

EMPLOYEE'S DEVELOPMENT AS A FACTOR OF COMPANY'S SUCCESS AT DYNAMIC MARKET

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Abstract: Changes in the modern enterprise are necessary. This follows directly from market volatility. The effectiveness of the organization is determined by the efficiency of its employees. Therefore, the improvement of the company is primarily related to the improvement of its human resources. This applies to all employees, regardless of its role and position in the organizational structure.

Key words: employee, advancement, organizational structure, organizational culture, changes

Introduction

Although management is a relatively young science, traces of its practice can be found in antiquity. As noted by R.W. Griffin, while building the pyramids, Egyptians successfully, had been using the functions of planning, organizing and controlling. In turn, the famous Macedonian king Alexander the Great, during the military campaigns, had based on military coordination, using the staff organization. In the Roman Empire, to improve communication processes and controls, an effective organizational structure had been implemented. Its features and concepts can also be found in the activities of the Sumerians, Babylonians, Chinese, Greeks, and the Venetians. Also Socrates, Plato and Alfarabi wrote about the solutions used in the management (Dwiwedula and Bredillet, 2010).

It should be noted that virtually every human activity, both in private life and professional life, is associated with a constant planning, organizing, controlling, monitoring, implementation, etc., simply the management. In relation to work life man/employee manages: its workplace, group of people, department, subsidiary, company. It depends on its position in the organizational structure. Every human activity associated with its normal functioning always brings some certain results (Barczak et al., 2009).

They may be intended and expected, but also more or less vary from it. At the same time, each activity enables individuals to gain: knowledge, experience, skills. It can be said that, with time passes, he acquires competence in his operations. Competence, whose source is personal life only are limited.

With communication, man has the ability to acquire and use "work effects" of other individuals. The desire, aptitude, capabilities, and the ability to assimilate the experience from all sources is an essential part of building self-esteem and

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optimizing any action taken. This applies to both, private and work life (Quinn et al., 2007; Krajčovičová et al., 2013).

Top Management and Company's Management Optimization

Man in working life is the creator and executor of management; he is also an element of directly receiving and suffer from the consequences of its impact. In this regard, we can say that it is "the essence" of management. In the literature there is a number of different definitions of business management. Based on the work of Penc, management is (Penc, 2005):

"...the process of designing and maintaining a good state of relations with the environment, in which the units working together in groups to effectively achieve the selected goals. Management is the process of planning, gaining a power and evaluation efforts of human teams working for a common goal".

These definitions indicate diverse: aspects, trends, needs and problems of management. Regardless of whether their content includes, directly, reference to "man", role played by him and functions performed, indirectly, he has crucial meaning in it. This situation also occurs in the context of considering the definition in functional (employee-oriented) and institutional (organizational) aspect. Based on this division, definitions of management, according by Mroziewski can be summarized as follows (Mroziewski, 2006):

"In terms of institutional management is conceived as a group of people, which was delegated, in the organization, to issue commands to other members of the organization. In this sense, management make all employees of the organization, who took the functions of supervisors, or managers from the master, and ending on presidents,

"The functional approach refers to those activities, that are directing the work process, i.e. all actions necessary to perform the tasks that must be completed, so the organization (company) has achieved its goals" (Hales, 1986).

In modern times, which are characterized by brisk changes in technological development, requirements and expectations of customers and the pressure of global competition, it is necessary to introduce a new approach to management. Approach that will take into account the flexibility of the organization and the possibility of self-regulation. Knowledge, skills and competence management that will respond quickly to changes in the environment are crucial (Penc, 2005).

Managing a business involves a series of steps, the implementation of the right way and in the right order, which is intended to provide the intended purpose. These activities have an impact on both, the employees and the external environment. Their grouping allow to specify the basic functions of management, which include: planning, organizing, motivating and controlling. Although there is a clear distinction between the various functions of management, however, none of them does not exist by itself. They are closely related and conditioned. Their specifying is aimed at facilitating and streamlining the management process (Krupski, 2008).

Getting set up, by the company, objectives requires effective management, for which, closely the management team is responsible. Considering the functions of management, function of steering leadership must be mentioned - Table 1. On the top management depends proper shaping and maintaining the organization's work.

Table 1. Functions of leadership management and competencies related to them

Mentor function	Self understanding
	Effective communication
	Employees' advancement
Moderator function	Building teams
	Making decisions in groups
	Conflict management
Moderating function	Information management through critical thinking
	Dealing with information overload
	Basic processes management
Coordinator function	Project management
	Work project
	Multifunctional management
Controller function	Formulating and transmission of vision
	Goals determination
	Projecting and organizing
Producer function	Personal efficiency
	Caring for environment of efficient work
	Time management and stress management
Broker function	Building and maintaining the foundation of authority
	Negotiating contracts and commitments
	Presenting the concept: effective verbal presentations
Innovator function	Accepting change
	Creative thinking
	Management of change

Due to the high dynamics of the contemporary market, from management function, are particularly important ones, which are related to the enterprise matching to constantly emerging new challenges. Linked to this is the need of: matching purposes, change in strategy, organization structure. Responsibility for the optimal functioning of the company rests with the management team. It must coordinate resources: human, material and immaterial. Organize work so the objectives of the unit were similar to the objectives of the enterprise as a system. On the other hand, the implementation of tasks, assigned to their positions (regardless of their position), as well as those commissioned by management, arising out of the needs of "the moment", requires the right approach, abilities and attitudes of employees. It is therefore clear that the company is understood as the team, gathered in the "framework" to achieve one common goal "market success", core values are: knowledge, competencies, skills, abilities, etc. Their lack or limitations always lead

to distortions, the deterioration of the competitive position, or a complete failure (Bendkowski, 2001).

Shaping Organizational Structure and Culture as a Task of Modern Manager

In modern enterprises increasingly move away from a model, in which the dominant role play individuals specialized in specific tasks. This applies to both individual employees and departments. In the same time, draws attention to teamwork and integration of activities across the entire organization, as well as the discretion of individual units. This follows from the assumption that the optimization of the operation is only possible through: cooperation, subordination to "unit's" targets to the whole, the implementation of tasks by the team with the best abilities of employees. To achieve this, it is necessary to form a flexible and not very complex organizational structure and develop appropriate organizational culture. The aim is to optimize the acquisition, spread and use of knowledge among and by the employees. This means not only of the knowledge acquired from the external environment, but also one whose holders are the employees themselves (Bitkowska, 2008).

Flexible structure and focused on the development, organizational culture have allowed the company in a short time, to respond appropriately to market events. The decision making process must be carried out quickly and simultaneously be the most effective. Clear division of responsibilities in a hierarchical structure is always a reason for extending the time required to reach a decision. In a dynamic market, it has a negative impact on their effectiveness. One of the most important causes are the problems associated with the process of communication. The emotional nature of man and the redefinition of their position are factors significantly deteriorating its course and achieved results. Optimizing the management in this regard, is to improve communication, overcoming the division of actions taken, building trust and appropriate incentive. The organization becomes more flexible entity able to respond quickly to the rapidly emerging phenomenon. Play a key role in the employees, whose commitment, knowledge and ability to promote mutual cooperation for innovation and building competitive advantage (Orr et al, 2010, Achim et al., 2013).

One of the most important actions taken by the manager is communication. Continually collects and disseminates information at the same time. According to Mintzberg "communication is not only a lot of time-consuming activity manager, but the foundation on which his work is based" (Mintzberg, 2012). The communication process applies internal and external environment: employees, customers, partners, etc. Basis of communication is the statement "one of the key conditions for the existence of the relationship is the fact that each party has something that depends on what the other party and the relationship that both parties consider to be appropriate and desirable to take common interests" (Cichosz, 2010). Each participant cooperation is interested in transferring and

receiving appropriate value. But in order for that to happen it is necessary to initiate and continue the exchange of information.

Managing employees are not the requirements, expectations, obligations and control only. Equally important are efforts to motivate, including encouraging the development of (own and general). Clarifying expectations, managers must leave some degree of freedom. You cannot create a climate of fear. The employee needs to know, that in certain situations, he may be wrong, which does not entail negative consequences. It is an important element of development, during which there may be some problems. It concerns the development of the individual (knowledge, skills) and organizations (e.g. innovation). Creating appropriate working conditions, requires guarantee of job security. Employee uncertain about tomorrow, is not able to fully engage in the duties performed, is less (or not at all) interested in the development of themselves and the company.

Appropriate organizational culture greatly influences the optimization of process information. With trust, freedom of exchange, active involvement in the life of the company, employees are interested, not only, in hiring, but in the transfer of information as well. Information, as well as the resulting knowledge are amplified and propagated in a short time. The set of information that come to the decision maker are of high quality: timeliness, completeness, etc. Undertaken on the basis of their decisions are valuable, have less risk of failure and what is very important is implemented in a short time (Panasiewicz, 2010).

Creating and then maintaining an appropriate level of organizational culture, has great importance in relation to the effectiveness of knowledge management (Dale and Cooper, 1992). Attention to signals within the company and in its external environment should be paid. You cannot, at the same time, take into account only "strong" signals, but also be sensitive to the "weaker". Then is possible to quickly prepare adequately for the upcoming danger and take advantage of emerging opportunities. Signals are receptors in the enterprise employees. Management of their work requires from the managers large and broad knowledge and skills. This is all the more important that, the manager is also the direct recipient of the effects of their work. It should be noted that the effectiveness of the decisions made by managers, is directly dependent on the results of their work in terms of building relationships and relationships - the culture and organizational structure (Orr et al, 2011).

The greatest sources of knowledge are usually held by only a selected group of people. The loss of, any of these key employees, have a very negative impact on the liquidity of the organization. Is a gap difficult to fill. Therefore, you must take action to limit the number of undocumented knowledge. Manager should also provide the conditions for the extraction and duplication of knowledge, especially the hidden one. Close cooperation of employees takes place on the basis of mutual trust and strive for a common goal, is the basis for the exchange and transfer of knowledge in the enterprise. On the effective use of knowledge possessed by each individual, the greatest impact on their ability to work together and create groups.

The group consists of a number of individuals with expertise relating to such performance. Knowledge Group takes place among the group's members. The characteristic is that, it can be both greater and less than the sum of knowledge elements of the team. It depends on the mechanisms of transformation of knowledge an individual in a group. Increasing its value is as a result of mutual contacts with nature: dialogue, shared experiences, observations and discussions. Knowledge Group obtains the form of one coherent resource, that so difficult to duplicate and follow may become a factor of competitive advantage (Materska, 2006).

Management – Employees Relations and Company's Effectivity

The proper use and the acquisition of knowledge, is related to the need continuous improvement of employees. You cannot be limited only to their skills and experience. Knowledge is not just information flowing into employees at various levels of management. What counts as knowledge relating to the skills of their practical use. Employees must be open to "new". This applies to both new techniques and technologies, but also the concepts and methods of management. Knowledge must be acquired from all possible sources. Any restriction in this regard, affects the efficiency of its practical use, which directly translates into efficiency and effectiveness of the enterprise. A special role in the acquisition of knowledge by employees, managers play. They must ensure that the conditions for the deepening eg. by optimizing the organizational culture, based on systems to motivate and encourage greater involvement of employees in the organizations. Employees need to see the goal of self-improvement, both personal and general. Acquiring knowledge has to be a natural process, no one should be forced into it. Employees in addition to performing their regular duties, must be left some autonomy. Only in this way, will be able to create new solutions, and presenting ideas in order to improve their own work, as well as the entire organization. Executives seeking to develop employees should (Gloet and Berrell, 2003):

- activate the creativity of employees,
- ensure the possibility of free presentation of ideas,
- predict the load employee time to analyze the work, so their own and the organization,
- to strengthen contacts with employees,
- employees realize that mistakes are inevitable and indispensable element of learning.

Employees are one of the most important resources. This is from the effects of their work depends on the effects of the system. Have and use tangible and intangible assets. Managing people is often referred to key in the overall management of a business entity. It depends on the development of employees, stagnation or regression of the company. This management is defined as "a set of activities which: spacing, favoring the development and motivation people need organization

to fulfill its objectives. (...) Is to entrust people to certain performance targets and control from the perspective of the logic of the system" (Tung et al, 2014).

An important problem management is to strive to have employees with the greatest knowledge, skills, experience and ability to cooperate. It is clear that achievement in this regard optimality is virtually impossible. The desire to have the best personnel is associated with staff turnover. Encourage and recruit those with the desired properties and characteristics, is usually a challenge. Financial considerations are not only a motivating factor, but also the possibility of self-realization. It is characteristic, that in the case of hiring the best, often they did not fit into the company but vice versa (Mikuła, 2006).

Functioning in a dynamic market is associated with the changes. Entering the innovative solutions, necessary because of the competitive struggle, will rise at the same time disturbances and problems among employees. The role of managers is to explain: the objectives, conditions and requirements of the input, as well as the expected impact, both positive and negative. Bridging the status of risks and uncertainties is encouraged to actively participate in innovation. This reduces the risk of failure due to a lack of acceptance and resistance among employees. Due to the fact that the changes are related to one side of the opportunities and the emergence of new opportunities, but on the other with fear and uncertainty of the future, the role of management is to raise awareness of the employee to the organization, to create an environment that will foster innovation (Burnes, 2014; Tabor, 2008). It is important that this peculiar culture of the organization was not introduced only in situations when decisions are made about the need for change, and was cultivated on a daily basis (Penc, 2008).

Summary

Management as a generic term related to organizing, conducting, controlling, decision and supervision of "life", can be assigned to each person. However, the current understanding of management is associated almost exclusively with economic activity. Whether it should be noted that it is assigned to man. Since it depends on his character and produced effects. Thus, the improvement of the organization is actually a derivative of improving employee. The aim is not only about the people on the highest levels of the structure, but every employee in the company. On the effects of work organization are made up results of work of each of its elements.

Today's markets are characterized by high dynamics of change. In fact, such an undertaking aspirations of gaining a competitive advantage must constantly adapt and evolve. To make this possible it is necessary to have adequate staff. It must be characterized by their possession of much knowledge as possible and desired skills. They must also be able to cooperate.

Optimizing company human potential depends directly on the management team. It is its mission to manage human resources. In its scope includes: selection and rotation of workers, the introduction of incentive, training, etc. Managers must

ensure adequate working conditions. They also need to create a platform allowing free exchange and dissemination of: knowledge, skills and experience. Thanks to all employees become one compact assembly, whose primary objective is to achieve market success.

The ability to make optimal use of both individual and collective effects of work, requires employees and maintain an adequate organizational structure and culture. Culture is to: motivate employees realize their own advantages and opportunities to realize their role, create relationships based on trust. Optimization of the technical aspects of creating relationships in the enterprise, is a task introduced organizational structure. One of the most important features that should have is flexibility.

The functioning of the organization, like every human life, takes place under conditions of constant change and uncertainty upcoming events. The role of management is here to organize and maintenance work to ensure optimality of obtained results. This involves continuous modification of the current state, in order to adapt to the future. It is necessary to have extensive knowledge about the company and its environment. Also important is the ability to cooperate, capture weak signals, high-speed matching facts, organize work in a way that allows the maximum use of the potential of all employees.

An essential component of the manager's work is a reality of continuous improvement, gaining experience and gaining knowledge.

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ROZWÓJ PRACOWNIKA CZYNNIKIEM SUKCESU PRZEDSIĘBIORSTWA NA DYNAMICZNYM RYNKU

Streszczenie: Zmiany we współczesnym przedsiębiorstwie są koniecznością. Wynika to bezpośrednio ze zmienności rynku. O efektywności funkcjonowania organizacji decyduje efektywność jej pracowników. W związku z tym doskonalenie przedsiębiorstwa jest przede wszystkim związane z doskonaleniem jego kadr. Dotyczy to wszystkich pracowników, niezależnie od roli i pozycji w strukturze organizacyjnej.

Słowa kluczowe: pracownik, doskonalenie, struktura organizacyjna, kultura organizacyjna, zmiany

员工的发展作为公司的成功在动态市场的一个因素

摘要: 在现代企业中的变化是必要的。这直接遵循市场的波动。由其雇员的效率决定本组织的效率。因此，改善本公司的主要原因是其人力资源的改进。这适用于所有雇员，不论其作用和组织结构中的位置。

关键字: 员工、地位、组织结构、组织文化、更改