

The role of a manager in shaping behavioural cultural competitive advantage of the enterprises

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Abstract

Competitiveness is of indisputable importance in the development of the enterprise (organization) in the market economy. It is a source of competitive advantage, which is the result of the activity of an economic operator on the market. The aim of this article is to present the essence and structure of the concept of Managerial Behavioural Cultural Competitive Advantage of Enterprises. It emerged on the basis of the method of interpretation and scientific reflection of the author based on the study of literature.

The following theses were formulated there: (i) structure and functioning of Managerial Behavioural Cultural Competitive Advantage of Enterprises are based on the determinants (conditioning factors) and component factors of competitiveness and (ii) the model of Managerial Behavioural Cultural Competitive Advantage of Enterprises is of bi-directional nature, which is internal-external and external-internal.

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Introduction

Competitive advantage is the result of the efforts of the companies for the benefits from the market. But before the economic operator gains the advantage, it must possess the competitiveness, where the major role is played by the human resource (personnel), in case of which managerial staff (executive staff) occupies an important place. The manager and the competitive advantage are links functioning inseparably in the enterprise. One of the adhesives connecting manager with a competitive advantage is *the quality of work*.

The managers and the enterprises are characterized, inter alia, by: the demeanour (behaviour) and culture (Sulkowski, 2012). The behaviour has a managerial (human) reference and a reference to the enterprise (organization). Similarly, culture also has managerial reference (personal culture of managers) and reference the company (organizational culture of enterprises). Behaviourism and culture – for managers and business – create certain conditions for various activities. They are the components of the company's areas (e.g. competitiveness, competitive advantage).

A constituent, as one of many, and the conditions in which the competitive advantage was created, gave rise to specify twofold factors, which means *determinants* (conditioning factors) and *the constituent factors* of competitiveness and competitive advantage. Skilful combination in the scientific analysis of a manager with behaviour, culture, competitiveness and competitive advantage of the enterprises gives a picture of Managerial Behavioural Cultural Competitive Advantage of Enterprises.

The aim of the study is to indicate the essence and structure of the concept of Managerial Behavioural Cultural Competitive Advantage of Enterprises.

The first thesis is: Structure and functioning of Managerial Behavioural Cultural Competitive Advantage of Enterprises is based on determinants (conditioning factors) and constituent factors of competitiveness.

The second thesis claims that: Model of Managerial Behavioural Cultural Competitive Advantage of Enterprises is of bi-directional nature, which is internal-external and external-internal.

The importance of the presented concept is due to the fact that the managers are the basis for decision-making processes in the enterprise. One of the areas of decision-making managers in the business entity are: competitiveness and competitive advantage. It is the managers who through their decision-making influence shape the competitiveness and competitive advantage. The presented concept of competitive advantage based on managers, behaviour and culture provides a basis for strategic development of the economic operator. Each enterprise which wants to develop must take a long-term view.

Application of the concept is done by qualitative managers² who can think analytically and synthetically, treat the internal and external environment inclusively. For qualitative managers the competitiveness and competitive advantage is a natural source of development of an enterprise and themselves.

This study is based on the interpretation method and scientific reflection of the author on the basis of the study of literature.

1. Manager in an enterprise – general look

A manager is a person who realizes the process of management, who has the consciousness that he comes from the people and is for the people, who has an appropriate knowledge, skills, predispositions and wanted personality and experience in managing working groups and in organizations' management in the conditions of uncertainty and constant volatility of the environment. Each organization requires efficient and effective managers whose activity brings the organization to achieve the intended purpose. A manager is a person who is the creator of the success. It is a person who is capable of sacrificing personal interests for the good of others. A manager must remember that for the organization profit is worthless if a team member has been hurt from his perspective within the unit. A manager is a person who is capable of reconciling and striking a balance between humanist (Kociatkiewicz & Kostera, 2013) and economic management (individual – money).

In the literature on the subject a lot of space has been devoted to defining the professional role of a manager in an organization (Wachowiak, 2001, p. 33; Koźmiński & Piotrowski, 1996, p. 142; Kubik, 2005, pp. 138–139), however, it is difficult to unanimously define the concept of a “manager.” In the literature on economic theory or theories of organization and management one can come across a lot of studies on the essence of the concept of “manager.” It can be deduced from the understanding of the term of “management” (influence) that a manager is a person whose task is to manage other people, to affect other people. Drucker (1994, pp. 29–31), an outstanding representative of management in the world claims that a manager is each white collar worker, who by virtue of his position or knowledge is responsible for the work physically affecting the ability of the organization to achievements. According to Drucker, a manager's tasks cannot be limited only to being responsible for other people's work, because the main responsibility of a manager heads up: he is liable to the enterprise, which he is an organ of. His relationship

² Qualitative manager – decision maker in an organization, who is capable of more than a few quantitative managers put together. Above all, they are characterized by various soft features, such as: creativity, openness, intuition, interpretation, consciousness of permanent changes, dedication to the organization, etc.

with his supervisor and co-managers are equally important for his achievements as relations with subordinates and accountability to them (Drucker, 1994).

An attempt to characterize the term “manager” – both in relation to the role and to the required features of the chief – was also made by Mintzberg. He analyses the essence of managerial work. It shows, as shown by, among others, Piotr and Paszke (1995) and Listwan (1995), that:

- managerial work does not have a clearly defined beginning and end,
- this work is poorly structured,
- the managers perform a wide variety of activities,
- the managers prefer short, current activities,
- they communicate by talking (on the phone, during the meetings),
- many activities of a manager are inspired by others.

In determining the general position of a manager, usually at least three groups of managers are distinguished (Penc, 2000; Jarmołowicz, 2001). Taking the place of manager in the hierarchy of enterprise management as the criterion of differentiation, mainly the managers at the following levels are listed:

- top management (the highest level),
- middle management (the middle ranking),
- junior management, first-line management (immediate level, first line).

Griffin (2000) indicates the characteristic features of these particular groups, which are:

- Managers of the highest level are a relatively small group of executives. These are, among others, persons occupying positions of presidents, vice presidents, CEOs. They determine the objectives of the organization, its general strategy, also the operational policy. Also, they bear the responsibility for the overall management of the organization and represent the organization in external relations.
- Managers of the middle level are the largest group among the total number of persons belonging to executives. For example, people occupying the position of workplace managers, heads of departments and heads of teams can be mentioned here. They are responsible for the implementation of policy and plans developed by the management at the highest level and for supervising and coordinating the activities of lower-level managers. The task of middle managers is, therefore, to control the measures leading to the implementation of the current policy of the company.
- Managers of the lowest level, who supervise and coordinate the activities of executive employees. They are defined as supervision employee. For example, a foreman, a master or even an office manager may be included in this group. These positions are the first positions of managerial employees promoted from the ranks of executive staff.

A manager should do his/her best, so that his subordinates have the clarity of objectives and implementation of the tasks assigned and possibly would participate in their determination. The task of a manager is to create such conditions so that there was compliance or a high correlation of purposes of individual employees with the objectives of the institution (consistency purposes). It takes place in an organization when the more labour productivity grows and productivity and profitability improves, the more the satisfaction of employees' needs improves. Managers trying to increase the attractiveness of products (manufactured goods and services provided) should, first of all, accept tactics of customer orientation, pay attention to their basic needs, desires, wishes and expectations. Customer orientation must be the basis of formulating the strategy of an institution, its organizational structure, processes and procedures, as well as shaping and using knowledge – resource of news and skills and experience of enterprising managers, as well as of developing the system of employee motivation (Stoner, Freeman, & Gilbert, 2001; Koźmiński & Piotrowski, 2006; Żukowski, 2006). An essential attribute of a manager in the implementation of management process of and enterprise (organization) is having the skills.

One of the earlier typologies of leadership skills (managerial) is Katz's division (1955, pp. 33–42; 1974, pp. 90–102). He distinguished *managerial, technical, social and conceptual skills*. The role and importance of separate groups of managerial skills are different, dependent on hierarchical level of management. For example, technical skills are indispensable in solving specific operational tasks or staff training; they are required from the first line managers (technical level of management). Social skills (interpersonal) are important in shaping appropriate relations between the manager and the subordinates, customers and other partners of the institution. These skills should be especially owned by the managers of the middle organizational level of management. At the hierarchically highest level of management (strategic) conceptual skills are most important, they are essential in the process of planning, organizing activities, motivating employees and creative problem solving, as well as in a perspective time horizon, and also in making and maintaining various relations with the surroundings – society (Żukowski, 1989; Rakowska & Sitko-Lutek, 2000; Kuc, 2004).

Managerial skills are most importantly connected with the implementation of all the measures taken by the managers, such as, inter alia: *professional skills* or *social skills*. Professional skills are connected with the qualifications which are required from the managers holding managerial positions at various management levels and with their constant development and improvement. Whereas social skills of a manager are related to the search and choice of people, in particular for managerial positions and to the shaping of interpersonal relations.

The ability to manage diversity, which means conscious use of diverse potential of the workers in the enterprise by the managers may also be counted as the managerial skills. Diversity is reflected by the following words: What is other, different,

various, is human.³ In the diversity, the managers must be capable of looking for the positive benefits for the organization, positive potential of the organization.

A skill which should also be possessed by the managers is the *behavioural skill*, which is an interpretation of employees' behaviours, drawing conclusions from other people's conducts, prying new solutions through human behaviour (listening to and understanding others). In this skill the employees' behaviour becomes the central point, the main source of numerous inspirations and initiatives in an organization.

The attention to the importance of managers' innate abilities and acquired leadership skills was paid by Taylor, who separated managerial skills from technical skills (Jędrzejczyk, 2013, pp. 113–118). He noticed that with increasing levels of management in an organization increases the importance of leadership skills. Since the time of Fayola's research, managerial skills of efficient and effective managers are systematically analysed and evaluated, which contributed to the emergence of numerous typologies.

Cameron and Whetten's study (1983, pp. 269–299) had a serious impact on the concretization of managerial skills. They distinguished nine key managerial skills and grouped them into two categories: *personal skills* (improvement of self-awareness, stress management, creative problem solving) and *interpersonal skills* (the establishment of supporting communication, the acquisition of knowledge and influence, conflict management, effective delegating, motivating others, group decision making) (Rakowska & Sitko-Lutek, 2000).

Every manager should know how to system think (have the ability of system thinking), which means to see the connections between the individual elements of the system, to see operational and conceptual dependencies in the time frame. It refers to being able to think and solve problems in a variety which creates organizational reality. He should have the ability to synthesize information of both strategic and operational importance, to combine analytical skills with their own intuition and experience and to balance private interests and the common good.

An important skill of a manager is the ability to operate in multicultural surroundings – the knowledge of all the diversity of forms of culture and of foreign languages is very helpful here. Another essential skill of a manager is the ability to acquire and use knowledge. Knowledge (Jedynak, 2010; Lipińska, 2015) which is used by an enterprise while managing its operations is contained both in the minds of employees (managers, specialists etc.) and in databases, documents, laboratories, processes and technical systems. The research carried out in over 700 American companies show that the sources of knowledge used in company management include: employees' minds (42%), paper documents (26%), electronic documents (20%), computer databases (12%). The company shares knowledge (Szwajca, 2010, pp. 91–113; Romanowska, 2001, pp. 302–313).

³ The author of these words is the author of the following study.

It should be emphasized that the knowledge coming from the employees' minds is soft knowledge which gives the beginning to any action taking place inside and outside the company. Combining different areas into one coherent whole in the economic operator and beyond is due to the minds of employees (managerial staff).

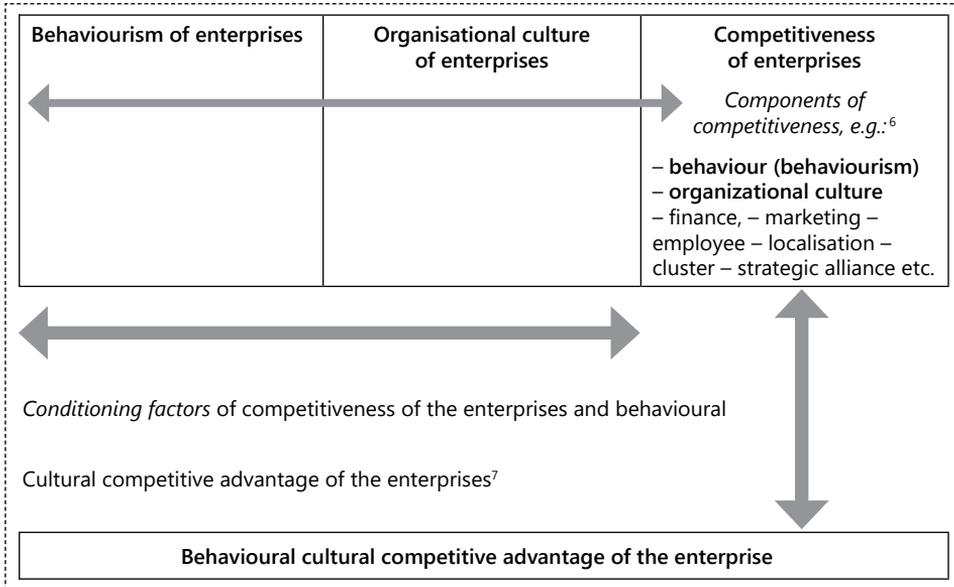
2. Behavioural Cultural Competitive Advantage of an Enterprise – conditioning factors and component factors. Model approach

The behaviour is a common domain of humans, animals, organizations, including, for example, enterprises. In the broad sense of the word, the behaviour depends from many aspects, such as: *urges, needs, cognitive processes, adaptation of the organism to conditions in order to survive*. In case of organizations – including enterprises – behaviour manifests itself in the form of a rush to development by being innovative, entrepreneurial or competitive. The company performs cognitive processes in the form of recognition (identification) of different customer groups, including attracting new and maintaining existing customers and establishing cooperation with competitors, etc. The company also seeks to adapt to certain conditions in order to survive on the market.⁴ Economic operator – just like live organisms – fully uses various aspects behaviourism in order to survive. In case of the enterprises one may talk of enterprises' behaviourism (enterprises' behaviour). This behaviour may be considered, inter alia, on the example of competitiveness and competitive advantage as inherent elements of enterprise's development.⁵ Some of the important components and conditioning factors (determining) the competitiveness and competitive advantage of an economic operator are, inter alia: *behaviourism* and *organizational culture*. The analysis of competitiveness and competitive advantage through the prism of behaviourism and organizational culture gives rise to *Behavioural Cultural Competitive Advantage* (in Figure 1 an original model of Behavioural Cultural Competitive Advantage of an Enterprise was presented – model of BCCA).⁶

Behavioural Cultural Competitive Advantage of an Enterprise is a detailed, specialized form of the competitive advantage. That character of it can be classified as soft competitive advantage.

⁴ *An enterprise* in one of many metaphors is seen as an *organism*. The metaphor *enterprise – organism* fully explains the essence of the conduct of an enterprise. Morgan (2005, pp. 41–84), Hatch (2002, p. 68).

⁵ It should be noted that competitive advantage results from the competitiveness, where some factors dominate others, which means they behave differently.



Legend:

- vertical bi-directional arrow – represents bidirectional analysis of the model,
- thin horizontal bi-directional arrow in the table – represents relationship, the interconnection, interoperability, bi-direction,
- thick horizontal bi-directional arrow beneath the table – represents the conditioning factors.

Figure 1. *Model of Behavioural Cultural Competitive Advantage of an Enterprise (BCCA model).*

Source: based on: Leśniewski, 2015a; Leśniewski, 2015b.

The model in Figure 1 is based on *the rule of bi-directional analysis*. The rule of the first direction of the analysis: behaviourism of the enterprises shapes the organizational culture of the enterprises and competitiveness, which in turn has influence on shaping Behavioural Cultural Competitive Advantage of the Enterprises. The rule of the second direction of the analysis: Behavioural Cultural Competitive Advantage of the Enterprises shapes the competitiveness, organizational cul-

⁶ These are the component factors of the competitiveness. They are considered and analyzed in terms of volume and enumerative grasp. The character of competitiveness seen through the prism of component factors is based only on possessing the enumerated factors by an enterprise (enumerating factors of competitiveness) – component approach (enumerative) of enterprise's competitiveness.

⁷ Conditioning factors (determining) are considered and analyzed in terms of quality – approach conditioning competitiveness. These factors create particular conditions to activate other factors of competitiveness thanks to which the operator achieves competitive advantage.

ture and behaviourism of the enterprises.⁸ The model is of system, synergistic and complementary nature, which means it creates a system integrated into an enterprise, as well as it is a system for competitive advantage (system of an enterprise, system of competitive advantage, which means a system of competitive advantage of an enterprise). The components of this advantage cooperate, coexist and complement one another, in order to achieve the positive synergistic effect⁹ and to represent the strength of the company in the environment where it functions.

The described model of BCCAE states two views, which are: Behavioural Cultural Competitive Advantage of the Enterprises is the behaviour and organizational culture which are component factors of competitiveness, which are of decisive importance in achieving by economic operator the competitive advantage and Behavioural Cultural Competitive Advantage of the Enterprises means that the behaviour and organizational culture are factors which determine the activation of other factors of competitiveness thanks to which an economic operator achieves competitive advantage.¹⁰

The extraction of component and conditioning factors enabled the division of competitiveness and competitive advantage into: *quantitative competitiveness and competitive advantage* and *qualitative competitiveness and competitive advantage*.

The issue of competitive advantage belong to the area of strategic management of an enterprise. *Soft competitive advantage*, which the *behavioural cultural competitive advantage* is, is an area of soft strategic management set in the main component of management soft of an enterprise, therefore one can talk of *soft competitiveness* and *soft competitive advantage* (Leśniewski, 2015a).

⁸ The dual direction of the analysis of the competitive advantage may be compared, inter alia, to the directions of the SWOT analysis, which means starting with internal factors and ending with external factors, and vice versa.

⁹ In the literature of the subject one may come across two forms of notation, which mean *positive synergistic effect* and *positive effect of synergy*. It should be kept in mind, that both theory and practice of the enterprises indicate the existence not only of the positive synergistic effect, but also of negative synergistic effect resulting in the entropy of an enterprise.

¹⁰ *Behaviourism and organizational culture are the component factors* of competitiveness of the enterprises and *behaviourism and organizational culture are conditioning factors* (creating the conditions) causing the activation of other factors of competitiveness (e.g. finance, marketing etc.) thanks to which an economic operator achieves competitive advantage. In this paper, the author presents two views on Behavioural Cultural Competitive Advantage of the Enterprises which are important insights to this form of competitive advantage.

3. A manager in Behavioural Cultural Competitive Advantage of the Enterprises – model approach

The importance of a manager in every organization, including an enterprise, is unquestionable. He contributes to the achievement of competitive advantage by an enterprise.¹¹ The basic instruments of stimulating the behavioural cultural competitive advantage of the enterprise by a manager are, inter alia: *decision making, competency, intuition, trust*. These are the elements, where the enterprise is targeted to the behavioural cultural competitive advantage by a manager.

One of the essential skills of a manager, which are important from the point of view of creating behavioural cultural competitive advantage, is the ability to make decisions. The conditions, in which the economic operator works, cause the emergence of many problems, which the manager should be able to solve. He must ensure the implementation of all the tasks necessary to achieve the objectives, take advantage of existing opportunities of development of the company and provide the satisfaction of the employees' needs at a possibly relatively high level. A decision problem must be understood the divergence of the existing state from desired state. The solution of a decision-making problem lies in the answer to question how to proceed in order to compensate for the difference between the existing and desired state.

Decision-making (Budzanowska-Drzewiecka, 2011) is a process of a chain of events leading to a final settlement. The most important elements of a decision include (Zbyt, 1993):

- the subject of a decision,
- the aim of a decision,
- decision problem,
- freedom and free will,
- choice,
- responsibility,
- environment.

Decision-making by a manager begins with the moment of determining a, so called, decision situation, which is a situation requiring a settlement, a change, an improvement, and it ends in the moment of ordering a decision to the implemen-

¹¹ It should be remembered that the competitive advantage also depends from the market conditions (conditioning), which are an aspect of external surroundings. In this study the author concentrated on the manager as a creator of Behavioural Cultural Competitive Advantage of the Enterprises. A manager is seen as a source which gives a start, a manager and his perspective in the enterprise. Market is seen as an external conditioning factor, which may be a subject of other study on Behavioural Cultural Competitive Advantage of the Enterprises.

tation. A manager should strive to make the decisions made rational and possible to implement.

A manager makes strategic and operational decisions, which are characterized by a little known and not very stable structure (taken in conditions of uncertainty). A manager may make decision individually and/or include his subordinates (group decisions). A manager makes decisions individually when he participated in the whole decision process on his own (he/she recognized, designed and chose the best solution). Group decisions are characterized by the fact that at least two people participate in the whole decision process. Individual decisions should be taken in situation when there is no time to make a group decision. They should also refer to the problems particularly important to the functioning of the enterprises e.g.: establishing work regulations.

A manager should try to make group decisions because of the fact that a group has a greater amount of information, because its every participant has a certain information resource arising from his qualifications and experience. A drawback of a group decision-making is the fact that it is time-consuming and hence the necessity to incur higher costs. A phenomenon of risk shifting in a group can be observed in group decision-making. It means that the group takes riskier decisions than individual members of the group would take.

A manager who wants to create Behavioural Cultural Competitive Advantage for an enterprise must make strategic decision, because this kind of competitive advantage requires extended time distance because of the softness of the factors that create it.

Behavioural Cultural Competitive Advantage is also created with the participation of competence. The term *competence* owns its popularity to searching for new solutions in conjunction with the growing competition resulting from the integration and globalization processes or with treating knowledge and information as a potential enabling effective competition in various market segments. The result of the search was the creation of a management concept based on the competence. Contemporary business attach bigger and bigger importance to the roles which are played by human resources which means their individual skills, abilities to react to changes, will and capability to raise qualifications, etc. What is more, the ability of managers usually are not exclusively related to occupied managerial position. Competence can be defined as a conscious seeking and generating new solutions and creating for them conditions for implementation and functioning of the organization.¹²

Theorists and practitioners of management attach great importance to identifying these factors, possession of which is related to the potential success of the employee in the company, i.e. the competence. The concept of competence was grad-

¹² An example is The Behavioural Cultural Competitive Advantage, which is a new solution in case of competitive advantage and there must be the conditions to generate it created in an enterprise.

ually expanded with *knowledge, capacity*, thereby forming primary, but not the only components of *competence* – significant features of the organization for their survival and development. A starting point which integrates management competencies, from the organization's point of view, are the sets (models, profiles) of competence necessary to carry out work, which are in so called *possession* of each employee. The sets of competence should be appropriately identified, rewarded and developed according to adopted strategy of an organization.

According to Thierry, Monod and Sauret (1994, p. 51) competence is the ability of an employee to act in order to attain the intended purpose in the given conditions by means of specific measures; according to the authors competence is also general knowledge, skills, attitudes, experience and readiness of an employee to act in certain circumstances, including the ability to adapt to changes in these conditions. Levy-Leboyer (1997, pp. 44–45) claims that competences are a set of behaviours that certain persons master better than others, which causes the fact that in a given situation they operate more smoothly and efficiently, and Poczowski (2003, p. 32) believes that competence include the whole of relatively stable characteristics of a human being forming a cause-effect relation with achieved by him high or above-average effects work, which have a universal dimension.

An important task of an organization is the improvement of competence, understood as experience and knowledge used at a workplace, predisposition to teamwork, specific skills required in the workplace and personal culture. The appropriate structure of the competence of the organization results from a diagnosis of employment, which includes the assessment of congruence of competence to the requirements of various kinds of work. These considerations suggest that there are specific sets of features, knowledge and abilities, which enable to lead the subordinates in a given situation. In the literature of subject, such set is referred to as the competence (Maxwell, 1995; Nosal, 1997; Pietrusiński, 1994; Szulc & Majewski, 2002).

The process of development in reference to managerial staff continues throughout the whole period of the managerial career, wherein the individual components of competence are developed to a different extent. In the process of competence development, the experience and knowledge complement each other. However, it should be noted that the experience may also have negative influence on competence, especially when one develops bad habits in the process of management. The reasons for the competence development of managerial staff may be (Tyńska, 2010, pp. 486–498):

- external, resulting from the purposes of an economic operator, adapting to the external and internal surroundings; it forces a modification of duties and powers, thereby the change of requirements desired on managerial positions,
- internal, resulting from personal motives – the need of achievements, aspirations, affiliation, interests, awareness of the need of self-improvement etc.

Desirable but difficult to achieve is for the external causes to be consistent with internal reasons, so that the aim of the activity of a changing economic operator is consistent with the development objectives of the managerial staff.

The intuition plays an important part in the creation of Behavioural Cultural Competitive Advantage of the Enterprises (Jędrzejczyk, 2013). According to Drabarek (1999), *intuition* is an ambiguous concept, thanks to which we can create new knowledge which is absent in a given inference, is absent in the reasons known to us, is absent despite our having the ability to create and understand the terms and definitions. It is knowledge absent in the explanation, absent in symbols and, lastly, absent in everyday thinking. Drabarek distinguishes several basic meanings of the intuition. First of all, intuition may refer to certain gratuitous conviction, not preceded by inference (Drabarek, 1999). The term of intuition comes down to treating it as a parabola, in other words metaphor in understanding, indirect reasoning. Adopting such an approach to the intuition from the point of view of management we somewhat relegate it to a secondary position, because in management the precision and inference is and will continue to be valid. Secondly, intuition can refer to, immediate cognition of the truth, when one have something in mind directly and immediately, without prior inference (Drabarek, 1999, p. 68). Immediate knowledge, being clear and convincing, results from formed ideas, knowledge and experience. Thirdly, direct and immediate cognition which here would mean the competent cognition, relevant in determining a concept, may be called intuitive (Drabarek, 1999, p. 69). Intuition plays a very important role both in decision-making and competence. An intuition may be compared to a link, which combines decision-making and competence into one compact entirety. Intuition comes down to an imposing conviction, to a feeling difficult to justify, suggesting how to proceed on the basis of previous experience and the result of an unconscious action. Intuition contributes significantly to the shaping of the chief's authority whose accurate decisions affect the development of the authority. Including intuition in a systematic and methodical framework is difficult – if at all possible. Intuition is in every human being, and properly developed facilitates communication between people, warns of dangers, helps in decision-making when other measures fail and develops creative thinking. Intuition may be treated in two ways: as latent factor inherent in man and as latent factor in an organization. In each of these cases, the conditions for this factor to awake should be created (a well-known saying may be used here: *necessity is the mother of invention*. On the basis of this saying it is possible to form another saying: *If you know what intuition is, wake it up in you*).

Another important element targeting the enterprise by the manager to the Behavioural Cultural Competitive Advantage is trust defined as mental state, expressed by the acceptance of the weakness resulting from the interaction and by the expectations regarding the behavior of the other person (Rousseau, Sitkin, Burt, & Camerer, 1998; Pillutla, 2005; Bugdol, 2010). Trust is willingness to accept the behavior of the other side, without the need for control and monitoring of behav-

our. We want someone to conduct themselves in a way that is important to us. We are ready to take risks (Mayer, Davis, & Schoorman, 1995, p. 712; Bugdol, 2010, p. 13). Trust is also an attitude based on the past, but extending to the future (Busch & Hantusch, 2000; Bugdol, 2010).

In the theory of organization and management one can also refer to the sociological definition. Sztompka (2007, p. 24) defines trust as *wager undertaken on the uncertain future actions of other people*.

Trust is something which builds healthy relations between people, whereas the lack of trust has destructive influence on the whole of man's, organization's employee behaviour. The importance of trust can be seen through the involvement of people in the various organizational measures. Commitment and trust depends on the expectations, experiences, situational factors, work organization and the emotional states. For example, low expectations are usually accompanied by a slight commitment but it does not necessarily mean there is lack of trust. The employees depend from one another. Sometimes it is a constant relationship, at other times it is due to the joint implementation of a process. Employee engagement does not depend on themselves, but trust which they bestow on other workers, causes the fact that there is a tendency to maintain some contacts and reject others. The rejection of the working environment is not always possible, which results in the fact that the engagement is maintained, but is not the source trust. The commitment of influenced by currently performed tasks, formal engagement (i.e. in the problem team work), infrastructure (limiting or facilitating communication) (Bugdol, 2010).

Commitment and trust in business relationships depend, among other things, on the organizational culture and cultural environment. Certain cultural norms prevent us from the commitment, others on the contrary – encourage to it. Commitment is also in the research concepts seen as one of the elements of trust. The superiors play an important part in engaging the employees and in trust building. Trust and commitment are the manifestations of belief in the existence of strong ethical values. They are always those values which have direct impact on the success of changes (Bugdol, 2010).

Trust affects not only the commitment of the employees, but also the social communication and group work, it should also favour the innovative measures. It is especially important resource which enables an effective cooperation of virtual teams. In organizations with a high level of trust lower costs control are incurred.

Trust has positive influence on the quality of life, being one of its components. It enables the conducting of deep organizational changes, it is also one of the elements of social capital. Trust to the co-workers and the executive affects positively the satisfaction which is felt by the employees and indirectly also the loyalty (Matzler & Renzl, 2006; Bugdol, 2010). Higher level of trust in the relations superior-subordinate fosters the satisfaction and commitment of the employees (Gill, 2008; Bugdol, 2010). The level of trust and satisfaction depends on the employees' expectations. The trust to the employees, especially to the manageri-

al staff, has a significant impact on life satisfaction, and the level of confidence itself depends on the position and the role which the employee plays in the organization. Both values are influenced by function, quality and frequency of interaction (Bugdol, 2010).

Analysing the importance of trust in the organization one can use the metaphor that *trust is water for humans*. It is the basis of human existence with another human, an employee with another employee, expresses the readiness to take any action in and outside the organization, it is the belief in the certainty and success of the development of other people.

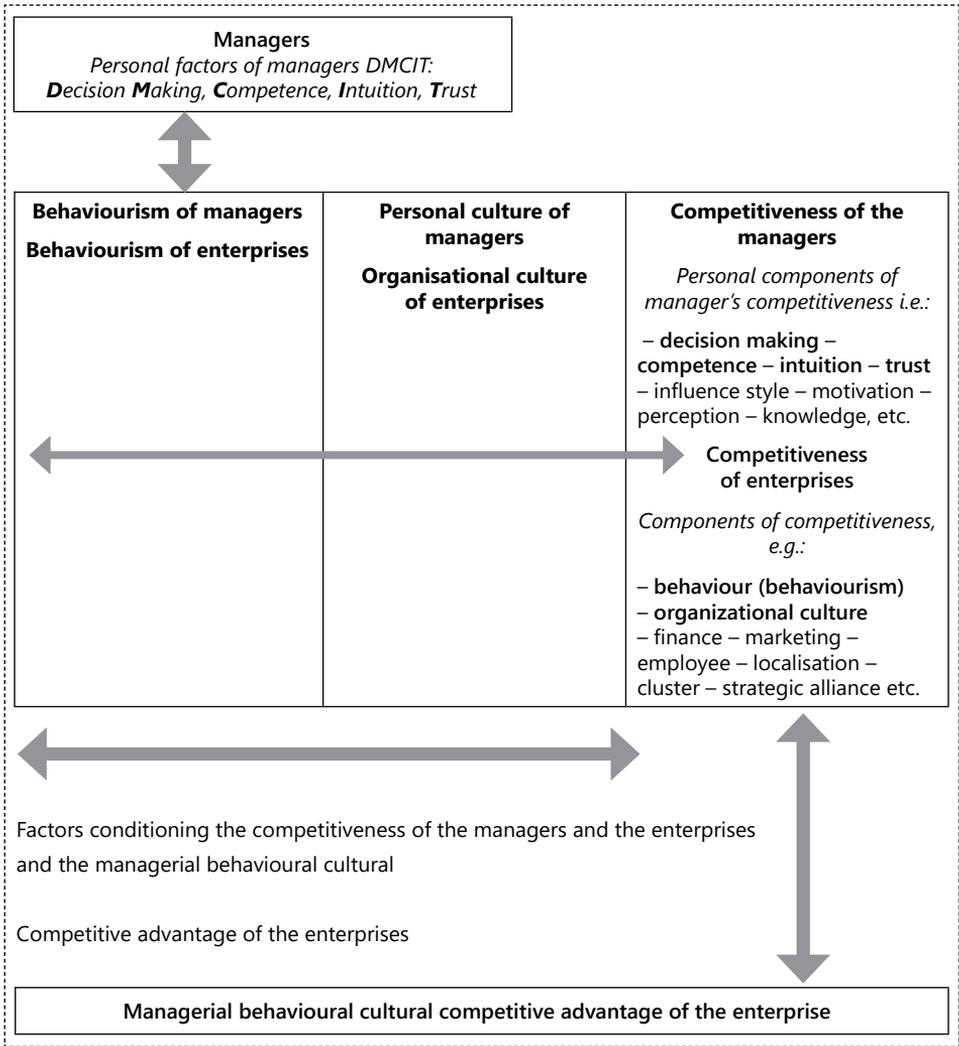
The main role in the development of an enterprise is played by the manager of various levels of management. It is the managerial staff who through the decisions taken bring the enterprise closer to the set, intended objective. In Figure 2 an original model of Managerial Behavioural Cultural Competitive Advantage of the Enterprises – MBCCAE model has been presented.

The implementation of the process of achievement, creation and shaping of Managerial Behavioural Cultural Competitive Advantage of the Enterprises starts with the manager. It is not the amount but the quality of managerial staff which constitute a success of this kind of competitive advantage.

A quality manager – in the broad sense of the word – will offer and implement more in an enterprise, than a few combined quantitative managers. A quality manager must have characteristic personal features (soft factors) – targeted to decision-making, competence, intuition, trust (DMCIT factors), which should be developed qualitatively on the high level. The quality of a manager through the prism of these factors leads the enterprise into the pathway of Managerial Behavioural Cultural Competitive Advantage. The DMCIT factors also occur as personal component elements (factors) of managers' competitiveness, which are treated in terms of quantity, enumerative. Each manager has his own personal component elements (factors) of managers' competitiveness (quantitative managers), but not everybody has DMCIT factors developed to a high level (qualitative manager).

Managers' personal DMCIT factors should be considered in qualitative terms and personal component factors of managers' competitiveness – including DMCIT factors – should be considered in quantitative terms.

Behaviourism and personal culture of managers are a twofold group of factors, which means *the conditioning factors of managers' competitiveness* and *component personal factors of managers' competitiveness*. First group of factors creates set conditions, circumstances for activating the action of other factors, through which managers create their competitiveness. The second group of factors include the enumerative elements, listed consecutively as component personal factors of managers' competitiveness. The conditioning factors are characterized by the qualitative aspect of managers and the component factors a characterized by the quantitative aspect of managers. Both the behaviourism of managers and personal culture of managers fit in behaviourism and organizational culture of enterprises which is re-



Legend:

- vertical bi-directional arrow – represents bidirectional analysis of the model,
- thin horizontal bi-directional arrow in the table – represents relationship, the interconnection, interoperability, bi-direction,
- thick horizontal bi-directional arrow under the table – represents conditioning factors.

Figure 2. *Model of Managerial Behavioural Cultural Competitive Advantage of the Enterprises (MBCCAE model).*

Source: based on: Leśniewski, 2015a, Leśniewski, 2015b.

flected in the competitiveness of enterprises. Managers and enterprises as a whole are presented in this model in a systemic, synergistic and complementary scheme, so they form a compact whole, they are to generate a positive synergistic effect and are meant to complement each other. For the enterprise as a whole the most important are the conditioning factors (determinants) of positive nature and component factors which are activated by the conditionings. Factors functioning in such a way contribute to the development of economic operator. Managerial Behavioural Cultural Competitive Advantage of the Enterprises highlights the qualitative aspect, along with having a quality managerial staff (qualitative manager). Apart from qualitative managers who play the main, key role in creating this competitive advantage one should remember to also have ordinary qualitative workers, who remain in interpersonal relations: superior – subordinate.

The model of Managerial Behavioural Cultural Competitive Advantage achieved by an enterprise on the market must be the subject to continuous process of monitoring, the achieved competitive advantage is permanent in nature. This competitive advantage has two sources of generating its origins. The first source of generating comes from the internal surroundings of an enterprise and is targeted to the external surroundings of an economic operator (internal-external relation), whereas the second source of generating comes from the external surroundings and penetrates into the internal environment of an enterprise (external-internal relation). In the second case, the point is that the Managerial Behavioural Cultural Competitive Advantage achieved on the market becomes the source of all the internal transformations in the presented model. It should be remembered that the changes have internal and external sources which intertwine. Therefore, the consideration of competitive advantage can be started with the inside of an organization and ended with the external environment and started with the external environment and ended with the inside of an organization. The elements forming the competitive advantage are changing and that is why they should be constantly monitored.

Conclusions

The functioning of the enterprises in the world of competition forces the economic operators to create and shape competitiveness, whose result is the competitive advantage. Both in case of competitiveness itself and competitive advantage, the main deciding role is played by the managerial staff in the persons of managers at various steps (levels) of management. The statement that creating and maintaining the Managerial Behavioural Cultural Competitive Advantage by an enterprise depends of the quality managers, whose knowledge and commitment to work with people is natural (it is a team of people who want, not have to), is irrefutable.

Competitiveness and competitive advantage cannot develop without the managers and that is why their role (in the form of qualitative managers) is strongly highlighted in this model of competitive advantage.

The competitive advantage may take various forms, where Managerial Behavioural Cultural Competitive Advantage is one of them. The person of a manager is put forward in this advantage, where with behaviour and culture he creates competitiveness and afterwards the competitive advantage. An important role in this model is played by conditioning and component factors, which appear both on the side of the managers and of the enterprises. One should always pay attention, not only in this model, but also in other models or activities, to what determines the creation of a given factor (determinant) and what is a component of the model or action (component factor). The creation and implementation of this model in an enterprise require the possession of quality managers who are able to notice the systemic, synergistic and complementary scheme of conditioning and component factors and they see and understand the importance of mutual intertwining of internal environment with external environment and external environment with internal environment (mutual intertwining of the environments).

The model of Managerial Behavioural Cultural Competitive Advantage is a soft look at the problem of competitiveness, competitive advantage in the form of soft competitiveness (Leśniewski, 2015a), which is one of the problems of soft management of an organization. The quality managers is a group of who are a part of behavioural-cultural aspect of competitiveness and competitive advantage.

The presented model may function in an enterprise, which pays particular attention (puts forward) to the acquisition and maintenance of qualitative employees, including the managers. If an economic operator values only the quantitative approach to the employees and its development, it will be a very serious limitation (even impossible) to the implementation of the model. It should be remembered that the competitive advantage is based not only on the factors of tough competitiveness, but also on the factors of soft competitiveness.

Let this study be another contribution to the formation of the soft competitiveness and soft management of an organization.

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