

## OBSTACLES IN THE PATH OF EFFICIENT TASK PERFORMANCE IN THE MILITARY UNITS – RESULTS OF THE PILOT STUDIES

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**Abstract:** The Armed Forces are one of the most important employers at the local job markets, especially the military units located within the territories of specific municipalities. When compared to other employers, the units differ in attributes formed under the influence of inner-organisational processes and changes in the surrounding. Owing to the fact that organisations function facing various obstacles limiting efficiency of operations that may potentially decrease interest in working for the Army, this article focuses on their identification and formulating a proposal to introduce improvements, which have been assumed as the goal of the study. In order to achieve this goal, qualitative and quantitative methods were utilised, especially: analysis, synthesis, concluding and poll research (the survey technique). The poll research included 246 respondents – the soldiers and civil employees of the Army. Excel and Statistica programmes were used to analyse the collected material.

**Keywords:** military units, employer, efficiency, obstacles.

## BARIERY SPRAWNEJ REALIZACJI ZADAŃ W JEDNOSTKACH WOJSKOWYCH – WYNIKI BADAŃ PILOTAŻOWYCH

**Streszczenie:** Jednym z ważnych pracodawców na lokalnych rynkach pracy są siły zbrojne, w szczególności jednostki wojskowe zlokalizowane na terytorium poszczególnych gmin. Jednostki wyróżniają się na tle innych pracodawców atrybutami kształtowanymi pod wpływem procesów wewnątrz organizacji, jak i zmian w otoczeniu. W związku z faktem, iż funkcjonowanie organizacji napotyka na różnego rodzaju bariery ograniczające sprawność działań, które potencjalnie mogą obniżać zainteresowanie pracą w wojsku w niniejszym artykule skoncentrowano się na ich identyfikacji oraz sformułowaniu propozycji usprawnień, które przyjęto jako cele badania.

Do osiągnięcia celu posłużyły metody jakościowe i ilościowe, w szczególności: analiza, synteza, wnioskowanie oraz metoda badań sondażowych (technika ankiety). Badaniem ankietowym objęto 246 respondentów – żołnierzy oraz pracowników cywilnych wojska. Do analizy zebranego materiału wykorzystano programy Excel i Statistica.

**Słowa kluczowe:** jednostki wojskowe, pracodawca, sprawność, bariery.

## 1. Introduction

The results presented in this article come from the scientific and research paper prepared under the tutorship of the author<sup>1</sup> titled *The Armed Forces of the Republic of Poland – an Employer of 21<sup>st</sup> Century*, number II.2.10.5.0. The article focuses on the selected issues regarding obstacles when carrying tasks at the job posts in the military units. Their occurrence lowers efficiency of actions in an organisation and indirectly affects the interest in service and work for the Armed Forces.

The pilot study carried out using the method of survey poll research encompassed 246 respondents – the soldiers and employees of the Army. The study was conducted in two groups, the first one being 101 soldiers participating in various forms of training at the War Studies University and the second one including 120 soldiers on duty in the 11<sup>th</sup> Mazurian Artillery Regiment in Węgorzewo and 25 civilian employees of the regiment. The study was carried out in 2017. In the case of both groups, the selection was purposeful.

Among the respondents there were 36 women and 202 men, whereas 8 of the study participants marked no answer despite being assured by the research team of the anonymous nature of the study. As far as the corps are concerned, the study included: higher and lower ranking officers, non-coms, career privates and the military employees<sup>2</sup> (see Table 1).

**Table 1.**

*Respondents participating in the study as per the corps*

Respondents	[%]
higher ranking officer	28.5
lower ranking officer	15.4
non-com	13.4
career private	32.5
military employee	10.2
in general	100.0

Source: based on the conducted study.

In the researched group 47.1% persons held leadership and managerial posts and 52.9% occupied specialist and administrative posts. 39.4 % of the respondents were on missions abroad. Such persons were mostly represented in the higher ranking officers group – 68.5% and non-coms – 57.5%, followed by the lower ranking officers – 44.7%. The least amount of persons on missions was recorded in the corps of career soldiers – 15% and 4% in the military employees. The educational background of the surveyed was as follows: 55.3% – higher

<sup>1</sup> Pilot studies carried out by: dr hab. Marzena Piotrowska-Trybull, Maria Jabłońska-Wołoszyn Ph. D., Małgorzata Orłowska MA.

<sup>2</sup> The Army employees and soldiers differ in i.a. style of managing human resources in the scope of: selection, training, motivating, etc. However, due the fact that the Army employees carry out a series of tasks crucial from the perspective of an organisation actions efficiency, their opinions and opinions of the soldiers are important. To simplify descriptions the category of corps includes a group of military employees.

education institutions; 27.2% – secondary school; 6.5% – junior high; 5.3% post-secondary and 2.4% – basic vocational school graduates.

## 2. Efficiency of actions

The efficiency of actions concept leaped to prominence in the study of praxeology. According to T. Kotarbiński the purpose of this sphere of knowledge is to collect and justify the indications regarding “the things that need to be done, what would be good to do and what is enough to do in specific circumstances to obtain the intended effect as efficiently as possible” (Kotarbiński, 1969). An action is defined as human behaviour – purposeful, aware and free-willed (Pszczółowski, 1978), based on reflections and knowledge of reality, determined by a series of factors shaping scope and type of resource and means necessary to achieve a goal. G. Hostelet claims that „To act, or at least to act purposefully, is to change reality in a less or more aware manner, to pursue a specific goal in given conditions using proper resource so as to make a transition from the existing conditions to the conditions conducive to an assumed purpose, to bring into existence those factors that result in a transformation from a system of conditions to be determined to a system of specific final conditions” (Kotarbiński, 1969).

T. Kotarbiński stressed the ambiguity of the term efficiency<sup>3</sup> and pointed out its three meanings: universal, synthetic and manipulative. In the universal sense efficiency is a “general name for each of the practical attributes” (Kotarbiński, 1969), it may apply both to accuracy, rationality and to simplicity. Those actions that possess practical attributes can be referred to as the efficient ones. Efficiency understood in a synthetic sense is “a collection of attributes altogether” (Kotarbiński, 1969). An action is more efficient when it is characterised by all the attributes of a good work, and these attributes register the most extensive scope possible or, as postulated by S. Kowalewski (quoted after Zieleniewski, 1981) “the most appropriate one”. Whereas the efficiency in manipulative sense means being adept at performing an action (Kotarbiński, 1969).

When analysing the issue of efficiency, J. Zieleniewski suggested one more way to view this term that focuses around general sense, which in his opinion included three attributes of a good work: effectiveness, usefulness and economy (Zieleniewski, 1981), also used as the criteria to evaluate an efficient action.

Ties of praxeology with organisational and managerial science, according to the practitioners of praxeology, consist in the fact that praxeology forms the foundation of managerial science, since it contributes to specifying the factors and forms of organisational improvements (Pilejko, 1976). Whereas the essence of management is to take actions aimed at

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<sup>3</sup> Efficiency includes the traits and attributes of action that we generally refer to as good work: effectiveness, accuracy, success, economy, simplicity, rationality.

achieving the assumed goals effectively and efficiently, while distributing the resource rationally.

### 3. Study results

In the military units, similarly as in other organisations, the applied solutions and components (vision, strategy, processes, tasks, structure, resources and human initiating an action with her/his determination, aspirations, motivations, attitudes, knowledge, skills and experience) are intended to achieve goals. Vision, organisational strategy and long-term goals stemming therefrom are formulated at the highest level of organisational hierarchy. These goals form foundations for mid-term and short-term goals, which, in turn, are used as a basis to determine tasks for specific organisational units, teams, individuals. Performance of tasks is conditioned by completion of activities assigned to specific posts that are inter-related with each other in a specific manner. An employee may carry out work individually, at one post or several ones, as well as in a team. In the case of a team work is based on variable field of expertise (consisting in mutual dependence of actions performed by specific employees) and uniform field of expertise (grouping the individuals performing activities simultaneously (Sirko, 2015).

Since the internal and external factors conditioning individual and team actions of the Army soldiers and employees are varied, they encounter different kinds of limitations hindering efficiency of tasks performance at given service posts. Such limitations stem from i.a. irregularities in the course of management process, including planning, organising, motivating and control irregularities, directly dictating the conditions for performance of tasks by organisation members, also shaping their perspective of the Army as an employer.

**Table 2.**

*Obstacles in performance of post tasks at the stage of planning, as viewed by the respondents, expressed in %*

Obstacles	Scale				
	1	2	3	4	5
Lack of sufficient managerial/leadership criteria of a team manager/leader.	6.50	13.41	38.62	28.46	12.20
No planning of work	8.94	17.89	35.77	26.02	10.16
Misunderstanding of task nature resulting from vaguely-defined goals	4.88	14.63	43.90	24.80	9.76
Lack of time to perform a task	2.03	13.01	34.15	30.49	19.51

Legend: 1. means to a very small degree; 2. to small degree; 3. on average; 4. to a large degree; 5. to a very large degree. In some of the lines the value do not add up to 100% due to the insufficiencies, amounting from 0.81 to 2.03 in given categories.

Source: based on the conducted study.

Competences of a manager in the scope of resource selection and their rational usage, especially skilful usage of subordinates' potential, significantly determine efficiency of actions taken by organisation employees. As stressed by J. Penc „to manage means to predict, mark out future goals, which does not always make them the certain ones. The person who wants to be a good manager needs to be courageous enough to take up risk and assume the associated responsibility. Otherwise, such a person may become a mere clerk whose managerial authority is detrimental to herself/himself and her/his subordinates” (Penc, 1994). Moreover, in times of dynamic changes in the surrounding it is important for a manager to cope with stress resulting i.a. from conflicts and tensions associated with functioning of an organisation in a highly competitive environment and to deal with requirements in the scope of using technical, technological, organisational and other innovations.

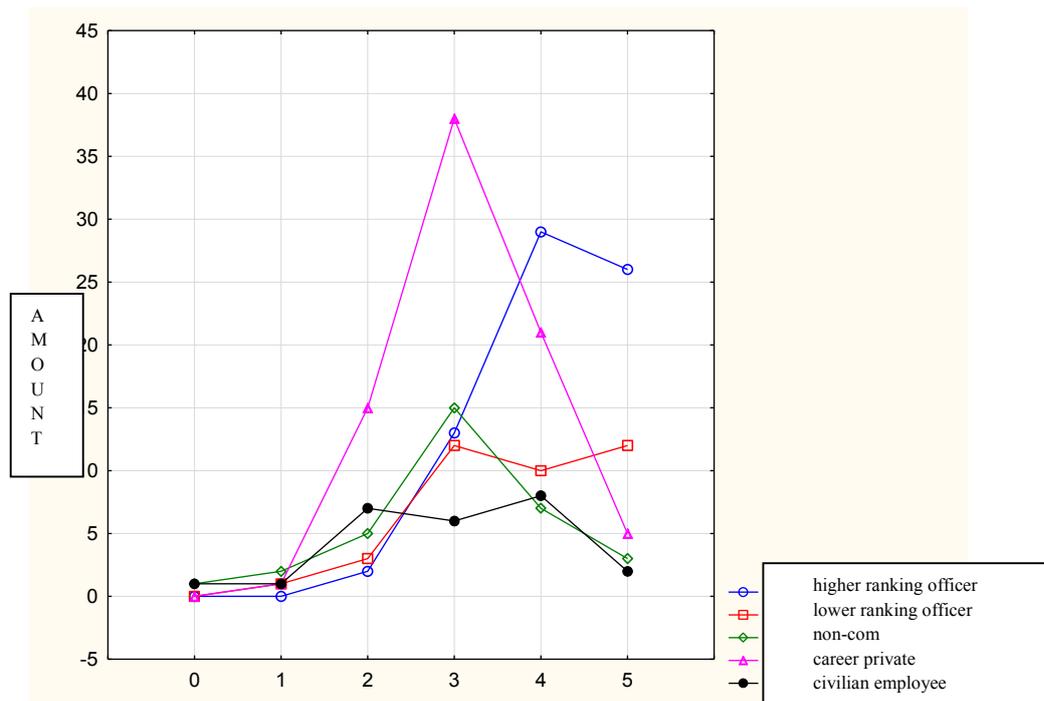
An obstacle of insufficient managerial and leadership competences of a manager/leader was perceived as limiting performance of tasks at a post to a large and very large extent by 40.6% of the respondents (such an answer was given by 31% of women and 42% of men). At the same time, almost the same amount of the surveyed stated that it is an average limitation and 20% claimed that such an obstacle makes it difficult for them to carry out tasks at their posts to a small or very small degree. A statistically significant dependence of low co-relation (Góralski, 1987) ( $r = 0.28$ ) was observed between the lack of managerial competences and corps variables. Among the respondents stressing its very high significance there were 50% of higher ranking officers, 30% of career soldiers, 13.3% of lower ranking officers and 6.7% of non-coms and military employees. In turn, the group of respondents stating that is a small-degree limitation was dominated by military employees, at 37.5%, and by non-coms, at 25%. There was also a statistically significant dependence ( $r = 0.27$ ) of low co-relation between the variable concerning the lack of managerial/leadership competences and a managerial or other post held by a respondent. The respondents at managerial posts more often indicated that this obstacle, to a large or a very large extent, hinders the tasks performance – 52.5% in comparison to almost 30% of the surveyed at specialist and administrative posts. On one hand, it may indicate that the persons at managerial posts are aware of their managerial and leadership competence insufficiencies, on the other hand, it may be associated with such insufficiencies of their superiors. In the group of persons holding specialist and administrative posts such an obstacle was viewed as the average one the most often (close to 47% of indications).

From the perspective of team work efficiency, it is extremely important for a manager to be able to manage time, especially to plan and organise own work and work of a team. In the context of time management the lack of work planning was perceived as large-degree or a very-large degree obstacle by close to 37% of the respondents, 36% saw it as an average-scale limitation and 27% claimed that it hinders their actions to a small or very small extent. Both women and men almost identically evaluated the intensity of its occurrence. As far as the corps are concerned, this aspect showed a statistically significant dependency of average co-relation ( $r = 0.37$ ). The biggest group viewing this obstacle as very large were the higher

ranking officers – 52% and the lower ranking officers – 28%, followed by the career privates – 12% and the remaining 8% were the non-coms and the military employees. With the result close to 44%, the career privates most often claimed that this obstacle is a large-degree limitation. Whereas taking into consideration years of service or work, the obstacle was deemed as large or very large by the persons working 13 years or more. Personnel with shorter tenures more often claimed that it is an obstacle hindering tasks performance to an average extent (respondents with 4 years of work – 52%, from 5 to 8 – close to 33% and from 9 to 12 – 47%).

Work planning process should feature the following: setting out a goal, time, place, performing persons, identification of conditions for task performance, allocation of resource and verification whether the performing persons understand the nature of a task handed over to them. Therefore, the respondents were asked to what degree the lack of understanding of task nature results from vaguely-formulated goals. In this case nearly 35% of the surveyed indicated that this obstacle limits performance of tasks at a post to a very large and large extent, 44% claimed that the level of limitation is average and ca. 20% stated that it is a small or very small obstacle. This issue was predominantly significant for the respondents with higher educational background – 72% of them constituted the group viewing this obstacle as large and 75% as very large. Between the variables of education and an obstacle in tasks performance as a result of vaguely-formulated goal a dependency of average co-relation ( $r = 0.43$ ) was identified. The respondents with higher educational background underlined this dependence more often, indicating their need of goal understanding to carry out tasks at a post efficiently, which keeps them motivated to act (corresponding with Vroom's expectancy motivation theory).

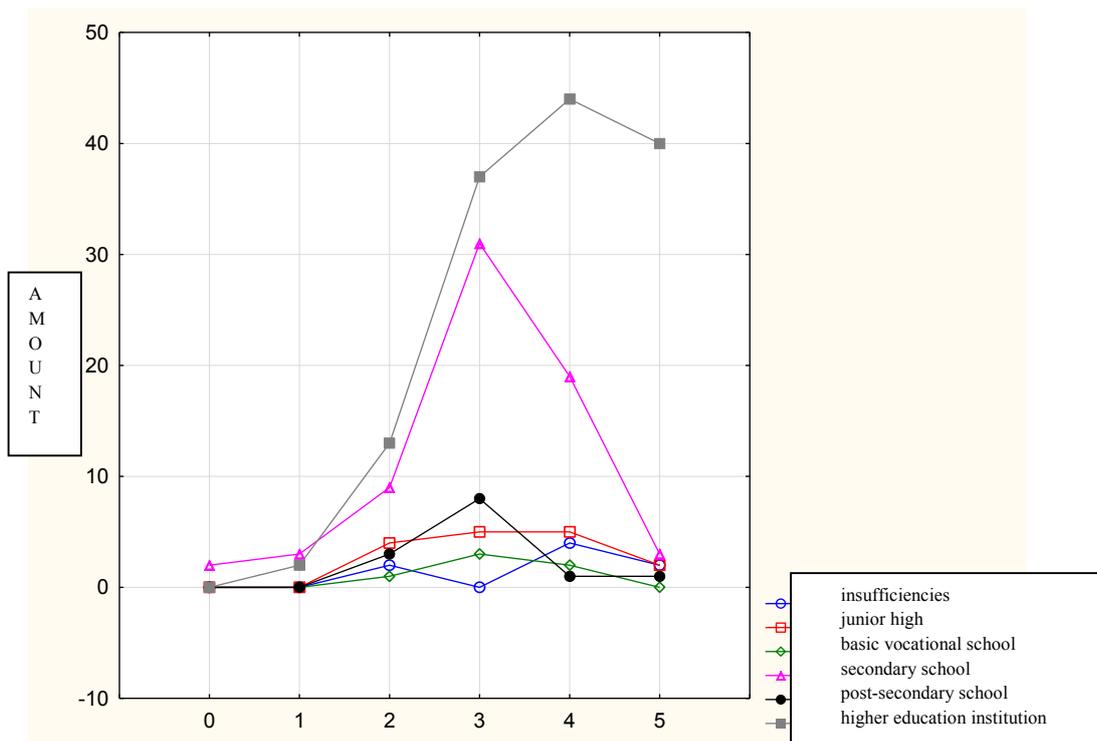
Another irregularity in the work planning area is time for task performance that is too limited. This variable was co-related with the corps which the respondents belonged to (average co-relation at  $r = 0.45$ ). Among the higher ranking officers 79% selected an answer from the higher spectrum of the scale (4 and 5), (see fig. 1). In the group of lower ranking officers these answers were given by 58% and in the group of civil employees by 40%. Underestimation of time to carry out a tasks brings forth a consequence in the form of performance quality, achieved results and exerts a negative impact on work conditions. In such a situation actions are accompanied by an increased risk of mistakes and high emotional tension, especially among the involved and ambitious individuals who care for diligent execution of the entrusted tasks. From the perspective of organisational tasks efficiency, repeated mistakes in estimating the time frames for task performance are especially adverse. Although they should be a rare occurrence, they are accepted as a rule in an organisation.



Legend: 1. means to a very small degree; 2. to small degree; 3. on average; 4. to a large degree; 5. to a very large degree.

**Figure 1.** Relations between the corps and opinions on time devoted to task performance. Source: based on the conducted study.

The variable of not enough time to perform a task was co-related with the variable of service/work seniority (average co-relation at  $r = 0.44$ ). The respondents working 13 year and longer most often stressed that the time for task performance that is too short is a very large or a large obstacle. Moreover, a statistically significant relation of average co-relation ( $r = 0.39$ ) with the respondents' educational background variable was observed. The respondents declaring higher educational background emphasised that this limitation makes it difficult to carry out tasks to a large and very large degree (61% of indications in this group) (see fig. 2).



Legend: 1. means to a very small degree; 2. to small degree; 3. on average; 4. to a large degree; 5. to a very large degree.

**Figure 2.** Relations between educational background and opinions on time devoted to task performance. Source: based on the conducted study.

Another group of issues to be analysed were the concepts from the sphere of organising defined as logical grouping of tasks and resources (Griffin, 2002, p. 43), especially including assigning of work, grouping of tasks, defining hierarchy and coordination.

**Table 3.**

*Obstacles in performance of post tasks at the stage of organising, according to*

Obstacles	Scale				
	1	2	3	4	5
Lack of work organisation	9.35	15.85	38.21	24.39	10.57
Improper assigning of work within a team	6.10	12.20	36.59	32.52	10.57
Intersecting competence areas of individual team members	4.47	15.85	36.59	30.49	10.98
Team members are not assigned with tasks by a superior	8.13	20.73	36.99	22.36	10.16
Insufficient specialist competences among team members	6.10	13.82	39.02	29.27	10.57

Legend: 1. means to a very small degree; 2. to small degree; 3. on average; 4. to a large degree; 5. to a very large degree. In some of the lines the value do not add up to 100% due to the insufficiencies, amounting from 1.22 to 2.02 in given categories.

Source: based on the conducted study.

This question concerned the respondents' opinions on the degree of specific obstacles hindering tasks performance at their posts: lack of work organisation, improper assigning of work in a team, lack of tasks assignment and lack of specialist competences of team members. Close to 35% of the respondents found the lack of work organisation as large and very large obstacle, almost 39% claimed that this obstacle exerts an average effect and 25% pointed out that they perceive it as an obstacle to a small or very small extent. The lack of work organisation

was seen as a large or very large limitation in the eyes of the respondents with higher educational background (61% and 75% respectively, in a general number of indications). The lack of work organisation may potentially be caused by incorrect division of tasks among team members. Among the respondents 43% claimed that it is a limitation to a large and very large extent, 37% responded that it is an average-scale limitation and 19% viewed it as small or very small. The lack of work organisation was more often seen as a very large obstacle by the respondents at managerial posts (57.7%) than the respondents at specialist and administrative posts (38.5%).

When assigning work in a team one needs to account for abilities of its individual members. Tasks should be distributed to fit the competences held, so as to strike balance between providing an individual with stimulus to develop and level of task difficulty and complexity. The tasks that are too difficult, go beyond abilities of an employee, cause intense emotional tension and result in feeling fatigue, contribute to making errors and in case of failures, lower self-esteem, decrease motivation to act and lower efficiency of actions. The variable of improper assigning of work in a team was co-related with educational background (average correlation at  $r = 0.42$ ). 80% of the respondents who indicated that this obstacle is a very high hindrance in tasks performance came from higher educational background. Close to 42% of the respondents saw intersecting competence areas of individual team members as a large and a very large obstacle. For 37% it was an obstacle of an average scale and 21% of the surveyed claimed that such an obstacle is small and very small. No statistically significant dependence between the variables of intersecting competence areas of individual team members and work seniority, educational background and participation in missions was observed.

Another issue in the sphere of work organisation is also delegating tasks to other members in a team. When assigning tasks to an employee it is needed to balance the authorisations to make decisions with the responsibilities that an employee has been burdened with. At the same time, when delegating task to a couple of persons, they should be distributed so as to avoid duplicating of scopes of delegated tasks, thus allowing limitation of potential conflicts. The delegated task are required to be controlled by a manager and the scope and reach of such control depends on the type of assigned works as well as the level of competence held by those who are assigned with works. In the surveyed group, opinions of the respondents on the lack of delegating tasks by a superior were almost equally spread out. Most frequently, the respondents claimed that this is an average limitation – 37%, little less stated that this is a very large or large limitation – 33%, whereas ca. 30% viewed it as a small and very small limitation. In this context it is worth to quote W. Kieżun who, in his considerations of efficient managerial work sources, among the internal sources, pointed out inflated centralisation of decisions which results in employees making decisions that should have been made by the other ones, thus limiting their participation in the process. As a consequence, centralisation of decisions means that a manager limits delegating of tasks to employees in fear of i.a. difficulties in determining responsibility when handing over authorisations, low capabilities of co-workers (inadequate knowledge and

skills) and, at times, their lack of loyalty (Kieżun, 1977). Lack of task delegation was perceived as an obstacle by the higher ranking officers, in this group 47% described it as large and very large.

Another irregularity observed in the organising function, also originating from the stage of planning, is also the lack of sufficient specialist competences of team members. In total, close 40% of the respondents indicated that this obstacle makes it difficult to function at a post to a large and very large extent. The same amount of respondents claimed that its impact is average. Such an occurrence is a manifestation of mistakes in work distribution, selection of team members and in the scope of improving specialist competences of staff.

Work conditions may be an important factor motivating to take actions and influencing efficiency of actions. Work under stress, accompanied by misunderstanding and conflicts, and an atmosphere of reluctance to introduce the civilian market solutions in the Army may lower efficiency of actions in the organisation and diminish work satisfaction of its employees.

**Table 4.**

*Obstacles in post tasks performance at the stage of motivating and control, according to the respondents, expressed in %*

Obstacles	Scale				
	1	2	3	4	5
Stressful atmosphere at work when carrying out a task	6.50	15.04	34.55	25.20	18.29
Communication misunderstandings within a team	5.28	13.82	40.24	30.89	8.54
Insufficient motivation to carry out tasks by team members	5.69	13.01	41.87	30.49	8.54
Reluctance to introduce new solutions at the civil market	5.69	17.48	39.02	28.05	9.35
Excessive interference of a mother organisation/superior in work of a section manager/leader	3.66	13.82	39.43	31.30	10.98
Exaggerated interference of a manager/a superior in work of subordinates	4.88	16.67	36.99	29.67	10.98
Lack of control over tasks by superiors	17.89	27.64	33.33	15.04	5.28

Legend: 1. means to a very small degree; 2. to small degree; 3. on average; 4. to a large degree; 5. to a very large degree. In some of the lines the value do not add up to 100% due to the insufficiencies, amounting from 0.40 to 1.23 in given categories.

Source: based on the conducted study.

Close to 44% of the respondents indicated that tasks performance is accompanied by a stressful atmosphere to a large and a very large degree, 35% stated claimed that this degree is average and 21% viewed it as small or very small. In the corps of higher and lower ranking officers over 50% saw this hindrance as large and very large. Whereas in the non-coms and career privates corps it was pointed out in close to 40% of each group. The smallest amount of indications in this scope was recorded in the group of civilian employees – 20%.

The next issue analysed in the course of the study were communication misunderstandings in a team. Among the respondents ca. 40% declared that misunderstandings impede tasks performance to a large and very large extent. At the same time, the same amount of respondents viewed it as an average barrier, and the remaining group saw it as a small or very small obstacle. In the indicated scope there was no variability in answers among the respondents at managerial

posts and specialist and administrative posts. A statistically important dependency was observed in the gender variable (average co-relation at  $r = 0.33$ ). Close to 40% of men and 25% of women claimed that communication misunderstandings in a team are a large and a very large obstacle in tasks performance. Due to the communication functions in an organisation that include informing, stimulating to take actions, educating, promoting specific values and employees' integration, improvement of actions in this scope is extremely important. To facilitate communication it is recommended, i.a. to follow a path of information, control its flow, adjusting the amount of transferred information to possibilities and needs of their processing at a given post, exerting influence on how the abundance of various means of information transfer is understood and the meaning of language, caring for credibility and being sensitive to the needs of a recipient (Griffin, 2002).

Tasks performance may also be hindered by insufficient motivation of team members. Insufficient motivation may act to the detriment of team coherence and the related co-responsibility and limit the use of differentiated traits shared among team members and allowing to achieve the effect of synergy (Malinowski, 2012). In the opinions of ca. 40% of the respondents inadequate level of motivation is an obstacle in tasks performance to a large and very large degree, 42% claim that the scale of impact is average and the remaining ones pointed out that it is small or very small. Taking into consideration the educational background variable, it is noteworthy that despite the different levels of education, the respondents in specific groups most frequently stated that insufficient motivation impedes tasks performance to an average extent. Moreover, opinions of the respondents on deficiencies in motivation as a barrier in tasks performance at a post were almost identical at managerial, specialist and administrative posts.

Efficiency of military units' actions, for instance in the sphere of human resource management, may be higher if management methods and techniques enjoying success in civil organisations are employed. In this context, the respondents were asked to what degree reluctance to introduce new solutions available at the market limits tasks performance at a post. 38% of them claimed that this is a large or a very large obstacle, 39% found it average and the remaining 23% ones – small or very small. The lack of willingness to introduce new, civil market solutions in the Army is somewhat conditioned by nuisances in their implementation, high level of actions formalisation (rules and procedures) and the hierarchies at place, sometimes also the lack of understanding how the new solutions could improve the functioning of an organisation. As a consequence, bottom-up initiatives to introduce changes in the Army, including the pro-innovation attitude of the organisation members, are being stifled down.

Efficiency of actions in an organisation is verified in the process of control consisting in comparing “what is being carried out, or what has already been carried out with a desired model (system of standards) and correction of such deviations from the model that exceed the determined tolerance threshold” (Przybyła, 2003). Both the excessive control by supervisory bodies and superiors and the lack of control may make it impossible to fulfil the functions it has been assigned with, including informational, preventive, corrective, instructive and

motivational. When being asked about a degree to which excessive interference of a mother organisation or a superior in work performed by a manager/leader hinders the actions, 43% of the respondents described it as large and very large. Furthermore, almost 40% claimed that the level of hindrance is average and the remaining ones viewed it as small or very small (close to 17%). The variable of excessive interference of a mother organisation/superior in work performed by a manager/leader was co-related with genders of the respondents (average co-relation at  $r = 0.31$ ). The men, more often than the women, responded that such a control hinders actions to a large and a very large extent (43.5% vs. 33%). This variable was also co-related with the corps variable (average co-relation at  $r = 0.41$ ). The higher ranking officers (53%) and the lower ranking officers (60%) more often stressed that excessive interference is a large or a very large barrier in tasks performance and 20% of such indications were provided by the Army employees. Excessive interference in work of subordinates was indicated as hindrance to a very large degree most of all by the higher ranking officers (40.7%), followed by less frequent occurrence of such answers among the career privates at 25.9% and the lower ranking officers at 18%. Among the persons holding managerial posts, excessive interference of a manager was seen as a performance barrier by close to 46% – answers from the higher spectrum of the scale (4 and 5). Whereas the persons in specialist and administrative posts provided such responses a little less frequently – 34%. Referring to the lack of tasks control by superiors as a barrier, it needs to be underlined that only 20% of the respondents stated that it is a large and a very large obstacle. Close to half of the surveyed (46%) stated that it hinders task performance to a small or very small degree and 33% claimed that the hindrance level is average. The study results show that for most of the surveyed the lack of control was not a hindrance of tasks, but actually quite the opposite, it could be an element making their actions more effective. Control tasks, as a rule, should help to find out whether manner, direction and advancement of works correspond to the planned assumptions and to prevent repeating and accumulating mistakes. However, too frequent or too meticulous controls are perceived as inconvenient and discouraging for subordinates.

#### **4. Summary**

The military units functioning at the local job markets compete with other organisations to win over employees and candidates for service. Increased interest in service and work for the Army is dictated by a series of factors with an important role of work conditions in the organisation, which affect efficiency of its actions.

When performing tasks, the soldiers and employees in the Army come across various obstacles that act to the detriment of efficient task performance at job posts. As a result of the conducted studies preliminary obstacles affecting organisational actions efficiency were

identified in the area of management in the military units. Referring to the surveyed group, these were i. a. irregularities in work planning and distribution of tasks among team members, inadequate management competences held by managers, excessive interference with work of subordinates, stressful atmosphere in the course of performing tasks and communicational misunderstandings.

The changes that should be considered in order to increase efficiency of actions and attractiveness of the Armed Forces as an employer include:

- increasing the time spent on planning activities, including identification of the conditions in which work will take place, estimation of individual activities duration, determination of their difficulty level;
- division of tasks taking into account the criterion of contractors' competences, time and place of their execution, which would limit the overlapping of competences of individual team members and curb the occurrence of potential conflicts;
- expanding the autonomy of teams and setting specific and understandable objectives as instruments to motivate to act efficiently;
- guaranteeing reliability and credibility in the evaluation process and using evaluations to plan the development of professional competences (including management competences), changes in posts held (vertical and horizontal shifts, dismissals) and strengthening the authority of persons in command, managerial and specialist positions;
- improving communication, including promoting the culture of dialogue involving the issues related to performance of tasks as well as possibilities and conditions for achieving individual, team and organisational objectives;
- reduction of excessive control, which misdirects the effort of employees.

The results obtained may contribute to further studies into changes that the Armed Forces, as an employer, should implement in order to increase effectiveness of their actions and improve their attractiveness as perceived by other employers.

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