

PREFERRED MANAGEMENT STYLES IN SELECTED DOMESTIC ENTERPRISES

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Purpose: The study was conducted in order to identify positive and negative factors in the manager's function. The study gives the insight of the management style in the enterprises which is used define the role of the manager.

Design/methodology/approach: A survey was conducted by the method of questioning among 12 enterprises.

Findings: Research reveals that about 97% of enterprises due to the managerial glitch and by adopting unethical management practice went bankrupt. This evidence reveals the importance of role of the manager in the company.

Research limitations/implications: The results of the study show that the presence of a flexible method of management as well as the desire to change is an indicator of effective management.

Practical implications: This paper depicts the proper coordination of managers with their subordinates and it can also assist the managers in order to develop their approach towards personal management.

Social implications: Building a trusting atmosphere has the potential for effective development of both a manager and a subordinate, thereby leading enterprises to economic growth. However, it should be taken into account that the creation of a trusting culture in an organization requires additional research.

Originality/value: The article has cognitive value for managers. The results can be used as a manual for senior managers to manage the team and to build organizational culture.

Keywords: management, human resources, management model, cooperation.

1. Introduction

The article consists of an introduction, two chapters on the role of the manager in managing and improving the enterprise. Research conducted by the authors on the preferred management styles and models for selected enterprises, included in the third chapter of the conclusion and bibliography.

Managers play a critical role in enterprises. They have a capability to identify the suitable person for the job done. They should have an expertise to motivate the team and help the team members to accomplish the task successfully. They should have a quality to encourage their team members in order to job done within the time frame. This ability is successful in everything they do (Bednarski, 1995). Carne Ige wrote on his tombstone (Coates, 1996): "Here lies a man who was able to mobilize and induce the best people to work for him".

The attributes of the Manager can be measured by his ability to manage people. It can be achieved by continues learning and by gaining experience from the past. Manager who learns positive things from the experience and keep on motivating himself lead to become the successful manager. This will affect the overall performance and help in increasing the sales and profit margins of the company, but when they reach a certain level where further success is limited, they simply fail. They have not yet learned the art of multiplying success by exploring the potential of others. A manager is a person who is engaged in a profession, but he is the type of person who shows others the way to success. Responsibility, creativity, flexibility, motivation, self-confidence, discipline, strategic sense, broad view, activity - these are skills that cannot be trained. Of course, there are basic and routine skills that can be acquired. Professional experience combined with education conducted by experts can only strengthen the qualities of a manager. A manager should be not attached with their team members, he should be self-abnegation. There is no one type of manager that works in every situation. Making rational decisions in complex and changing conditions requires not only knowledge and experience, but above all, appropriates personality traits, intelligence, a sense of responsibility to take "real risk", the ability to cooperate with a team, understanding and sensitivity to emerging problems. There are no cases where a manager has all the qualities, but his role is still huge and crucial. Studies have shown that 97% of enterprises went bankrupt as a result of managerial errors and incorrect management styles (Czubasiewicz, Grajewski, 1993). This fact alone shows how important the manager is in managing the company.

Own researches of preferred management styles for selected enterprises were carried out and it turns out that out of the 12 surveyed enterprises: as many as 7 showed a dominant coaching style, 3 had a coaching-supporting style, 1 used a supporting-delegating style and only 1 managed only a supporting style.

2. The role of the manager in enterprise management

In the Centre for Creative Leadership in Greensboro, North Carolina were investigated twenty-one managers, who failed (Griffin, 1998). It seemed that they would go even higher, but when they reached a certain level of career peak, they were simply fired from their jobs, it is due to the over confidence and arrogance. They were then compared to twenty other managers who had gone even higher. These groups were very similar to each other. Each of the subjects has their own merits and demerits. Despite various advantages and disadvantages, it turned out that success can be achieved. A manager should be responsible to unite the team and try to motivate their deserving team members time to time. It will increase their working yield. One of the merits is trust in a person, and its abuse is a disadvantage. Honestly plays a crucial role in building and strengthening the trust, which is created over time. The manager should follow a specific protocol: "I will do exactly what I say, and exactly when I promise. Otherwise, no one will trust you anymore. Managers promise too much and sometimes don't deliver, and every partner must be treated with respect. Decisions made by the managers will be based on honesty and for the betterment of the company. There should not be any kind of wrong doing done by the managers. This will result in building up the trust among employees. There is not scope of dishonesty, immorality in the workspace; it will lead to failure of the company. Everyone carefully observes others, and then looks at himself, and then the question arises: is it fair and just what I do? The manager must be honest and fair (Gruszecki, 1994). For instance, when a team feels that the reward system is inconsistent, their motivation to act is suddenly reduced. In 1972, sociologists Schmitt and Marvell did an interesting study. Two employees were selected, to whom large offers were submitted. They could work separately and earn less money, or together and earn more, in the latter case one would earn more than the other for the same work. It turned out that 40% of employees decided to work for a lower salary than to accept the set rules of remuneration (Hannaway, Hunt, 1994). These studies have shown the great need to treat others fairly. It is the manager who plays an important role in the organization and is responsible for remuneration, productive use of resources, influence on employee behavior. His decisions affect the behavior of partners. His actions serve the efficient implementation of goals, so he should anticipate the behavior of others as much as possible. He is a man who should focus on humbly making decisions and looking for the best and most effective solutions.

Each company is different and the team of partners also needs different management styles. The manager should be aware of the skills and intellectual potential of the team. To know whether partners deal with difficult situations, whether they are creative in solving problems, how they react to crises and whether they have adequate perseverance in achieving goals. The worst effect of cooperation is giving up and withdrawing from cooperation. You won't find a warrior soul in your partner there. Why does this happen sometimes? Is it a matter of strength

of character and charisma of the partner? Is it worth considering whether the partner is characterized by a sense of responsibility for the decisions made, whether he would work better if he was more motivated to achieve results? The partner commits to something and accepts the terms of cooperation, why then resigns and gives up? He doesn't see the point in it because it's ineffective?

The manager has an expertise in selecting the appropriate team management style. It should be the manager's duty to develop the passions of his partner's optimum utilization of their intellectual potential and to be effective (Hopej, 1998). Before selecting a style, he adjusts his style to the level of development of the team he manages. For many people, the ideal manager is someone who decides everything for himself and thinks he knows everything best. Manager should respect the ideas and proposal given by his team members and try to encourage him. Consequently he is scared when his partners gain a lot of independence. It seems to him that he is losing control over the course of things, so he wants to decide every detail. A manager should have a capability to distribute the responsibility according to the skill of their subordinates. Moreover he has to be accepting the contribution of his team members in case of success and should have courage to take the responsibility in case of failure. But he is unable to run everything himself. Then he gets annoyed and goes into a fury, accusing everyone of being easy going. This style of management is awful and suits people who are distrustful and possessed by a sense of all competence. The opposite of this style is the style of implied competence of partners, which consists in delegating tasks (Kozmiński, 1999). The problem with managers' bad management style is that, in their opinion, they cannot delegate tasks without giving their partner any chance to prove themselves. The consequence of this way of management is a very acute crisis in which the partners do not see the sense of their work (McGinnis, 1997). However, as a consequence of using the style of presuming someone else's competence, the manager has more time and can focus on strategic thinking. There are managers who are self-oriented and do not expect dialogue or exchange of ideas. Occasionally, they allow speech but constantly interrupt, including criticizing someone's views before they are even said and substantiated. It also happens that they allow others to speak up and express their opinions, but they do not really take them into account. The manager must be guided by the opinions of partners, if he asks them for their opinion, he confronts them with his reasons. Otherwise, he will be left alone as a finger and will have nothing to confront, and as a consequence, he will receive the passivity of his partners. A wise manager expresses his opinions and is willing to listen to others, considers the opinions of others and allows others to speak freely. Thanks to this, partners behave spontaneously and feel needed, noticed, and taken seriously (Monkiewicz, 1995). Poorly organized manager, he is in a hurry and rarely punctual. Eventually he forces others to work unnecessarily and, most importantly, he does not admit his mistakes. You can't build true authority by hiding and pretending. Some managers say that they always make the right decisions (Penc, 1997). These are people who think they have succeeded. On this basis, they perpetuate an impulsive decision-making style, and the warning signals coming from the

environment either ignore or interpret in their favor. In this case, a catastrophe is inevitable. A dangerous manager cheats his own conscience, covers up his own mistakes and imposes the blame on others. Fortunately, we respect those who fail from time to time and are able to admit it. Self-management is a constant drawing of conclusions. This is the beauty of managerial life. The principle of good governance is to think in terms of possibilities and opportunities, not obstacles. What becomes impossible for some becomes a challenge and a goal for others. We cannot think negatively without believing in success. Remember that there are always two ways out of a situation, you just need to ask the right questions. Those who don't like just lose. Posing questions, doubts and doubts allows you to refine the goal. In fact, very effective solutions, the effects of which we experience in the form of primary and external. Asking lots of questions is important when formulating long-term goals.

3. The role of the manager in improving the manager

In many cases, the condition for the company's survival in a highly competitive environment becomes the strategic possession of human capital (Penc, 1993). One of the effective methods of human resources management is conducting the so-called reengineering (Hopej, 1998). It is a way of radical changes in the company, it is a philosophy of evolutionary thinking in a situation of need. It consists in looking at the situation from a different perspective and rejecting existing thinking in creating new solutions, taking the necessary risk, bold and consistent decisions. Changes may occur in various areas, e.g.: job positions change, different roles and competences are assigned to individual positions, training is introduced and emphasis is placed on education, other measures of remuneration efficiency are used depending on the effects of the activity, promotion criteria change changed, the mission values are more important, the hierarchy of organizational levels is also flattened, and much more (Penc, 1997). This change program for managers becomes for them a kind of shock to improve the organization. The role of the manager in improving the company has a multithreaded dimension. When certain problems arise, common difficulties have one common cause. Both groups know that the success of change depends on the vision of management. Very few leaders give much thought to how individual units engage in making change happen. Typically, leaders see change as an opportunity to strengthen the company, for example by aligning operations with the company's strategy to take on new challenges and risks and to continue their careers. For some partners, these changes are not welcome. They are rather destructive and undesirable (Penc, 1996). Why is this happening? Leaders misjudge the effect of change and their personal relationship with subordinates to obtain the necessary approvals for change, and it is incorrect. To bridge this gap, leaders need to learn to see things a little differently. They must get into the position and skin of their subordinates to understand what

the prospects for change look like through someone else's eyes. The true wisdom of man is to be able to distinguish good changes from bad changes, to distinguish good decisions from bad decisions. And it's not that simple. We managers think that we make good decisions, but in the eyes of others, not necessarily good ones. Seeing yourself through the eyes of your partners must be an interesting experience. Few people see the sense in it and are able to do it. We have mutual obligations to each other. Such agreements are what may be called a "personal compact" (Stoner, Freeman, Gilbert, 1997). Interesting phenomena appear in such an arrangement. Some satisfied partners will try to undermine the authority of leaders and well-thought-out plans, and some may see initiatives where a personal arrangement has been successfully accepted to support major change. A very important issue in the direction of good changes are business goals, which define the expectations of leaders as to the effects of changes. In exchange for a commitment to work efficiently, managers delegate the power and resources necessary to each partner to do their job. If an obligation is not expressly stated in writing, it is stated orally. You have to be honest with these arrangements. Then there are a lot of different questions, such as: What help will I get to do my job? When will my performance be assessed? How will I be rewarded and what will my relationship be after that?. A clean, clearly defined formal personal arrangement guarantees satisfaction from cooperation. The psychological arrangement of a personal partnership in business involves various aspects of work that are basically clearly defined. They include elements of mutual expectations and commitments that affect mutual trust. This psychological dimension is often not specified in writing, but it fully captures the issue of achieving goals (Sudoł, 1994). Leaders in this arrangement expect loyalty from their partners. Within the psychological dimension of this personal relationship, questions arise: How hard will I work? or what recognition will I get for my efforts? A wise leader is able to meet these questions and formulate answers. Let us remember that loyalty and commitment are the partner's key features for a leader, closely related to the belief in readiness to cooperate. When fundamental changes are required, a manager's understanding of this dimension of the partner relationship is critical to their commitment to new tasks and new standards of performance. The manager introduces some values to the company. As part of the psychological dimension, the partner learns these values, and therefore the fundamental question arises: Are my values similar to those of the leader? Then conflicts arise, communication fails, the dimension of the personal relationship is most often undermined. When a leader loses credibility, this is where it is most difficult for him to regain it. Changes are a feature of the vitality of every company, an attribute of its entrepreneurship. Each company, wanting to be successful, must make changes in its organizational culture, and the changes taking place in the environment must be treated not as threats, but as an opportunity for new actions. Introducing changes is a prerequisite for the development of any enterprise. Changes should be accepted and supported by partners (Zbichorski, 1994). Unfortunately, the nature of the changes is increasingly complex. Organizations consist of different units and have different stakeholders. Each of them has their

own dreams, experiences their dramas, fears and hopes. The success of change does not depend on accumulated wisdom (past experience), but mainly on the current situation (Filipczuk, Soroka, 1998). And that is why the ability to anticipate the behavior of partners is crucial in decision making and management. The manager must understand that the old ways of doing things are useless. A visionary strategy plays a priority role in this case, stimulating organizational energy. Sometimes we have to dream about success, define it and determine the steps necessary to achieve it, develop new operating practices, a new policy of conduct. New practices must be accepted by partners. Building an organization depends on human resource management, the purpose of which is to generate awareness in the pursuit of a common belief in success (Aniszewska, 1998). In order for the company to survive, it must change the rules of coordination towards reducing the organizational structure, e.g. by flattening its levels. The relatively flat structure of the hierarchy means that common goals determine mutual control and coordination. The organizational structure should be compact, transparent and enable easier decision-making. A large number of organizational units hinders the flow of information and significantly extends the way of document circulation. The biggest challenge in improving an enterprise is the ability to constantly adapt to the changing environment. For example, the role of the salesperson and his work are perceived as capital, the approach to labor costs is changing. It is no longer about minimizing labor costs, but about finding the optimal relationship between inputs and sales effects. The modern entrepreneur wonders about the costs of an inefficient salesman and his employment. He is no longer interested in sales training, but in specific sales results. Thus, not only quality is important, but also speed. The human resources management policy is always aligned with the company's mission, its strategic goals and development strategies. A good manager should adopt an optimal strategy, e.g. described in a transparent way so that it is visible what rules and processes are related to it, e.g. sales. The process of a company "awakened" to change depends on the leader's imagination, energy and courage. We often ask ourselves whether changes can help the company? Managers observe the strategy of other managers and try to learn from others. Some effective tactics can emerge from mutual observation. Every manager should know that tactics are not formulas and that any program of change creates many opportunities and threats, and depends on various circumstances. Tactical choices must be made before the shifts begin.

4. Management models and research methodology

The authors' own research was carried out for 12 selected enterprises on the basis of a questionnaire consisting of 12 questions (Reddin, 2020). There were four possible behaviors for each question. Each Leader of the enterprise could mark only one answer that best suited his/her behavior. The survey template with questions and possible answers is below.

Question 1:

The group's performance has been declining for several months. Your employees' engagement has dropped significantly and you constantly need to remind them of goals, tasks and deadlines. In the past, when similar situations happened to you, recalling tasks and responsibilities had the desired effect.

Answers:

- A. You allow the group to define tasks and responsibilities for themselves.
- B. You take into account the group's recommendation, but ensure that the goals are met.
- C. You redefine tasks and responsibilities and closely supervise the implementation of changes.
- D. You allow the group to participate in defining tasks and responsibilities and do not impose your will.

Question 2:

Group performance and interpersonal relationships are good, but you are unsure whether the group recognizes your leadership role.

Answers:

- A. You allow the group to move on freely.
- B. You talk to the group about the current situation and then make the necessary changes.
- C. You try to make the group work in a specific way.
- D. You facilitate discussions in the group about the current situation and do not impose your solutions.

Question 3:

The group has achieved extremely valuable achievements. Employees successfully completed long-term tasks. Recently, however, there have been some disruptions in their work. They have been a good team for several years. Everyone is qualified.

Answers:

- A. You try to apply your own solutions, check the need for a new style of work.
- B. You let employees solve the problem themselves.
- C. Correct actions quickly and decisively.
- D. Together with the group you try to solve the problem, you support your subordinates.

Question 4:

The work efficiency of your group has clearly improved. You ensured that all employees knew their tasks and responsibilities regarding performance.

Answers:

- A. You maintain friendly relations, but still ensure that all employees are aware of their duties and job requirements.
- B. You do not take any specific action.
- C. You do your best to make the group feel important and involved.
- D. Together with the group you try to solve the problem, you support your subordinates.

Question 5:

You are considering changing your company structure to one that is not known to your group. The group has been working effectively so far and has been able to adapt to any conditions.

Answers:

- A. You determine what change is necessary and supervise its implementation.
- B. Together with the group, you prepare a plan for the implementation of the change, but let the employees organize its implementation.
- C. You are willing to consider any suggestions, but you retain control over the implementation of the change.
- D. You avoid confrontation, give the group the opportunity to adapt to changes on their own.

Question 6:

Your subordinates, usually fulfilling their duties well, do not fulfill their recently assigned tasks.

Answers:

- A. You allow the group to participate in the re-establishment of performance and you do not take control.
- B. you redefine standards and strictly supervise adherence to them.
- C. You don't apply pressure, you give the group the opportunity to make changes themselves. You are waiting for results.
- D. You take into account the group's recommendation, but ensure that the goals are met.

Question 7:

Subordinates have not been responding to your requests for friendly conversation and interest lately. Their productivity is rapidly deteriorating.

Answers:

- A. You emphasize the importance of getting the job done.
- B. You are ready to talk but not intrusive.
- C. You talk to subordinates and then set goals.
- D. You are knowingly not interfering.

Question 8:

You have been promoted to a higher position. The person previously holding this function was not interested in the problems of the group. The group did its job properly. Relations within the group are good. When problems arise:

Answers:

- A. You work with a group and try to solve a problem together.
- B. You let the group find solutions on their own.
- C. Correct actions quickly and decisively.
- D. You encourage the group to try to solve the problem and become helpful to them.

Question 9:

Team members cannot solve the problem on their own. You usually left them free to act. Group performance and interpersonal relationships are good.

Answers:

- A. You work with a group and try to solve a problem together.
- B. You let the group find solutions on their own.
- C. Correct actions quickly and decisively.
- D. You encourage the group to try to solve the problem and become helpful to them.

Question 10:

Your supervisor put you in charge of a work team that caused you to be late in submitting your expected change recommendations. The group does not understand what its goals are. Attendance during the session is correct - they meet in a social meeting. However, employees have the potential to solve the problem.

Answers:

- A. You allow the group to work on a problem in their temple on their own.
- B. you make recommendations, but you will ensure that the goals are met.
- C. you define tasks directly and properly supervise the application of changes.
- D. You allow the group to formulate the goal, you do not exert pressure.

Question 11:

You consider making changes. Two employees have therapeutic experience and understand the handling of planned changes.

Answers:

- A. You allow the group to develop changes and then impose solutions.
- B. You announce changes and then implement them under close supervision.
- C. You allow you to share your own courses of action.
- D. you depend on the recommendations of the group, but by entering into changes yourself.

Question 12:

You have started working in a managed company. The previous manager correctly controlled the device. Consider the advantageous one, but at the same time in formalize relations in the organization.

Answers:

- A. You do what you can to help a vulnerable, important and involved group.
- B. you explain the meaning of terms and tasks.
- C. You knowingly do not interfere, followed by the group that made the change.
- D. you include the group to take part in solving the problem, but you keep an eye on the achievement of goals.

After the Leader completes the questionnaire, the selected answers are entered in the table. In order to determine the preferred management style, we enter the Leader's answers in the appropriate, numerically assigned fields in the "Leaders' answers" column. In order to

determine the manager's ability to be flexible in management, select selected cells containing the answers indicated by the Leader from the "Leaders' answers" column with blue color, then add up the points from individual rows and enter them into the appropriate cells in the "Number of points received" column. The sum of the points in the column determines the manager's ability to be flexible in management. The minimum possible number of points is 0, while the maximum is 36 points. The greater the sum score, the greater the capacity for flexibility (Reddin, 2020). It was found that a score in the range of 0-9 points indicates a lack of flexibility in management, a score in the range of 10-18 indicates a low ability to be flexible, a score in the range of 19-27 indicates an average ability to manage, and a score in the range of 28-36 points means a high capacity for flexibility in management. Individual scores from 0 to 36 were determined on the basis of a color scale, where 0 means red and 36 means green.

Table 1.

Scheme of the algorithm for determining the management style and its flexibility

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																										
		Management styles				Flexibility of management styles																														
		1	2	3	4	A	B	C	D																											
1		C	B	D	A	0	2	3	1																											
2		C	B	D	A	3	1	0	2																											
3		C	A	D	B	1	3	0	2																											
4		D	A	C	B	3	0	2	1																											
5		A	C	B	D	0	3	1	2																											
6		B	D	A	C	2	0	1	3																											
7		A	C	B	D	3	1	2	0																											
8		A	C	B	D	0	3	1	2																											
9		C	A	D	B	2	1	0	3																											
10		C	B	D	A	0	2	3	1																											
11		B	D	A	C	2	0	3	1																											
12		B	D	A	C	1	2	0	3																											
Sum																																				
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating																															
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
No flexibility in management								Little flexibility in management								Medium elasticity in management								Great flexibility in management												

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide*. Warsaw: Alma-Press.

4.1. Findings

A collective summary of research results for all 12 enterprises, corresponding to the 12 questions asked in the survey, is presented in figures 1 to 12.

Question 1: The performance of the group has been declining for several months. The engagement of your employees has dropped significantly, and you constantly need to remind them of goals, tasks, and deadlines. In the past, when you have experienced simi

Answers:

- A. You allow the group to define tasks and responsibilities for themselves
- B. You take into account the group's recommendation, but ensure that the goals are achieved
- C. You redefine tasks and responsibilities and closely monitor the implementation of changes
- D. You allow the group to participate in defining tasks and responsibilities and do not impose your will

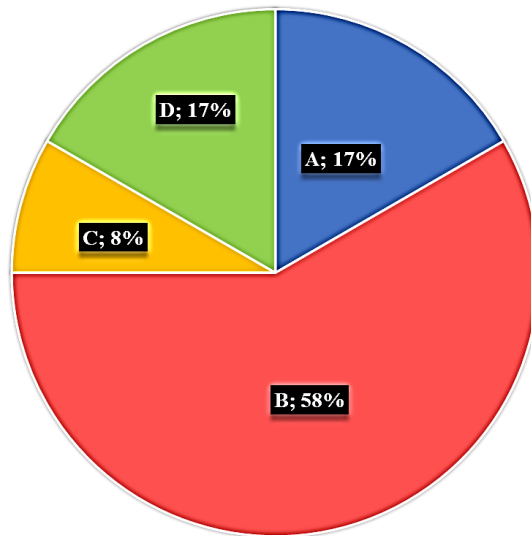


Figure 1. Answers Leaders of selected enterprises in the case of using question 1 of the research survey.

Question 2: Group performance and interpersonal relations are good, but you are not sure whether the group recognizes your leadership role.

Answers:

- A. You allow the group to move on freely
- B. You talk to the group about the current situation and then make the necessary changes
- C. You try to make the group work in a specific way

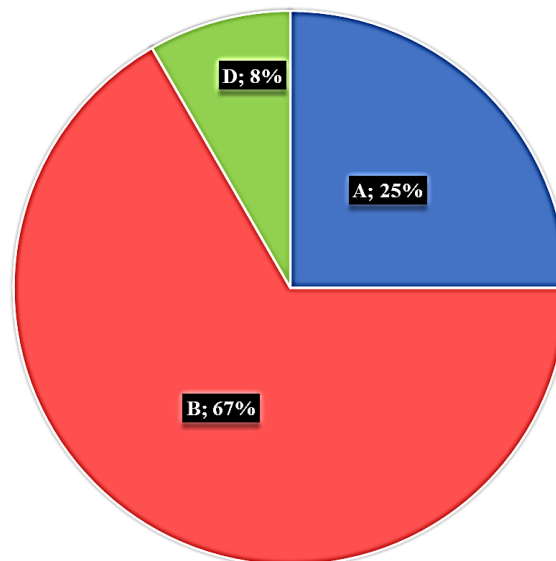


Figure 2. Answers Leaders of selected enterprises in the case of using question 2 of the research survey

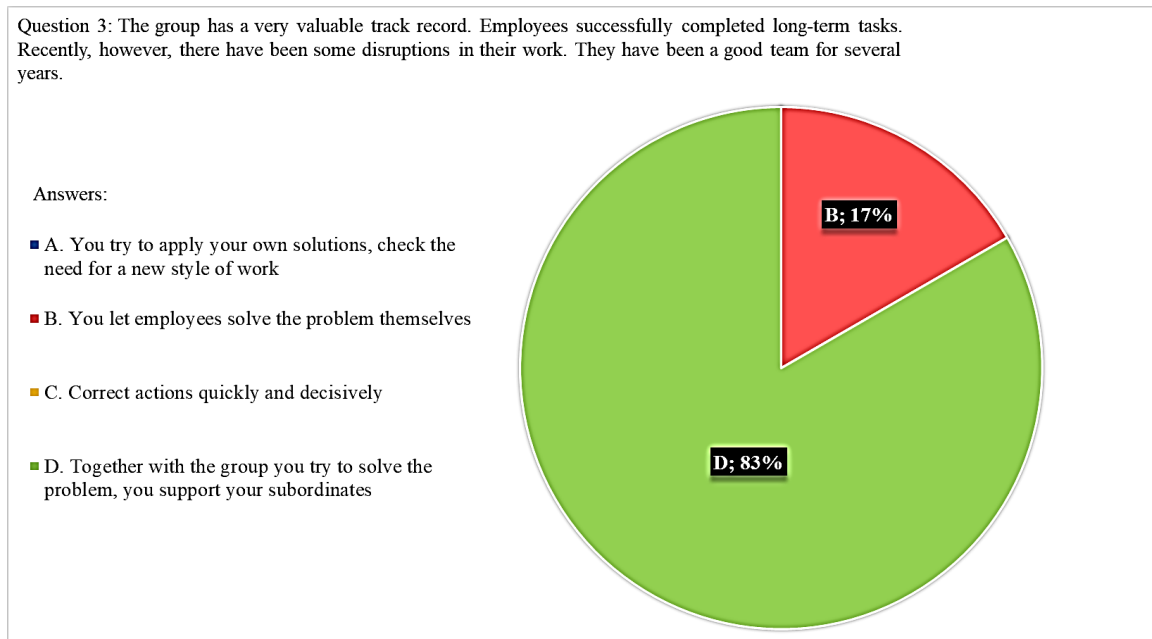


Figure 3. Answers Leaders of selected enterprises in the case of using question 3 of the research survey

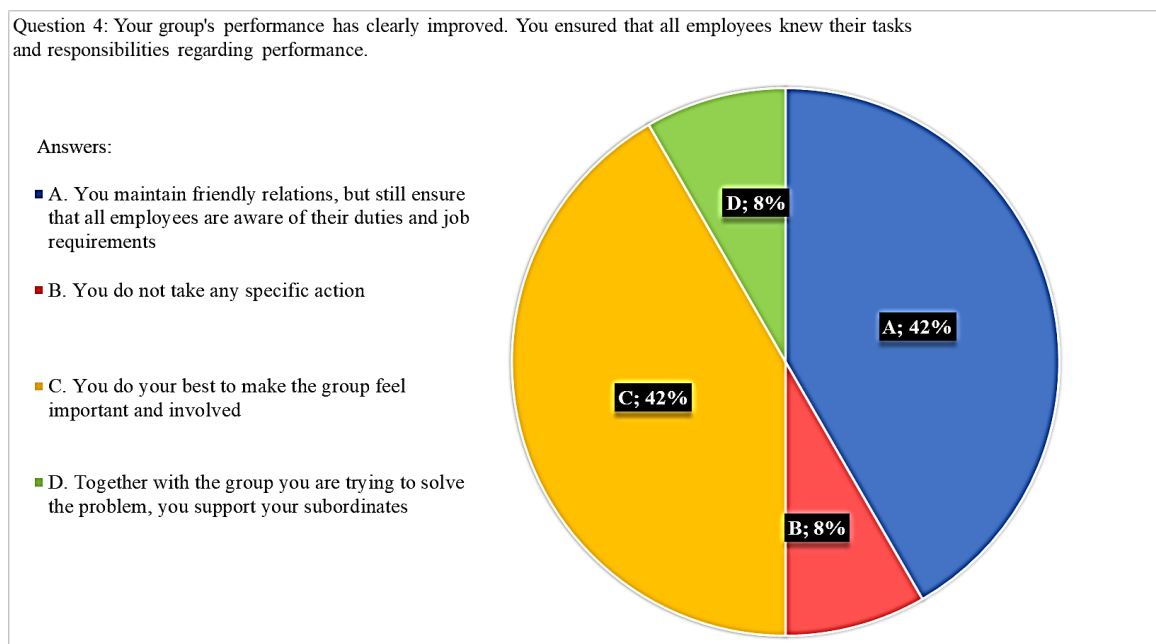


Figure 4. List of responses Leaders of selected enterprises in the case of using questions 4 of the research survey

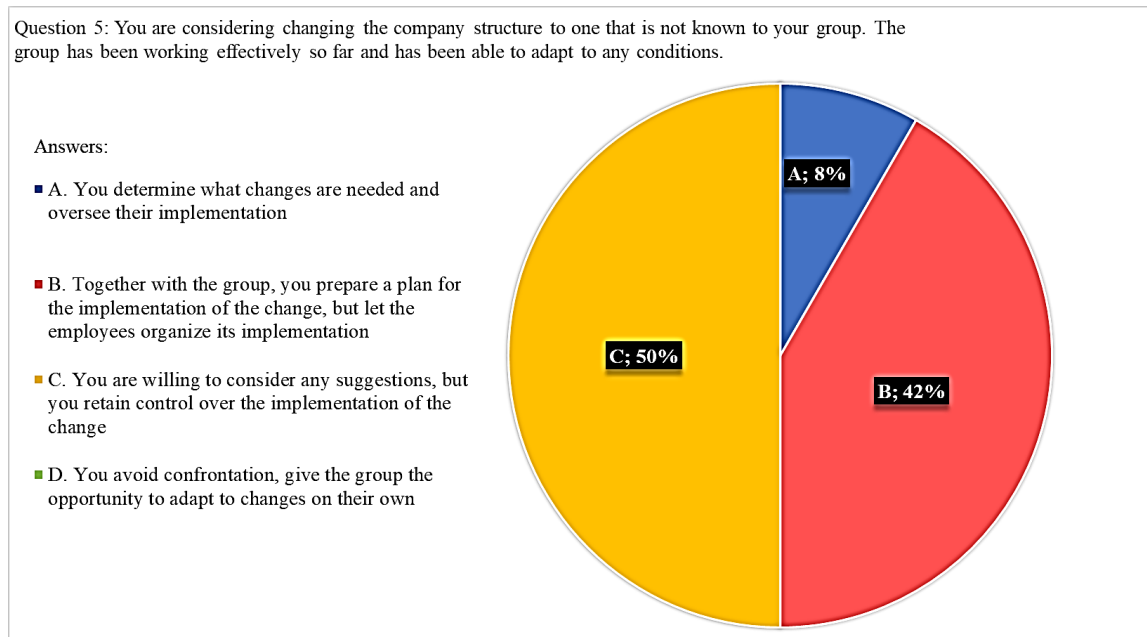


Figure 5. List of Answers Leaders of selected enterprises in the case of applying question 5 of the research survey

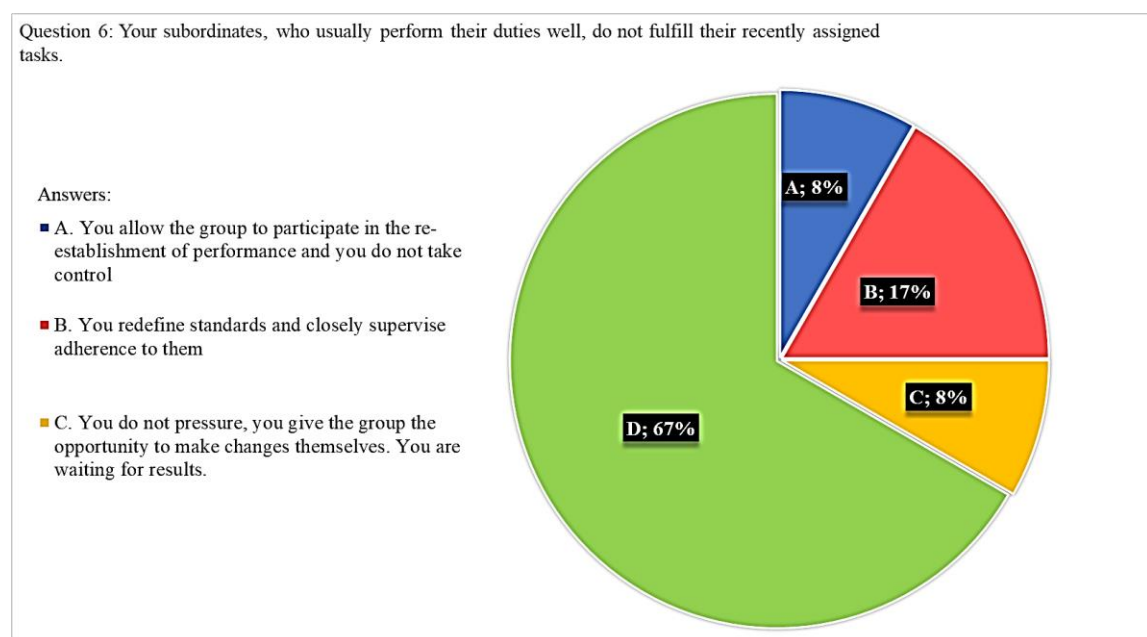


Figure 6. Answers Leaders of selected enterprises in the case of applying question 6 of the research survey

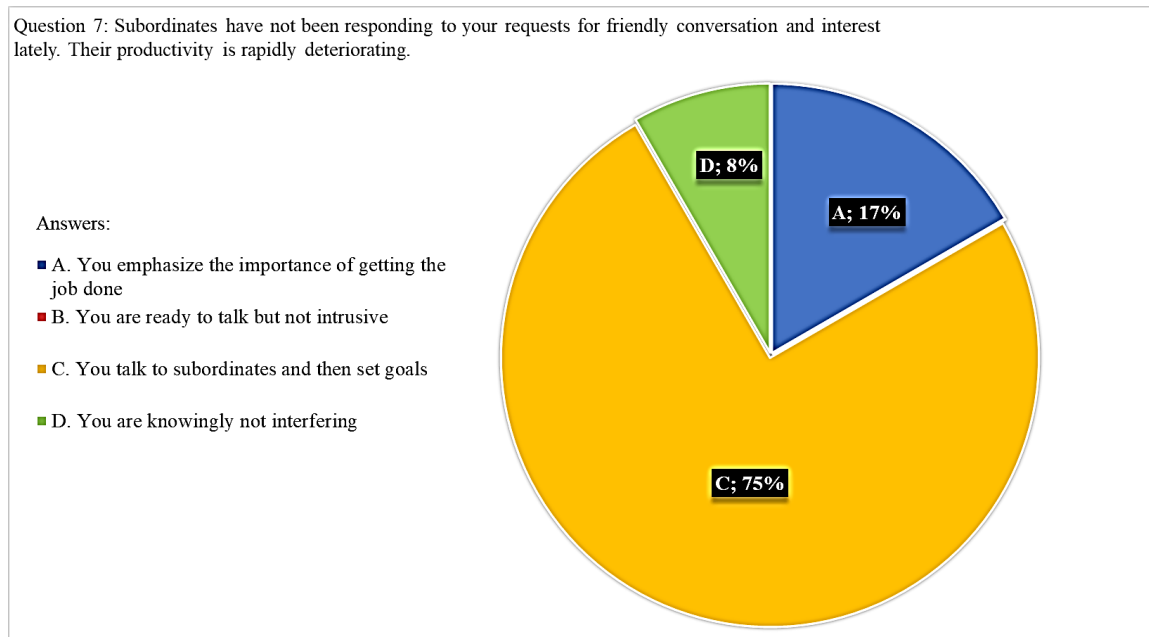


Figure 7. Answers Leaders of selected enterprises in the case of applying question 7 of the research survey

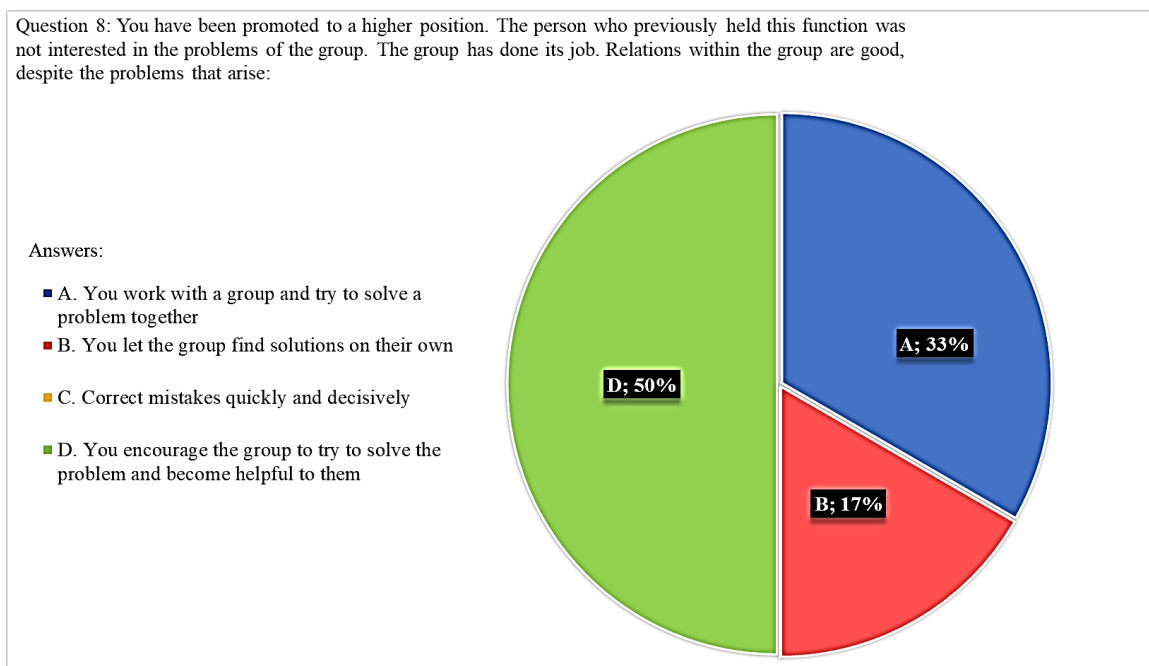


Figure 8. Answers Leaders of selected enterprises in the case of applying question 8 of the research survey

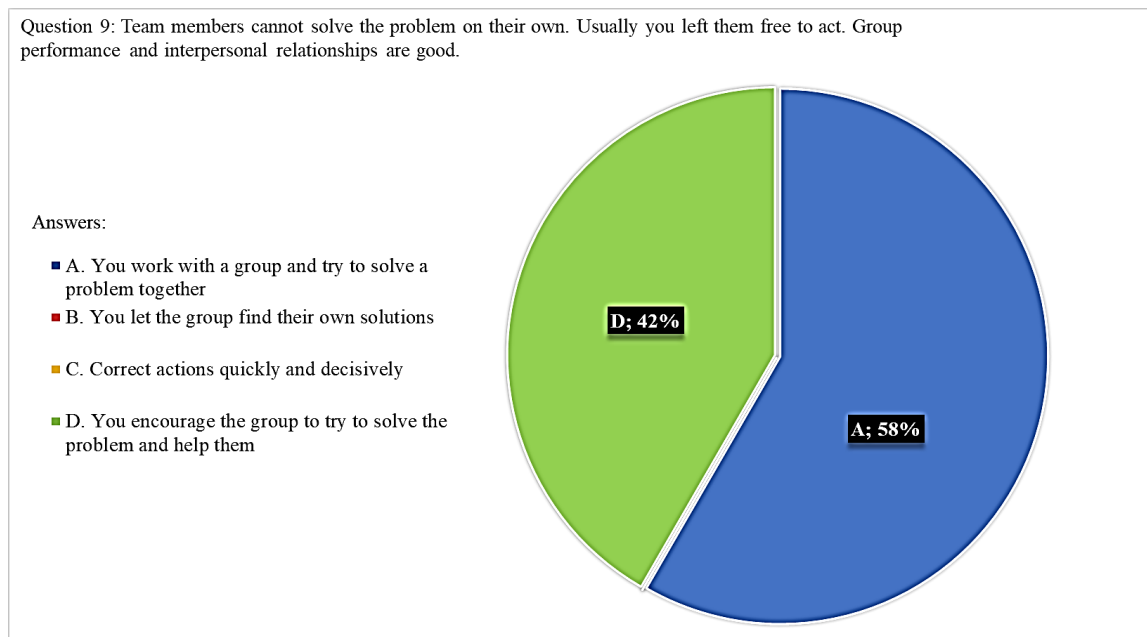


Figure 9. Answers Leaders of selected enterprises in the case of applying question 9 of the research survey

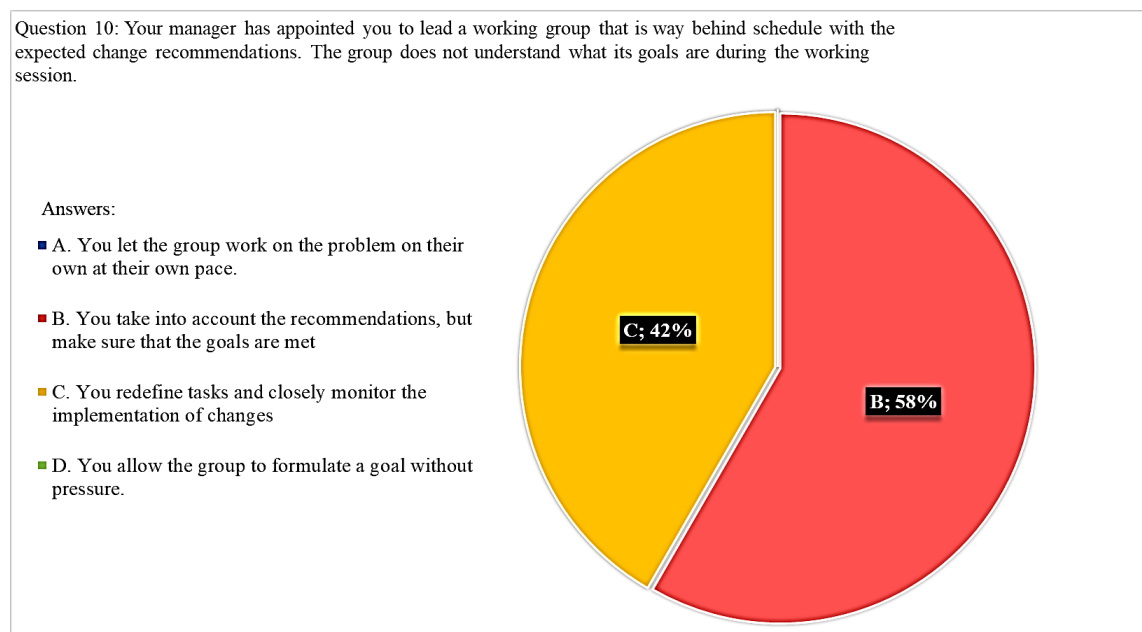


Figure 10. Answers Leaders of selected enterprises in the case of using question 10 of the research survey

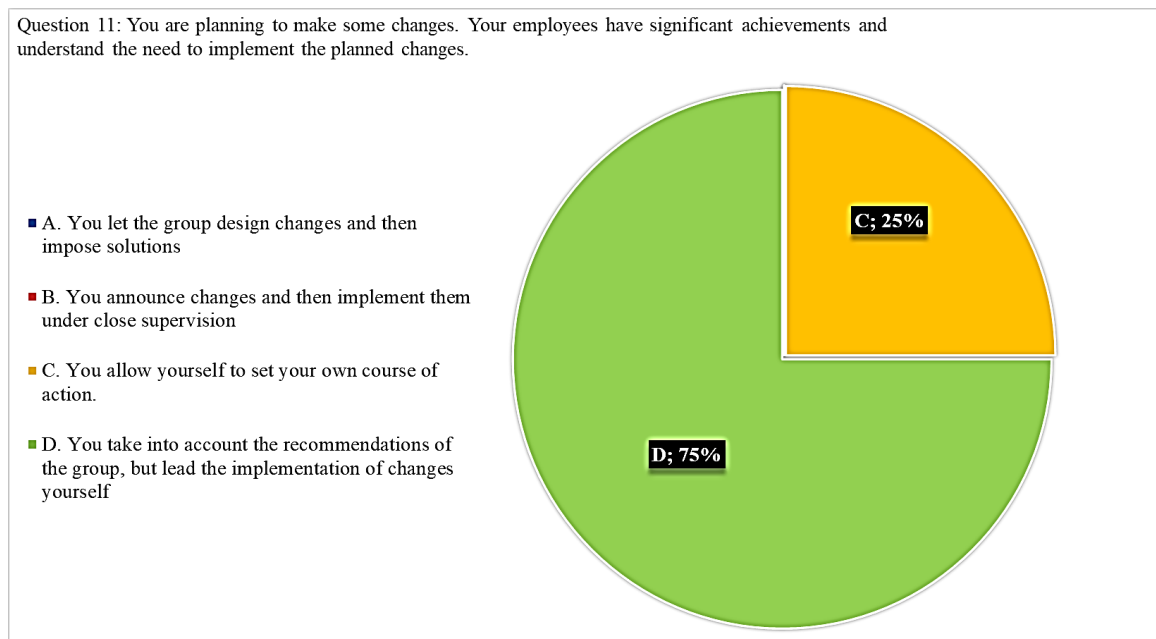


Figure 11. Answers Leaders of selected enterprises in the case of applying question 11 of the research survey

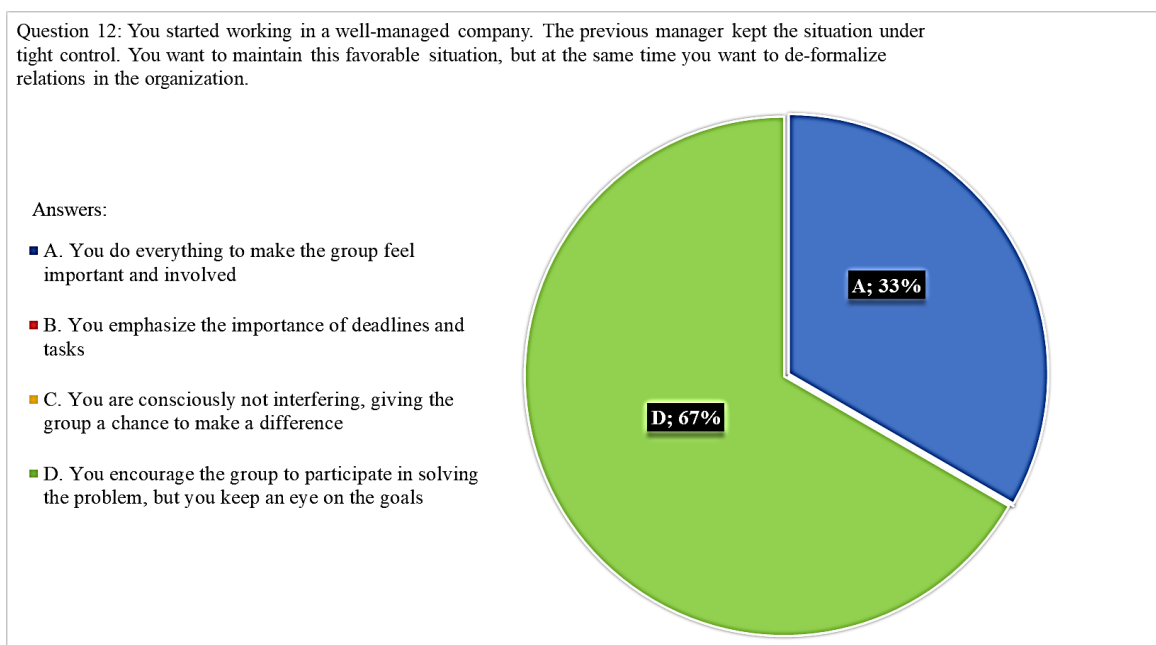


Figure 12. Answers Leaders of selected enterprises in the case of applying question 12 of the research survey

4.2. Analysis of research results

In order to interpret the results of the survey, an algorithm scheme for determining the management style and its flexibility was used. Tables with the interpretation of management styles for all 12 surveyed enterprises are presented below.

Table 2.
Preferred management style and its flexibility for Enterprise 1

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																												
		Management styles				Flexibility of management styles																																
		1	2	3	4	A	B	C	D																													
1	B	C	B	D	A	0	2	3	1	2																												
2	B	C	B	D	A	3	1	0	2	1																												
3	D	C	A	D	B	1	3	0	2	2																												
4	A	D	A	C	B	3	0	2	1	3																												
5	A	A	C	B	D	0	3	1	2	0																												
6	B	B	D	A	C	2	0	1	3	0																												
7	C	A	C	B	D	3	1	2	0	2																												
8	A	A	C	B	D	0	3	1	2	0																												
9	A	C	A	D	B	2	1	0	3	2																												
10	B	C	B	D	A	0	2	3	1	2																												
11	D	B	D	A	C	2	0	3	1	1																												
12	D	B	D	A	C	1	2	0	3	3																												
Sum		0	16	2	0	5	5	7	6	23/36																												
		Style Directing/Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																																
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
		No flexibility in management				Little flexibility in management				Medium elasticity in management				Great flexibility in management																								

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide.* Warsaw: Alma-Press.

Table 3.
Preferred management style and its flexibility for Enterprise 2

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																												
		Management styles				Flexibility of management styles																																
		1	2	3	4	1	2	C	D																													
1	B	C	B	D	A	0	2	3	1	2																												
2	B	C	B	D	A	3	1	0	2	1																												
3	D	C	A	D	B	1	3	0	2	2																												
4	A	D	A	C	B	3	0	2	1	3																												
5	C	A	C	B	D	0	3	1	2	1																												
6	D	B	D	A	C	2	0	1	3	3																												
7	C	A	C	B	D	3	1	2	0	1																												
8	D	A	C	B	D	0	3	1	2	2																												
9	D	C	A	D	B	2	1	0	3	3																												
10	C	C	B	D	A	0	2	3	1	3																												
11	D	B	D	A	C	2	0	3	1	1																												
12	D	B	D	A	C	1	2	0	3	3																												
Sum		3	15	5	2	3	3	6	14	26/36																												
		Style Directing/Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																																
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
		No flexibility in management				Little flexibility in management				Medium elasticity in management				Great flexibility in management																								

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide.* Warsaw: Alma-Press.

Table 4.

Preferred management style and its flexibility for Enterprise 3

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																												
		Management styles				Flexibility of management styles																																
		1	2	3	4	1	2	C	D																													
1	B	C	B	D	A	0	2	3	1	2																												
2	B	C	B	D	A	3	1	0	2	1																												
3	D	C	A	D	B	1	3	0	2	2																												
4	C	D	A	C	B	3	0	2	1	2																												
5	B	A	C	B	D	0	3	1	2	3																												
6	D	B	D	A	C	2	0	1	3	3																												
7	C	A	C	B	D	3	1	2	0	2																												
8	A	A	C	B	D	0	3	1	2	0																												
9	D	C	A	D	B	2	1	0	3	3																												
10	B	C	B	D	A	0	2	3	1	2																												
11	D	B	D	A	C	2	0	3	1	1																												
12	D	B	D	A	C	1	2	0	3	3																												
Sum		0	14	10	0	0	8	4	12	24/36																												
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																																
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
		No flexibility in management				Little flexibility in management				Medium elasticity in management				Great flexibility in management																								

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide*. Warsaw: Alma-Press.

Table 5.

Preferred management style and its flexibility for Enterprise 4

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																												
		Management styles				Flexibility of management styles																																
		1	2	3	4	A	B	C	D																													
1	D	C	B	D	A	0	2	3	1	1																												
2	D	C	B	D	A	3	1	0	2	2																												
3	D	C	A	D	B	1	3	0	2	2																												
4	D	D	A	C	B	3	0	2	1	1																												
5	B	A	C	B	D	0	3	1	2	3																												
6	C	B	D	A	C	2	0	1	3	1																												
7	C	A	C	B	D	3	1	2	0	2																												
8	D	A	C	B	D	0	3	1	2	2																												
9	D	C	A	D	B	2	1	0	3	3																												
10	B	C	B	D	A	0	2	3	1	2																												
11	C	B	D	A	C	2	0	3	1	3																												
12	A	B	D	A	C	1	2	0	3	1																												
Sum		1	4	12	6	1	5	6	11	23/36																												
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																																
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
		No flexibility in management				Little flexibility in management				Medium elasticity in management				Great flexibility in management																								

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide*. Warsaw: Alma-Press.

Table 6.

Preferred management style and its flexibility for Enterprise 5

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																										
		Management styles				Flexibility of management styles																														
		1	2	3	4	A	B	C	D																											
1	A	C	B	D	A	0	2	3	1	0																										
2	A	C	B	D	A	3	1	0	2	3																										
3	D	C	A	D	B	1	3	0	2	2																										
4	A	D	A	C	B	3	0	2	1	3																										
5	C	A	C	B	D	0	3	1	2	1																										
6	D	B	D	A	C	2	0	1	3	3																										
7	C	A	C	B	D	3	1	2	0	2																										
8	A	A	C	B	D	0	3	1	2	0																										
9	A	C	A	D	B	2	1	0	3	2																										
10	C	C	B	D	A	0	2	3	1	3																										
11	D	B	D	A	C	2	0	3	1	1																										
12	A	B	D	A	C	1	2	0	3	1																										
Sum		3	12	3	3	9	0	6	6	21/36																										
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																														
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
No flexibility in management				Little flexibility in management				Medium elasticity in management				Great flexibility in management																								

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide*. Warsaw: Alma-Press.

Table 7.

Preferred management style and its flexibility for Enterprise 6

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																										
		Management styles				Flexibility of management styles																														
		1	2	3	4	A	B	C	D																											
1	B	C	B	D	A	0	2	3	1	2																										
2	A	C	B	D	A	3	1	0	2	1																										
3	B	C	A	D	B	1	3	0	2	2																										
4	C	D	A	C	B	3	0	2	1	3																										
5	B	A	C	B	D	0	3	1	2	0																										
6	A	B	D	A	C	2	0	1	3	0																										
7	C	A	C	B	D	3	1	2	0	2																										
8	D	A	C	B	D	0	3	1	2	0																										
9	A	C	A	D	B	2	1	0	3	2																										
10	C	C	B	D	A	0	2	3	1	2																										
11	D	B	D	A	C	2	0	3	1	1																										
12	D	B	D	A	C	1	2	0	3	3																										
Sum		3	10	3	3	7	8	7	6	28/36																										
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																														
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
No flexibility in management				Little flexibility in management				Medium elasticity in management				Great flexibility in management																								

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide*. Warsaw: Alma-Press.

Table 8.

Preferred management style and its flexibility for Enterprise 7

		Scheme of the algorithm guiding a given management style and its flexibility							
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Question number	Answers Leaders	Management styles				Flexibility of management styles				Number of points received																										
		1	2	3	4	A	B	C	D																											
1	A	C	B	D	A	0	2	3	1	0																										
2	B	C	B	D	A	3	1	0	2	1																										
3	B	C	A	D	B	1	3	0	2	3																										
4	A	D	A	C	B	3	0	2	1	3																										
5	B	A	C	B	D	0	3	1	2	3																										
6	D	B	D	A	C	2	0	1	3	3																										
7	C	A	C	B	D	3	1	2	0	2																										
8	B	A	C	B	D	0	3	1	2	3																										
9	D	C	A	D	B	2	1	0	3	3																										
10	B	C	B	D	A	0	2	3	1	2																										
11	D	B	D	A	C	2	0	3	1	1																										
12	D	B	D	A	C	1	2	0	3	3																										
Sum		0	15	9	3	3	12	2	10	27/36																										
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																														
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
No flexibility in management						Little flexibility in management						Medium elasticity in management						Great flexibility in management																		

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide.* Warsaw: Alma-Press.

Table 9.
Preferred management style and its flexibility for Enterprise 8

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																										
		Management styles				Flexibility of management styles																														
		1	2	3	4	A	B	C	D																											
1	B	C	B	D	A	0	2	3	1	2																										
2	B	C	B	D	A	3	1	0	2	1																										
3	D	C	A	D	B	1	3	0	2	2																										
4	A	D	A	C	B	3	0	2	1	3																										
5	C	A	C	B	D	0	3	1	2	1																										
6	D	B	D	A	C	2	0	1	3	3																										
7	A	A	C	B	D	3	1	2	0	3																										
8	D	A	C	B	D	0	3	1	2	2																										
9	A	C	A	D	B	2	1	0	3	2																										
10	C	C	B	D	A	0	2	3	1	3																										
11	D	B	D	A	C	2	0	3	1	1																										
12	A	B	D	A	C	1	2	0	3	1																										
Sum		6	13	3	2	9	3	4	8	24/36																										
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																														
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
No flexibility in management						Little flexibility in management						Medium elasticity in management						Great flexibility in management																		

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide.* Warsaw: Alma-Press.

Table 10.
Preferred management style and its flexibility for Enterprise 9

Scheme of the algorithm guiding a given management style and its flexibility																																			
--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Question number	Answers Leaders	Management styles				Flexibility of management styles				Number of points received																										
		1	2	3	4	A	B	C	D																											
1	D	C	B	D	A	0	2	3	1	1																										
2	A	C	B	D	A	3	1	0	2	3																										
3	D	C	A	D	B	1	3	0	2	2																										
4	C	D	A	C	B	3	0	2	1	2																										
5	C	A	C	B	D	0	3	1	2	1																										
6	D	B	D	A	C	2	0	1	3	3																										
7	A	A	C	B	D	3	1	2	0	3																										
8	D	A	C	B	D	0	3	1	2	2																										
9	D	C	A	D	B	2	1	0	3	3																										
10	B	C	B	D	A	0	2	3	1	2																										
11	C	B	D	A	C	2	0	3	1	3																										
12	A	B	D	A	C	1	2	0	3	1																										
Sum		3	6	9	8	7	2	6	11	26/36																										
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																														
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
No flexibility in management						Little flexibility in management						Medium elasticity in management						Great flexibility in management																		

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide*. Warsaw: Alma-Press.

Table 11.

Preferred management style and its flexibility for Enterprise 10

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																										
		Management styles				Flexibility of management styles																														
		1	2	3	4	A	B	C	D																											
1	B	C	B	D	A	0	2	3	1	2																										
2	B	C	B	D	A	3	1	0	2	1																										
3	D	C	A	D	B	1	3	0	2	2																										
4	C	D	A	C	B	3	0	2	1	2																										
5	C	A	C	B	D	0	3	1	2	1																										
6	D	B	D	A	C	2	0	1	3	3																										
7	C	A	C	B	D	3	1	2	0	2																										
8	A	A	C	B	D	0	3	1	2	0																										
9	A	C	A	D	B	2	1	0	3	2																										
10	C	C	B	D	A	0	2	3	1	3																										
11	D	B	D	A	C	2	0	3	1	1																										
12	D	B	D	A	C	1	2	0	3	3																										
Sum		3	15	4	0	2	3	8	9	22/36																										
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																														
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
No flexibility in management						Little flexibility in management						Medium elasticity in management						Great flexibility in management																		

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide*. Warsaw: Alma-Press.

Table 12.

Preferred management style and its flexibility for Enterprise 11

Scheme of the algorithm guiding a given management style and its flexibility																																			
--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Question number	Answers Leaders	Management styles				Flexibility of management styles				Number of points received																												
		1	2	3	4	A	B	C	D																													
1	C	C	B	D	A	0	2	3	1	3																												
2	B	C	B	D	A	3	1	0	2	1																												
3	D	C	A	D	B	1	3	0	2	2																												
4	B	D	A	C	B	3	0	2	1	0																												
5	C	A	C	B	D	0	3	1	2	1																												
6	B	B	D	A	C	2	0	1	3	0																												
7	D	A	C	B	D	3	1	2	0	0																												
8	B	A	C	B	D	0	3	1	2	3																												
9	A	C	A	D	B	2	1	0	3	2																												
10	B	C	B	D	A	0	2	3	1	2																												
11	D	B	D	A	C	2	0	3	1	1																												
12	D	B	D	A	C	1	2	0	3	1																												
Sum		3	8	5	0	2	6	4	6	18/36																												
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																																
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
		No flexibility in management				Little flexibility in management				Medium elasticity in management				Great flexibility in management																								

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide.* Warsaw: Alma-Press.

Table 13.
Preferred management style and its flexibility for Enterprise 12

Question number	Answers Leaders	Scheme of the algorithm guiding a given management style and its flexibility								Number of points received																												
		Management styles				Flexibility of management styles																																
		1	2	3	4	A	B	C	D																													
1	B	C	B	D	A	0	2	3	1	2																												
2	B	C	B	D	A	3	1	0	2	1																												
3	D	C	A	D	B	1	3	0	2	2																												
4	C	D	A	C	B	3	0	2	1	2																												
5	B	A	C	B	D	0	3	1	2	3																												
6	D	B	D	A	C	2	0	1	3	3																												
7	C	A	C	B	D	3	1	2	0	2																												
8	D	A	C	B	D	0	3	1	2	2																												
9	A	C	A	D	B	2	1	0	3	2																												
10	B	C	B	D	A	0	2	3	1	2																												
11	C	B	D	A	C	2	0	3	1	3																												
12	D	B	D	A	C	1	2	0	3	3																												
Sum		0	15	7	5	2	8	7	10	27/36																												
		Style Directing/ Directive	Coach Style	Style of Supporting	Style of Delegating	Average management flexibility																																
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
		No flexibility in management				Little flexibility in management				Medium elasticity in management				Great flexibility in management																								

Source: Own elaboration, taken from Reddin, B. (2020). *Tests for managers focusing on efficiency. Psychological guide.* Warsaw: Alma-Press.

In order to collectively present the analysis of the results of research defining the management style in selected enterprises, figure 13 was used.

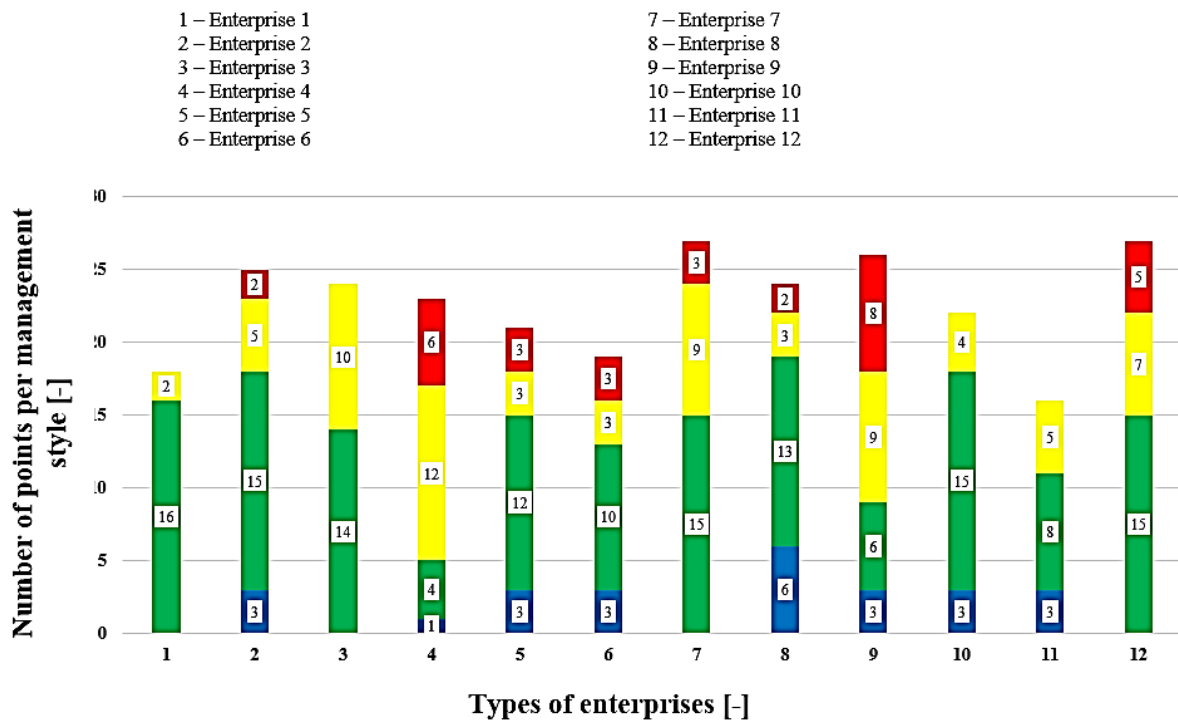


Figure 13. Preferred Management styles in selected enterprises.

Source: Own elaboration based on the results of conducted research.

5. Conclusions

Management comprises a set of many activities such as: planning, decision-making, organizing, managing people, using the organization's resources (financial, material and information), performed with the intention of efficient and effective achievement of goals. A manager is a person whose duties consist in carrying out the management process and make the company profitable. The basic activities that make up this process are:

- planning and decision-making (determining the mode of operation),
- organizing (coordinating activities and resources),
- management (people management),
- controlling (observing and evaluating the organization's activities).

These activities are not carried out according to a systematic and predictable schedule, although it is always worth imposing one. Leading a team is a busy, sometimes very difficult job. It requires many advantages, such as: building authority, insight, a sense of responsibility, simplicity, understanding and patience, and above all, predictability of behavior, and many others. Everyone in the team has their own strengths and weaknesses. The manager's job is to make everyone work together for success.

- a) as many as 7 showed a dominant coaching style,

- b) 3 had a coaching-supporting style,
- c) 1 used the supporting-delegating style,
- d) 1 only managed the supporting style.

The conducted research showed that out of the 12 surveyed companies.

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