

# CONTEMPORARY PORTRAIT OF THE MANAGER IN THE CONTEXT OF MANAGING THE QUALITY IN THE ENTERPRISE

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## Abstract

Contemporary manager, standing in the face of dynamic social and economic transformations, has to be characterized by not only determined leadership qualities, but he should also have the knowledge and abilities of motivating of different workers. The need of professional improving is an indispensable element of improving the continuous operation as part of managing with quality. In this field, extremely automatic motivation is also an important problem, which is contributing the essential contribution to creating and the realization of the politics of the quality in the enterprise.

**Key words:** manager, total quality management, automatic motivation.

## 1. Introduction

In the opinion of many owners of enterprises, a manager is a person, who isn't specializing around one whether of a few fields, however has the vague notion about business activity and, most importantly, is able to control the whole of occurring inside business data processes. The model of the contemporary manager is worked out by opinions of people, which aren't managers. What's more, often managers are perceived as the ones, which don't have a lot common to the expertise and the learning. The manager often builds his good brand on the way of behaving, impeccable manners, the ability of winning to oneself allies, from which to a considerable degree being doing well its decision depends on the support. The manager, apart from the ability of good presenting the product still has a few important features, like the ability of winning to oneself people, the professional business thinking and showing benefits to the future purchaser of the product.

However, the engineer will always concentrate on technical possibilities of the given answer, in which not always ordinary users are interested. In this case, managers will be offering help in order to postpone the technical thinking of the engineer to more intelligible language to ordinary users.

A manager is a person, who should shapes business processes, the company policy and thanks to his/her abilities have the very wide comprehensive look at the business. The employer, who employs the manager, should not surrender to stereotypes, which are saying that who is specializing in everything the one is specializing in nothing. This incorrect reasoning is, because that like a boor been characteristic "specialist from everything" is usually a specialist in the arts, a man, which thanks of the knowledge - even not necessarily deepened - from many fields is able to break stereotypes and to cross borders of the polite thinking. Such a manager also has the ability of the interpersonal communication as well as he is able to think strategically. The A also has the priceless ability of the constant learning.

## 2. Abilities of the modern manager

Managers always play the greatest role in creating the success of the enterprise. It is they are making his stores productive, are implementing different changes (innovations) and are exploiting them as the instrument of more effective action and achieving the popularity on the market. In quest comprehending meaning: manager, it is possible to quote the definition of the word manager, which the lexicon of the business is announcing according to which the manager is it is an employed person on a managerial position, having the many-sided

knowledge and essential abilities for driving people and managing with organizations in conditions of the uncertainty and the constant of surrounding the changeability. The perfect manager should: to be effective, that is enterprising, innovative, to be characterized by a smartness and an openness of the mind, fast adapting oneself to changes, making a decision, to have leadership qualities and the ability to understand different and of cooperating in aspiring at established targets.

HR specialists, working in acting companies in Poland, think that their image of the perfect manager is running away from reality. Yet think that the managing staff of their companies is effective. TNS OBOP carried for the NAJ International freelancing (recruitment company) and of Forbes representing deepened interviews with 50 HR experts the largest acting in Poland companies [1, pp. 7]. Respondents showed that meaning of soft abilities grew in managing. Characteristics of the perfect candidate for the highest posts in the company are a charisma, negotiating, leadership abilities, managing the time and the propriety. A young age isn't an advantage. Because older persons are perceived as persons with experience, seen emotionally and balanced. They belong to basic abilities of the manager:

- ability for changes, connected with the ability of surrounding fast changing reacting to needs,
- openness,
- ability of the learning from different and of adapting their solutions to the situation, in which business data are,
- “ghost of creating business” [2, pp. 191 – 199],
- having high intellectual qualifications.

Because of the role, which people are playing in the organization, the professional manager should can this way have an influence on his workers so that they behave according to his expectations and contributed to the realization of aims of the organization [3, pp. 77]. Wanting effectively to have an influence on partners the modern manager must treat everyone individually, to recognize need and desire and to aspire to fulfilling them and increasing the step of satisfying the worker of its work.

Managers should constantly stimulate workers for the creative cooperation at solving a problem: to help them demonstrate the activity, to provide with the psychological freedom of action and to justify steels for the refinement of the work. Well motivated worker will be contributing to the realization of purposes of organization, to its success, however its activity must be subordinate to a constant for the control and the assessment in order not to let get to employing lowering the level and the effectiveness of the worker.

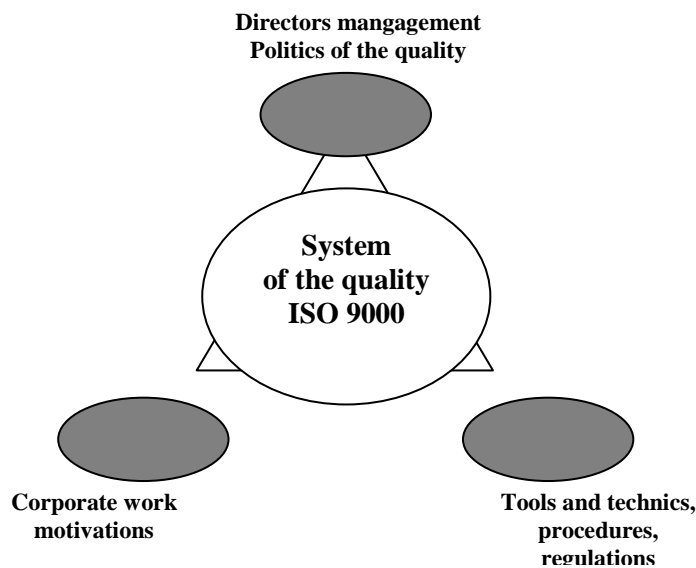
### **3. Total quality management and motivation**

It is possible to recognize comprehensive managing the TQM as the conception of managing the organization, which thanks to involving all its members in the process of the improvement in the quality of provided services and of one's activity, and thanks to appropriate establishing aims of the organization, is also aspiring to fulfilling of needs and expectations of the customer.

Before it will be possible to satisfy outside customers, it is necessary however at first to remove certain obstacles, which internal customers come across (i.e. for worker) and to create producing by conditions essential for them and delivering to the quality. Fear is one of obstacles, which one should remove from the organization and a training and professional improving are an example of creating appropriate conditions. Positive motivation of workers must be an element of the atmosphere in the organization, which will encourage them being best. Moreover workers must know what outside and different internal customers want or they

expect them. Only administering such an information will be able to begin streamlining processes, what is the first step for becoming the organization TQM.

TQM is comprehensive philosophy, in which needs and purposes of the company are inherent and a constant improvement in the quality which is only possible then is taking place, when people still are seeking disagreements, they are dissatisfied with the existing state and they are quite motivated in order to change this state. TQM can be applied alone, without introducing the system qualities of norms. It is possible also to implement the ISO system implementing own techniques and methods. However one should remember, that implementation both of system of the quality according to ISO 9000:2000 norms as well as the TQM system it is only then possible when actual, full employing the highest management follows.



*Fig. 1. Place of motivation in the TQM model.*

*Source: System of managing the quality in organizations of surrounding the business, Poland the Agency of the Development of the Enterprise, Warsaw 2005*

TQM is a way of managing, being aimed at an improvement effectiveness, elasticities and competitiveness of being a business person as wholes. That idea of the comprehensiveness concerns employing workers of the organization, a new way of thinking and the new corporate culture. The social authority is very important here, on account of the very important role of workers in achieving the select in the company. Independently of the structure of the organization and the profile its activities, the contemporary manager should remember that providing with appropriate relations in the company is contributing of achieving established purposes, but first of all achieving the high of the quality. Therefore, motivation is an important aspect at the refinement, because he has the influence on the final effect, i.e. the product.

#### **4. Motivation as the source of the improvement in the quality of the work**

The implementation and the realization of assumptions require the comprehensive program of managing the quality from the manager of taking up work above motivation of entire crew of the enterprise for the work.

For Kohn Alfie, outstanding American occupational psychologist, to the question possibly best to motivate people to the work, is answering: at first it is necessary to stop dejustifying them. It counted among demotivating authorities: awards and punishments,

productivity bonuses, the lack of clear purposes and criteria of the assessment of achieving them, organising the rivalry and rankings. According to the opinion of Fredrick Herzberga, next outstanding American psychologist: a productivity is missing, commitments and responsibilities are a natural and healthy reaction to making the absurd work.

And so providing with appropriate working conditions, which will enable workers to make is setting the manager of valuable work. With Yoshido Kondo sentence [4, pp. 21] in order to organize the correct operating environment for the worker, one should first of all remove authorities receiving satisfaction from the work from this environment (Eng. dissatisfiers), and next to build factors guaranteeing satisfaction in (Eng. satisfiers). He ranked satisfaction from the work among receiving authorities among others: too low salary with respect to necessities of life or to the own assessment of the worker, his value on the labour market, bad living conditions (the noise, the temperature, the damp, threatening with the case) and the vague purpose of the work carried out and vague criteria of its assessment. However authorities building satisfaction up best were described in the so-called principle of three W (in the English this principle is called Three C - Cooperation, Content, Choice): the cooperation, value, choice.

However few managers realize the fact that a rivalry is an essential threat to the cooperation. One should and so disqualify the source for rivalries creating sources of the cooperation at the same time, through:

- making comparisons impossible between oneself by workers, of teams, departments,
- of closing down the productivity bonus.

They are sources of the cooperation: trainings, the confidence, the fast flow of the reliable and up-to-date information, the care of the versatility of the worker (the permanent training and the rotation on positions). The worker must know value and the purpose of the work carried out by oneself.

To immaterial authorities raising the level of motivation are being done of baulk different:

- possibility of the promotion, improving and creating the own development,
- good physical conditions of the work and the pleasant environment, - rock bottom of the stress,
- good interpersonal contacts with partners and superiors,
- transparent rules of the work, its control and assessments, - good communication, - prestige of the company,
- the stabilization and the security of employment, - work guaranteeing the sufficiency of the time for the private life.

Competent motivating is a foundation of competent motivating workers of oneself, of what a success of the own work is an effect and of the entire team. At determining the own incentive system knowing an own system of values, individual needs is a point of departure of the realization and achieving success, but next adapting methods and the style of work to own possibilities.

Having the system worked out of automatic motivation the manager can proceed to justify the crew enterprises. One should underline, around there are no one universal incentive system, which would be right for all people and business situations. Therefore, into finding the purpose there to be left of appropriate elements of such an incentive system, which would have with component of comprehensive managing the quality, requires analysing needs and expectations of not only customers from the manager, but above all of workers. It is involving the search motivators for determined workers' groups. Carrying out the questionnaire form enabling to give its opinion in individual issues amongst workers can facilitate finding

appropriate motivators for the manager. Creating the incentive system would be an optimal solution taking into consideration both general factors justifying the entire workers' group and individual factors raising the effectiveness of the work of every worker individually. Effective implementing such a system undoubtedly is involving employing large amounts of the time by the manager and devoting of greater attention for personal matters.

Meaning incentive systems, we often think about the incentive system of punishments and awards however, which a lot of controversy he is arousing, because it is both positive and negative. Worker, knowing that he/she is working to the purpose of reaching the award, is encouraging oneself to get it. Unfortunately after performing the task and receiving of the award it in the scope of supporting described by the activity qualities of the work is plummeting. The aspiration to getting an award became only a momentary incentive inducing the individual to action. When from here he results, the above system of motivation isn't bringing the long-term mobilization, raising the permanent effectiveness effect of work. Similarly the thing is had with the system of punishments, because the initiative of the worker is being taken under pressure, to the purpose of escaping punishment. Entrusted the entire process of the realization of tasks negative emotions, lowering the self-assessment are accompanying what he can in consequence lead to a fall in activity and give for the passivity and the complete resignation.

Peculiar with form of motivation, undoubtedly influencing the quality of the work, there is a justification for achievements, at bases which the aspiration is suiting for achieving standards of the excellence. The motivated worker is aspiring for minimizing the divergence between the current state and the standard of excellence. This kind of motivation manifests itself in expressing desire for making something better than different, of orientation on achieving success, carrying support activities out, correction of all deviations in action, expecting possible failures or also solving a problem in the moment of their appearance. Persons, which are feeling in this way motivated, these are workers, of which aims will involve closely with aims of the organization. They are identifying themselves with a company and they are aspiring for reaching it success. In this case, a stream of ambitious objectives is a base of motivating and involving workers in works going beyond the standard area of their action so that they become the part of entire organization so that feel with it tied. The described system of motivation can be an excellent component of comprehensive managing the quality in the enterprise, because it is based on a principle of constant improving of the organization at all areas.

## 5. Summary

The contemporary manager should fully be convinced that his workers are motivated of tasks for the realization entrusted, and moreover are aspiring to effective of carrying them out with full conviction about the own effectiveness and the sense of the operation.

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