. Staying with political issues, it is justified to emphasize that one should not forget about the need to take into account the possible influence of trade unions and organizations as well as political groups, especially those that dominate the location of the company or whose supporters are employed in a given logistics company. These factors can also significantly affect not only the generation of ideas for changes and adaptation to the environment, but also their course and condition after the transformation, as well as the involvement of staff in the processes taking place in a specific company.

The above issues did not arise suddenly. The process of internationalization of all activities has been going on for a long time. Currently, it is a characteristic feature of the modern world. This phenomenon, manifested in the intensification of international competition, forces logistics companies to constantly observe the environment and flexibly react to new conditions. An important factor of success is undoubtedly access to innovation and information, which is a valuable source of advantage for a given enterprise. Global reality requires managers to have long-term thinking skills. It is not enough to just adapt to changing conditions. To be successful in today's world, it is necessary to constantly improve and introduce changes that meet new - so far unknown - expectations, create a new reality, overcome your own limitations¹¹. In addition, one must take into account the fact that multiculturalism with all its consequences is inherent in today's reality.

Cultural management is one of the newest and perhaps the most controversial theories as it does not portray the organization as a goal-oriented structure. It does not show information systems and important decision-making mechanisms. However, the cultural and intercultural aspect takes on particular importance in the face of creating multinational or supranational organizations in which different organizational cultures clash and compete with each other (and should coexist -

¹¹ Cf. Barwik A., *Globalizacja – wyzwanie współczesnej gospodarki*, In: *Europa wobec wyzwań gospodarki globalnej*, red. nauk. Balcerzak A. P., Rogalska E., Wydawnictwo Adam Marszałek, Toruń 2008, pp. 34-35.

K. R.'s note) from the point of view of: nationality, religion, social status and other considerations¹². By understanding the cultural factors that shape individuals and their organizations, we gain a way of understanding important organizational differences and become aware of the peculiarities of practices observed in other countries. We can also better understand the solutions used in our country, because each organization exists primarily in the minds of the people that make it up. From this there is an obvious conclusion that for organizational changes to be effective, cultural changes are necessary.

New challenges for managers of logistics companies can be presented in various ways. There is no doubt that they must know and correctly interpret the changing conditions and rules of functioning of their organizations. Let the commentary be the thesis written by Tom Brown in his book *Managing career*. It reads: Managers today must learn to perceive a different reality, express the unspeakable, anticipate future events, and take the risk of being perceived as devoid of realism¹³. Only seemingly, this thesis is reflective, but it emphasizes the need for flexibility in action, which today cannot be alien to any commander. Employees, on the other hand, must be treated subjectively. This, among other things, means that they should not lag behind their superiors. However, in order to cope with new and constantly changing conditions, one has to constantly improve and head towards a new reality that is full of many new phenomena. They will be correctly interpreted by people with a high level of competence. They will also be able to solve emerging problems. Thanks to the skilful use of the knowledge and skills of individual people and entire teams, it becomes more realistic to achieve success. In turn, employee participation will be a tangible proof of treating the staff seriously and recognizing their dormant opportunities.

Signalized processes and phenomena accompanying the operation of logistics companies in dynamic conditions force the resignation of many previously adopted solutions. Currently, a lot depends on the speed of generating new solutions characterized by innovation, adaptability, flexibility and efficiency, as well as speed of action. In such a complex situation, it is necessary to conduct a constant "fight" for gaining and maintaining a competitive advantage, which promotes individual employees and outstanding, innovative organizations, capable of breaking stereotypes. On top of that, there is also uncertainty and risk, which is something

¹² Stoner J. A. F., Wankel Ch., *Kierowanie*, Polskie Wydawnictwo Ekonomiczne, Warszawa 1997, p. 323.

¹³ *Zarządzanie karierą zawodową pracowników*, Warszawa 2006, p. 41.

natural nowadays. Many managers know that rapid and often destructive changes in the environment, incomplete information and a general feeling of uncertainty and chaos make it difficult to manage a logistics company. Therefore, probably an enterprising man, in the common understanding of the word, is treated as a synonym of quickness and resourcefulness, smart life or dynamism, and also one who has the spirit of initiative - is constantly dissatisfied with the current state of affairs. These new challenges of international management mean that the issues related to the functioning of logistics companies must be considered against the challenges of modern times, which in the future will not be any kinder to managers.

7. CHALLENGES FOR MANAGERS

In the near future, one of the rarest skills of managers will be the selection of management tools that will work in a given situation. Last but not least, it will be important not to waste energy and risk losing credibility with those tools that should not be used. This, in turn, will result in the fact that constantly - adequately to the changing environment - it will be necessary to search for new solutions that will guarantee the achievement of high efficiency of a given logistics company, regardless of the conditions under which it operates.

Today's boss, whatever the term used, has to think strategically. This is one of the very popular postulates expressed by experts in the subject of strategic management. It is true that the radical technological and social advances of recent years have intensified the interdependence between various elements of complex systems. However, man has learned to deal with the growing complexity of the matter by skilful division of labour and delegating tasks, resources and powers to other people who undertook the task in return for tangible benefits. Therefore, are the advice of management theorists and practitioners that commanders devote most of their activity to strategic thinking a response to the increased routinization of tasks? There are many arguments against it. In a logistics company, you cannot equate strategic thinking with behaviour that is opposite to the daily repetition of tasks, designing short-term assessments and indicators, strong formalism of rules. And although the temptation to break free from the tight corset of everyday activities is great, it is likely that the winner will be a compromise for quite a long time. Research results can be of great help in changing the way people think and perceive many phenomena. For example, you can approximate the calculations carried out by the Swedish scientist S. Carlson. They showed that, on average, 40% of the time is

spent on homogeneous activities lasting less than 10 minutes. On the other hand, Fr Gelinier writes that it would be easy to caricature the boss of a medium-sized enterprise, whose office is a crossroads of entrances and exits, telephone bells, demands and a rush of no respite - according to many studies, the ratio of conceptual work to routine work should be expressed at least in the proportion 6:1.

Strategic thinking along with a healthy dosage of the necessary activities in the work of a commander creates a complementary process as a logistics company. A feature of strategic thinking is the constant generation of various company concepts in the more or less distant future. The complexity of the environment of these organizations makes it difficult to constantly define: Who are we? Who would we like to be in the future? Who are our stakeholders? How are we perceived in our environment? What do we want to achieve?

A manager deprived of the ability to anticipate opportunities and threats in various situations and systems of conditions, with varying degrees of detail of information, limits the directions of action and creates premises for making ineffective decisions. The true value of a commander is revealed when the ability to think strategically can be used at the right moment. It is extremely rare to combine these two features, and not necessarily the graduates of reputable schools. In this case, a lot depends on personal experience, ability to concentrate, organization of time, personality of the commander. Today there is no room for conservatives and conservatism¹⁴. What will it be like in the future? **Logistics companies must be headed by people focused on the future, personifying independence, creative thinking, independence and willingness to take risks, as well as being able to use more and more sophisticated management tools** introducing the principles of intelligent management into practice and being able to manage knowledge - the intellectual potential of the public institution being managed. However, for this to be possible, it is necessary to create an environment conducive to investing in people and their self-realization in the organization. Contemporary logistics organization should be understood dynamically and in an international dimension, where there is no room for any kind of sentiment. Under these conditions, the key to the mechanism of building a competitive advantage is innovation in the technical and organizational sense. This cannot be achieved without high and constantly "renewed" qualifications of the employed personnel. No one else, but the employees are the capital of every logistics company that determines its position.

¹⁴ Cf. Kuc B. R., *Zarządzanie doskonałe...*, p. 15.

A modern manager must be aware that the complexity and uncertainty of the organization's environment and the increasing level of internationalization of activities cannot remain without impact on the staff, who must improve, if only to be more flexible – be able to skilfully use the operating conditions of a logistics company. It should be understandable for everyone, because looking into the future forces the employee, the team and the entire organization to create themselves. It is important to see the various aspects of this future, which must meet the changing requirements of a diverse and dynamic environment. Currently, management must create conditions for the adaptation of a specific logistics company to an increasingly turbulent environment. Only then will it be realistic to stand out from the competition and be able to act more effectively than it does. Such a situation will be real when the entire staff of the organization is competent and the logistics company - learning.

8. SUMMARY

Considerations on the implications of the management and functioning of logistics companies (organizations) and the processes taking place there are a premise for the conclusion that globalization with the accompanying phenomena of internationalization of a number of areas of economic and social life is ubiquitous. Moreover, it should be noted that every organization, regardless of the nature of its activities, scope and scale of operation, has different goals, tasks to be performed, difficulties and problems, disputes, etc. In every institution there are problems. They are of different nature: financial, human resources, organizational, legal, ecological, etc. Most of them reach commanders from their subordinates and from the environment - the environment of the logistics company. In this situation, much depends mainly on the ability to solve emerging problems and the ability to obtain resources necessary to maintain basic functions, and the conducted “fight” will be won by those who have competent staff (crew) who will be perceived as the main resource of a given organization. In the management process, it will be of great importance to strive for the proper use of their knowledge, qualifications, skills, professional experience and commitment. Currently, one of the most important problems of every commander's work is the ability not only to rationally use the available resources. They must involve employees (staff) in the company's management processes, so that their identification with what they are doing and where they are doing it will be even greater.

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