

HUMAN RESOURCES MANAGEMENT

The impact of management style on employees and organizational structure

The issue of leadership is connected with the issue of management styles. A management style is a relatively permanent and repetitive way of a superior's influence on his/her subordinates' behaviour in order to stimulate and coordinate their activity in a team, and thus - to achieve the goals facing the organization. Management style is most often a reflection of the manager's personality traits or belief in effective personnel management. It is often a product of the personality traits of the supervisor, the personality traits of the subordinates, and the structure of the work team. The manner in which a team leader exercises authority is extremely important to the effectiveness of subordinates. An effective manager is one who provides his subordinates with a sense of power instead of impotence, who makes employees control their behaviour and feel responsible for it. A good manager uses his/her authority to inspire confidence in himself/herself.

Management styles are sometimes classified differently in the literature. Management styles are often mentioned: potential and actual. Potential management style is formed by a set of views and beliefs of the manager on the mechanisms of subordinates' behaviour and ways of effective fulfillment of his own managerial will, accepted by superiors. The potential management style is a rationally conceived pattern of the manager's organizational behaviour toward subordinates to optimally fulfill managerial roles and achieve established goals. The actual style of management is practically formed and actually applied integrated system of methods, techniques and other tools of influence on subordinates, adapted to the objectives set, tasks carried out and specific conditions of operation.

The first classifications of management styles in the literature are associated with research conducted by Kurt Lewin, Ronald Lipitt, and Ralph K. White. They conducted many experiments to trace the impact of using **three distinct behaviours: autocratic, democratic, and non-interfering.**

Autocratic management style involves a manager imposing plans and guidelines for their implementation. It is used most often in large centralized organizational enterprises. Decisions come from the highest level of

management and are passed on to lower levels in the form of orders. The autocratic manager sets the group's goals and tasks leading to their achievement by himself and divides work among group participants by himself, rarely delegating his authority to make decisions. The autocratic style is characterized by a lack of freedom of subordinates, a large distance in contacts with subordinates, who are most often treated objectively. It is based on the principle of hierarchical authority, strict discipline and obedience. The advantage of this style is clearly defined responsibility, the ability to make decisions quickly, lack of susceptibility to external influence and compromise. The main disadvantage is the lack of involvement of subordinates in the implementation of tasks.

The democratic style of management is characterized by the leader's strong bond with the group and seeking the approval of subordinates, listening, encouraging opinions and views, as well as some freedom in the actions of subordinates. A leader directs a group with a primary concern for the well-being of its members. He is usually cordial, open, conciliatory, shows trust, explains his decisions, encourages people to participate in the decision-making process in terms of setting the objectives of action, tasks leading to their implementation and division of activities. At the same time, he himself takes part in the work done by the group. Such a leader tends to evaluate the employee quite positively. This style appears in descriptions of employees as ideal.

Non-interfering management style is also called evasive, liberal, passive, laissez faire. A non-interfering manager allows group members maximum freedom in completing their tasks, but not because he or she trusts them, but because he or she wants to have peace of mind. He himself does not make any decisions, does not participate in the work of the group, avoids judging regardless of whether the evaluation would be positive or negative. He plays a friendly but passive role. Responds to questions according to the expectations of the questioner and does not make his own proposals. Limits himself to specifying the task and setting a deadline for completion, but takes no interest in the course of things.

One of the Polish authors, Stanisław Kwiatkowski, came to the conclusion that the choice of management style is influenced by how the manager is held accountable for his actions by his superior. This accountability is associated by the author with two styles of management: the instructional style and the task-based style.

The instructional style consists in limiting the subordinates' freedom in choosing the ways of carrying out the tasks entrusted to them. In addition to a precisely formulated task, they receive guidelines for its implementation (instructions). The manager attaches importance here not only to the task, but also to the way it is performed. The subordinate is not responsible for the result, but for the way of action. The instructions given must be understandable and detailed. It must also be competent, which means that the manager must surpass the subordinate in terms of professional qualifications. Control plays a special role in this style of management. It is usually combined with the application of sanctions to employees who violate the operating procedure. There is a quantitative advantage of punishments over rewards. People are judged not by the results achieved, but by the reliability of the execution of instructions. If the subordinates follow the instructions of the superior exactly, he himself is responsible for the result.

Task style consists of instructing the subordinate to perform a task, leaving him complete freedom in choosing how to complete this task. It excludes rigorous control over the course of action. If the superior sees that the subordinate's action clearly leads to waste or is ineffective, he may at most draw his attention to it. In such cases, he must not use harsh punishment. An important feature of the task-based management style is a subordinate's right to make a mistake. The task style can be used only with a certain type of people with high moral and professional qualifications. This style of leadership is recommended to be used when the supervisor has difficulty in solving a particular problem and therefore appeals to the general subordinates who have more relevant information or qualifications than the manager. This technique is also used when it is necessary to make a difficult decision that is unpopular with employees, such as the decision to fire an employee. In the task-based style of management, the manager is limited to creating conditions for subordinates to perform the tasks assigned to them. He does not have to go into all the details of the activity. Here the manager is responsible only for his actions, i.e. whether he has accurately defined the tasks, whether he has chosen the right people to perform these tasks, and whether he has made efforts to create the conditions that make it possible to perform the task.

Modern manager, if he/she wants to be effective, cannot limit himself/herself to only one style of management. He/she should be flexible within each style and modify his/her behaviour, constantly analyze the surrounding reality and choose such ways of managing people that will be most effective. Modern

managers should be oriented primarily on the development and independence of employees, applying a new philosophy of team leadership. In doing so, they must take into account the structure of the organization and be aware of the impact of the adopted style or styles on employees¹.

Employment contracts (country-specific rules for hiring and managing staff)

Employment contract - a legal act, which consists of making by the employee and the employer unanimous statements of will, which confirm the employee's obligation to perform a certain type of work for the employer and under his direction, and in the place and time designated by him. The employer, on the other hand, by an employment contract undertakes to employ an employee for remuneration.

The employment contract should be made in writing. Otherwise, the employer should, no later than on the day the employee starts work, confirm the presented arrangements in writing (parties to the contract, type of contract, terms of contract).

The provisions of the Labor Code specify the types of employment contracts which may be concluded with the employees. The employment contract may be concluded:

- probationary period,
- for an indefinite period,
- for a fixed term.

The employment contract shall indicate the parties to the contract, the type of contract, the date of its conclusion and the conditions of work and pay, in particular:

¹ Żukowski P. (2001), Podstawowe metody i techniki organizacji i zarządzania: style kierowania. Warszawa; Zieleniewski J. (1982), Organizacja zespołów ludzkich: wstęp do teorii organizacji i kierowania, Warszawa; 1982<http://mfiles.pl/pl/index.php/>

- type of work;
- the place where the work is performed;
- compensation for the work corresponding to the type of work, indicating the components of compensation;
- Length of working time;
- the date of commencement of work.

The employment contract shall be terminated:

- by agreement of the parties,
- at notice
- without notice,
- after the expiration of the period for which it was concluded,
- on the day of completion of the work, for the performance of which it was concluded.

The notice of termination of the employment contract should be made in writing.

The employer's statement of termination of employment contract for an indefinite period of time or termination of employment contract without notice should indicate the reason justifying the termination of employment contract and should include an instruction about the employee's right to appeal to the labor court².

Company structure and most typical roles and responsibilities

Organizational Structure – The way of formal organization of the company, a set of elements (organizational cells: positions, departments, parts separated by the company itself) and links between them (information flows, formal divisions of responsibilities, affiliations, etc.). The structure of an organization is a way to formally define the relationships and dependencies between its participants³.

² <https://poradnikprzedsiębiorcy.pl/-umowa-o-prace>

³ Jemielniak D., Latusek-Jurczak D. (2014). Klasyka teorii zarządzania. Ćwiczenia, przykłady, testy, s. 89.

Different types of organizational structures are distinguished using different criteria⁴ :

(a) basic types of organizational structures:

Divisional structure - belongs to the group of intermediate structures, which is due to the fact that in essence it is a hierarchical structure, but at the same time it is a step towards organic structures, which are characterized by greater flexibility and greater differentiation, appropriate to the conditions of the environment. By some authors, divisionalization is sometimes called federal decentralization.

The divisional structure is widely used in large economic organizations, mostly in multinationals, which is due to its many advantages. It brings decision-making centres closer to the places where problems to be solved arise. As a result, decisions are made faster, and good knowledge of the expectations of the immediate environment and the conditions, both external and internal, in which a particular segment of the organization operates facilitates making the right choices. It is also important to note that the considerable independence of the division's managers and their responsibility for the final results have a motivating effect, which triggers the motives of the challenges to be undertaken and the satisfaction of solving complex problems⁵. A divisional structure consists of smaller, more manageable units. They are overseen by a board of directors that "supports them with financial and legal services⁶" and "supervises, coordinates, and controls" them⁷ .

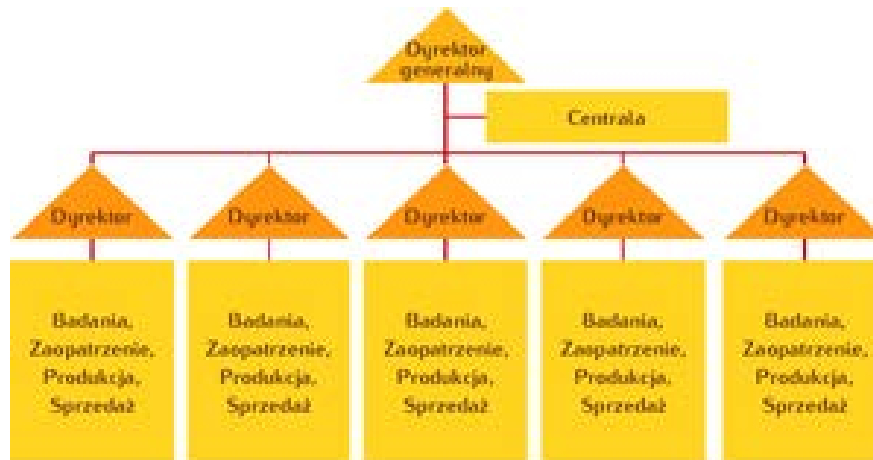
Figure 1. Example of divisional structure

⁴ Zakrzewska-Bielawska A. (red.) (2012). Podstawy zarządzania. Teoria i ćwiczenia , Warszawa.

⁵ Korzeniowski L.F.(2011), Podstawy zarządzania organizacjami, Warszawa, s. 176

⁶ Michalski E.(2013), Zarządzanie przedsiębiorstwem, Warszawa, s. 182.

⁷ Ibidem, s. 183.



Task (project) structure / work breakdown structure - is a hierarchical description of the activities and tasks required to complete the project. It usually consists of three levels:

- dividing the project into phases,
- division of phases into stages,
- division of stages into tasks.

The number of levels depends on the complexity of the project and the level of risk. In case of more difficult projects, usually a more detailed (having more levels) task structure is prepared.

It is also possible to prepare cascade structures, in which we distinguish main structure and detailed structures.

The task structure has four uses. It is:

- 1) thought process tool (planning and design) - helps the project manager and project team visualize how the work will be carried out and managed effectively,
- 2) architecture design tool (graphical illustration of the work in a project) - shows how the various parts are interrelated,
- 3) a planning tool - serves the project team as a detailed presentation of a set of tasks that must be performed to complete the project,

4) a tool for reporting on the project status (higher levels of activities result from activities at lower levels) - defining checkpoints against which the progress of work on the project will be reported⁸.

The work breakdown structure is the foundation of planning because it gives the team the information to:

- making a division of responsibilities,
- assigning tasks to specific resources,
- estimating time needed to complete individual tasks and the overall time horizon of the project,
- Developing a budget for the project,
- organising a monitoring system and creating a report on progress made and financial resources used,
- forecasting expenditures necessary to complete a project or milestone,
- identifying and analyzing problems related to the project plan.

Matrix structure - is counted as one of the forms of organizational structures of the enterprise. It is based on overlapping two criteria of integration. Functional departments are the basis for creating a matrix. After their determination, sets of groups are selected and superimposed on the prepared scheme. Depending on the profile of the company's activity, the key criterion for separating the aforementioned groups is a product or a temporary department dealing with a specific task.

The matrix structure is used when there is a need to implement certain special projects, which require the establishment of project teams. The members of these teams are employees of permanent organizational units.

The matrix structure can be used when the external environment of the enterprise exerts a strong pressure on it, for example, in the case of strong competition in the market. By taking comprehensive action of all the cells of the matrix structure, it is possible to quickly and effectively draw the attention of consumers to the goods produced by the company. Another application of this structure can be in the situation when countless amounts of data and

⁸ Golany B., Shtub A., (2001), Work Breakdown Structure, Israel Institute of Technology.

information are processed in the enterprise. The use of this structure greatly facilitates the division of responsibilities and coordination of tasks undertaken ⁹.

Figure 2. Matrix structure

⁹ Griffin R.W. (2017), Podstawy zarządzania organizacjami, Warszawa.



Hybrid (mixed) structure - in a broad sense, means the coexistence in one structure of features characteristic of various typical structural solutions, e.g. functioning of task forces next to the stable part of the functional structure or equipping the matrix structure with an independent functional organisational division, etc¹⁰.

There are many reasons for a company or other entity to consider a hybrid organizational structure. One is the ability to be flexible. While retaining the authoritarian elements found in a hierarchical structure, a hybrid would also allow different departments to enjoy greater authority and responsibility in particular areas. With this model, the company would be better equipped to recognize and act on opportunities more quickly, without having to wait for permission from those higher up in the company or organization. At the same time, the checks and balances put in place help ensure that no one department is able to take actions that will ultimately harm the interests of the rest of the company¹¹.

b) by span of leadership and number of management levels:

Flat structure - there are few levels of management in it, the span of management is large, and the organizational units are much more numerous than in the slender structure. The advantage of a flat structure is that employees are very independent. The disadvantage may be that an employee who is not properly prepared to make decisions may take actions that are not always in line with the objectives of the organization.

Slender structure - in it there are many levels of management, the span of management is small, the cells are small, but a large number of managers of different levels. The advantages of the slender strategy are: the possibility of precise and current control of the work of subordinates, including the direct influence of the manager on the employee. In this type of strategy, the employee also has ample opportunity for vertical advancement. The downsides are the long flow of information and the potential for distortion. This structure does not adapt quickly to changes, for example, in case of illness or

¹⁰ Nalepka A. (2001), Struktura organizacyjna, Kraków.

¹¹ <https://www.netinbag.com/pl/business/what-is-a-hybrid-organizational-structure.html>.

incompetence of one of the managers, there is a break in the chain and there are difficulties in adapting the organization to the new situation.

c) classic:

Linear structure - belongs to the classic structural solutions. In a linear structure, there are two types of positions: manager and worker. A manager can manage a certain number of workers. At higher levels, the manager manages lower level managers. Each worker in the organization has only one supervisor, thus reducing the possibility of conflicting orders. Vertical communication (boss-employees and vice versa) uses the so-called service route. The service route involves the transfer of information through all successive levels of management. Thus, if an employee wants to pass information to the company's director, this information will be previously received (and read out) by the employee's immediate superior.

Functional structure - functional blocks are created, marked by authority and responsibility for the results of their actions. Line units differ from functional ones in the integration of functions of object management, a set of powers and responsibilities. Functional structure implements the principle of separation and maintenance of functions among structural units, it is assumed that each line unit of a lower level is subordinated to several higher-level superiors, who carry out control functions.

Line - staff structure - allows to maintain the principle of one-person management (each employee has only one superior), but at the same time provides greater flexibility in adapting to changing business conditions. It also introduces an element of motivation for cooperation between all members of the organization. However, in the case of a developed line-staff structure, conflicts may arise between line and staff managers. The threat is greater when a hierarchy of staff is developed. Line managers must have at least enough knowledge to convey expert instructions to staff without distortion. This is because there is no way for an expert to communicate them directly¹².

d) modern:

Process structure - In a process structure, traditionally understood managers get rid of their operational duties of deciding who should do what and when, so they can focus on developing the company and supporting its employees.

¹² Nalepka A. (2001), Struktura organizacyjna, Kraków.

Supporting, not controlling. The process structure can exist alongside the hierarchical structure, however in turquoise organizations it completely replaces it.

Network structure - work in a network structure requires from managers "a high ability to synthesize dispersed information material" (how to share with others their expert knowledge, how to refresh and update it to shorten the duration of projects), the ability to create informal connections within the company, a high ability to control the flow of information within the organization, and the ability to create and watch over the boundaries of the activities of teams or individual employees¹³.

Virtual structure - network relations and possibility of quick communication between partners, enabled by communication and information networks, are very important. These networks are the basis of virtual organizations. The dynamics of the environment constantly puts new obstacles to organizations. They have to keep up with constant changes and assimilate innovative information technologies because of the rapid development of the IT market. In such an organization, it doesn't matter who and on what level in the hierarchy is located, all stakeholders are equal. The distribution of work and control of the course of a given order belongs to the company, which communicates with other stakeholders. As for the duration of the virtual organization's existence, it cannot be strictly defined. The organization will exist as much time as it will be necessary for the realization of the given order or undertaking, which is the reason for such a large variation.

Fractal structure - within the fractal organisation, few groups are established, which are involved in creating goals and directing which way individual units should act. Here we can distinguish two levels, because at the level of macro fractals managers deal with the organization of the whole enterprise, while at the level of micro fractals only a part of the group coordinates, and it is they who determine the ways of acting and solving problems of given networks. A characteristic feature is the self-reliance of fractal data, because although individuals are open to other groups, they use their own resources first before reaching for the resources of others. Teamwork is also important in a fractal organization.

e) in view of the division of tasks:

¹³ Sułkowski Ł. Sikorski Cz.(2014), Metody zarządzania kulturą organizacyjną, Warszawa s. 168.

U-type (unitary) structures - in this solution individual divisions are created in the functional department, e.g. human resources management, marketing, logistics, production. The uniformity of orders is maintained here. The coordinating function is usually performed by the general manager e.g. the general manager or a person appointed by him. Functional organization means above all a horizontal division of the integrated process into specialized operational units. These units are homogeneous, in scope of execution, in their skills.

In this structure, none of the functional divisions can exist independently. They must work together. Increasingly, however, organizations are interacting not with a division in their parent organization but with specialized functional separate organizations, e.g., legal services, financial management, recreation organization, medical services.

M-type (multidivisional) structure - is based on numerous independent units in interrelated areas within a broader organization. This is the opposite of the H-type structure. Here, some areas are extremely decentralized, down to the level of the operating unit, while others are at the level of the entire enterprise.

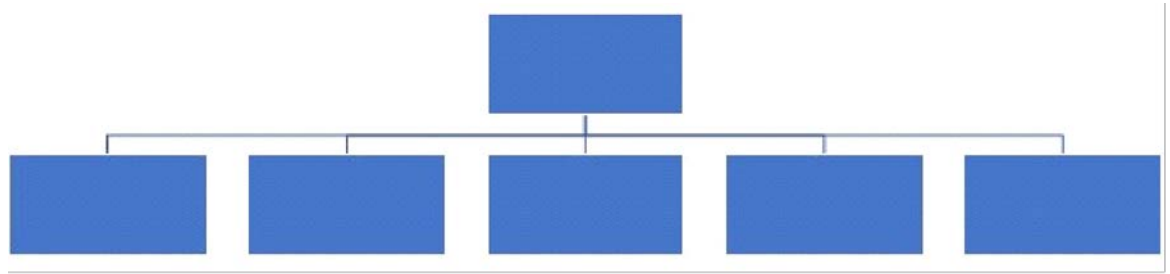
H-type structure (holding) - is based loosely on grouping jobs by product. Each organization or division in the organization is headed by a general manager. The general manager is evaluated for the economic performance of his subordinate organization and acts independently of the others. For example, one organization produces automobiles and another organization related to it is a bank, then it is a shipyard and so on.

f) because of the structural configuration:

Simple structure - is otherwise a linear structure

Figure 3. Linear structure





Machine bureaucracy - is based on the standardization of the work process. The tasks of employees are routine. Division of labor, formalization, specialization are far-reaching. Control is the obsession of such an organization. Examples of machine bureaucracy are: offices, corporations, fast-food.

Professional bureaucracy - is based on standardization of professional knowledge and skills. It is centralized, generally performs difficult tasks that require specialized skills. Executive employees have direct contact with clients. They often work independently (independently of other employees). Training and standardization of knowledge and culture of employees plays an important role. Examples include hospitals, universities¹⁴.

Divisional structure - belongs to the basic organizational structures.

Adhocracy - is an innovative, dynamic and creative work environment. Above all, the Adhocracy Culture promotes freedom and individual innovation. Employees are encouraged to experiment and offer new ideas, and leaders are seen as risk takers. Ultimately, the organization strives to grow and create new products. Their measure of success is whether they can anticipate market needs and develop new solutions to meet that demand.

- mission structure
- political structure.

Additional information

Glossary

Organizational structure - the way of formal organization - a set of elements (organizational units (departments or other separated parts) within the organization) and links between them (information flows, formal division of responsibilities, affiliations, etc).

¹⁴ Jemielniak D., Łatusek D. (2005), Zarządzanie – teoria i praktyka od podstaw, Warszawa, s. 95.

Employment contract - a legal act consisting in the submission of unanimous declarations of will by the employee and the employer, in which the employee undertakes to personally perform work for the employer under his direction and at the place and time specified by him, and the employer to pay the agreed remuneration.

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