

THE RELATIONSHIPS BETWEEN MANAGERS AND THE PEOPLE ANSWERING TO THEM AS AN INCENTIVE SYSTEM COMPONENT BASED ON THE EXAMPLE OF A MINING COMPANY

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Purpose: This article is aimed at analyzing and evaluating the relationships between managers and the people answering to them in a mining company in the context of the incentive system employed from the perspective of blue-collar and managerial underground workers.

Design/methodology/approach: The article is cognitive in nature and the basic research methods are the analysis of reference works and surveys. The reference work studies cover the analysis of national and foreign works. Surveys are carried out for the sample of 4000 employees, with the survey return rate of 8.75%.

Findings: The studies bring about a conclusion important for managers. Namely, the relationships between an employee and their manager are an important component of the incentive system. The workers do not think high of these relationships, while their managers have a much better opinion on them.

Research limitations/implications: The surveys discussed in this article may contribute to further empirical studies, including but not limited to initiating works to improve the incentive system in mining companies.

Practical implications: The practical implications of studies entail the possibility to use them to improve the relationships between managers and the people answering to them in the context of improving incentive systems in companies.

Originality/value: The findings indicate the need to consider the relationships between managers and the people answering to them in company incentive systems.

Keywords: employee relationships, incentive tools, non-payroll incentives.

Category of the paper: General review, Research paper

1. Incentive system concept

Motivation is the state of readiness to start a specific action caused by the process of conscious and purposeful impact on employees. Motivation is the driving force behind human activity. It is a necessary factor, one of the most important ones for increasing the work efficiency. It shapes attitudes and behavior patterns appreciated by the employer. In the traditional theory of management, motivating is one of four basic functions, besides planning, organizing, and control. Motivating is a two-way process. It takes place between a subordinate and a manager in a mutual interaction. Those motivated may influence the motivating one by feedback (Sikorski, 2004). Motivation mainly contributes to the intensity and durability of efforts made to achieve the goal which further offers the everyday readiness to work. In economics, there are 3 main approaches to employee motivation:

- behavioral – based on the belief that any behavior which resulted in pay increase or promotion is likely to be repeated,
- sequential – stresses the method and cause of starting, changing or stopping any activities leading to the achievement of personal human goals,
- satisfaction-related – explains what inspires and stimulates human behavior, what factors motivate people, and what needs they want to fulfill in their workplace (Kozłowski, 2022).

A collection of carefully selected, interrelated components with logical links between them, used to achieve the organization goals, implement the mission and strategies, considering the purposeful and feasible needs and expectations of managers and workers is called an incentive system. The incentive system may be mistakenly perceived as a set of recorded, agreed, and approved documents being grounds for motivating in the organization. However, this system is a non-homogeneous, constantly changing set of documents, procedures, customs, which are usually not described, and a mixture of instruments to stimulate workers. It comprises both prescriptive and other components, either described or not. It is organically connected with the organization culture or a set of cultures in different areas. It constitutes a configuration of stimuli, measures, and conditions which are to encourage employees to commit to their work and business duties in the way most beneficial for the company and ensuring personal satisfaction to them. For this reason, it is impossible to establish formally and describe a complete incentive system in a set of documents. However, we can influence numerous incentive system components and we should try to harmonize them. The collected incentives make up an employee incentive system (Nieżurawska-Zajac, 2022)

In the incentive system, it is assumed that in the beginning the employee expects something, has some need and believes that starting a specific task will enable them to achieve the desired result or avoid something undesirable. Thus the motivation level is conditional on the urgency of the employee's need, on how much they want to get the prize, achieve their goal, and on their

assessment of the goal achievement probability. In this process, the subordinates act according to the will of their manager who creates conditions and opportunities for them to implement their value systems and fulfill expectations in the course of work. To fulfill their motivating function well, the manager must know the factors inducing them to do the specific thing as well as their objectives and expectations, their experience, and also must have a broad range of motivating tools and know how to use them efficiently.

The incentive system and the remuneration system are strongly correlated. The broad interpretation of employee remuneration justifies treating the remuneration system in the organization and the employee incentive system as equivalent (Fig. 1). This stems from the fact that the contemporary management context substantiates using the term “remuneration” as an arbitrary equivalent for providing work and comprises all the financial and other benefits received by the employee. They are a carefully designed package supporting implementation of strategic goals of the organization which considers the objectives, needs, and value system of employees. The motivating efficiency of that package is conditional largely on its internal cohesion. All the remuneration components exert specific impact on the employee commitment, differing, however, in its direction (internal and external motivation) and the motivating power (Juchnowicz, 2012).

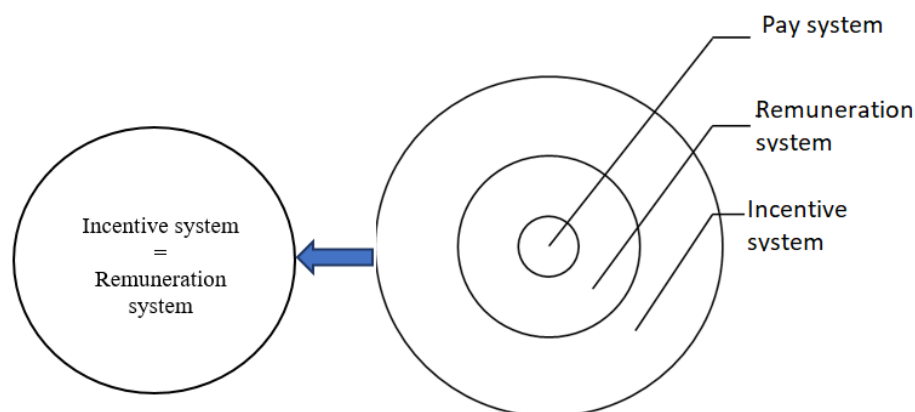


Figure 1. Relations between the remuneration system and the incentive system.

Source: Juchnowicz, 2012, p. 135.

The employee motivation is composed of numerous factors which include not just financial motives or the willingness to please, but also the need for achievements and the significance of work. This is why incentive systems should offer a broad range of solutions adapted to different employee needs. Today’s personal managers emphasize that motivating is no longer subject to the old rule of “stimulus = response”. Today, motivation is more about creating the right conditions for the employee to be eager to do what they are expected to do not out of fear and necessity, but with pleasure, out of the sense of belonging to the organization, identification with its ambitions and without continuous supervision. This is why tangible stimuli must be complemented by such factors as building the company atmosphere and culture which will make people work in it with satisfaction so that they are able to experience the joy of creation. The incentive systems oriented towards individuals, cooperation, and corporate culture may

guarantee authentic ties of the employee with their company in the long run. Zdzisław Niekciarz in his work entitled *Psychologia motywacji w organizacji* included a diagram of an efficient incentive system (Fig. 2).

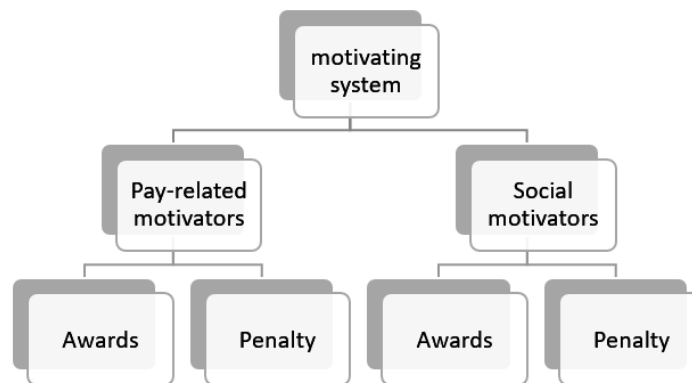


Figure 2. Diagram of an efficient incentive system.

Source: Niekciarz, 2011, p. 28.

Motivation is an unsatisfied desire. Desire is inseparable from motivation. They are always equally strong. Three motivation levels can be distinguished:

- subordination – which means doing what the manager says, as if the worker was unable to think or reason and as if they did not have any capabilities and were not committed to doing their work,
- goal identification – this is a sort of investment and gives rise to a desire to achieve it, thus increasing motivation. To help people to achieve the second tier, it is necessary to communicate the benefits of the result clearly and explicitly,
- commitment – motivation is never higher than when the employee considers the goal to be their own. To achieve the third tier, the employee must understand that they are the only person who was entrusted the task (Kopertyńska, 2009).

2. Relationships between managers and those answering to them

The relationships between managers and those answering to them are an important component of the company incentive system. The importance of that factor was emphasized in historical theories of motivation. One of them is the X and Y theory by D. McGregor. We perceive it as an attempt at specifying the relations between employees and their managers in the conditions of intensive industrialization. McGregor's theory rests on two opposing ideas concerning human nature (Sekuła, 2008). According to the first of them, the so-called X theory, employees are unwilling to work and accept accountability for the task performance, they do not want to solve problems alone, they prefer to be guided and instructed on what to do. Such workers usually need to be forced to work or encouraged to do their task in some specific

way. This theory supported the traditional approach to HR management where human activities were stimulated by the willingness to avoid punishment. In that case, the manager takes the role of a dictator or a tyrant abusing their workers and manipulating them. In this approach, there is no room for employee development. Motivating employees is reduced to satisfying their physiological needs and ensuring safety. It usually takes the form of a threat to deprive of the ability to satisfy those needs.

The second view, termed Y theory, was created in opposition to the X theory. The supporters of the former believed that people are more creative, active, and interested in their work when they are not subject to an authoritarian regime. Work becomes an indispensable development component for them. According to the Y theory, employees set ambitious goals and want to satisfy their higher needs. Managers put lesser stress on supervising their employees, empower them more, and strive to ensure the opportunity to use their development potential to them. On the other hand, they have high expectations with respect to them. The assumptions of the X theory are similar to the ones of parents to their unruly children. The reference works suggest that the X theory is rather ineffective and obsolete. The Y theory, however, is more effective in the educated society though it needs to be employed consciously by the contemporary industry managers. Nonetheless, it is sometimes heard that practice and awareness (theory) are two banks of the same river (Kozłowski, 2009).

The X and Y theory provides grounds for identifying different relationships which may take place between the worker and their manager. Those relations may entail the means of coercion or of encouragement (Borkowska, 1985). The means of coercion are based on fear and punishment, entailing subordination of employee behavior to the manager's interests and will. They take the form of an order, command, direction, recommendation or prohibition. They are successful in emergency where prompt action is required. They constitute an administrative foundation of the organization operations, but their effects give rise to employee dissatisfaction as they are not adapted to the reality, unjust or are perceived as a way to take autonomy from workers. For this reason the means of coercion are devoid of a positive motivating load and their excessive share in the incentive system may disintegrate the motivation process.

On the other hand, the means of encouragement are most frequently used and offer a certain margin of freedom to the worker, enabling to decide whether to accept rewards and related behaviors. Thanks to using tangible and intangible rewards and a symptomatic system of punishing for specific behavior, they stimulate employee's interest in their work and encourage their activity. The means of encouragement have the highest impact on employee behavior due to the measurable sense of their effort efficiency. However, they are the area of the incentive system which is most difficult to shape (Kozłowski, 2009).

Between the means of coercion and means of encouragement, there is also persuasion, a tool enabling to affect the employee's mentality to change attitudes, habits or feelings. Persuasion does not include prohibition, but assumes partnership of the motivating and the motivated person, is rational or emotional. It usually complements other motivating tools and

often takes the form of persuading, propaganda, negotiation, understanding, counseling or suggestion. The role of persuasion increases together with the increase in employee qualifications and educational background. The role of persuasion based on convincing, counseling, and informing increases together with the increase in employee qualifications and awareness, with the increase in the needs to participate in the decision-making process and having independent power (Kozioł, 2002).

Certain standard motivating factors can be distinguished in the relationships between the manager and the employee. Those are usually intangible incentives, including:

- employer's trust,
- freedom of action, independence, autonomy and delegation of rights,
- appreciation of managers, celebrating employees' achievements.

Other incentive classifications divide the incentives into positive and negative. Positive incentives bring about positive emotions in the motivated person and encourage them to more effective work, to make an effort because of the anticipated tangible and intangible goods. Negative incentives cause negative emotions in the employee and communicate improper attitude and behavior unwelcome by the employer to the motivated person. They are usually disapproved by them. In this classification the incentive groups are not specified precisely. For example, the base pay or bonus is, as a rule, a positive incentive, but if the motivated person perceives its value as too low, it may cause the sense of humiliation or frustration, or even make them resign from work. Another example is the value of the bonus received by the employee. It may be satisfactory as long as the employee does not learn that another employee on an equivalent position received a higher bonus for similar work. This situation may discourage the motivated person in the future from effective work even though the bonus is a positive incentive. This means that it can be difficult to say whether a given incentive is positive or negative, as one incentive can be deemed positive in some circumstances and negative in other. At present, it is popularly believed that it is necessary to use positive incentives, considering the negative ones to be the last resort. However, when it is necessary to employ a negative incentive, it is advisable to follow the principles presented below and proven in practice:

- the punishment should be just and adapted to the punished act. It should be more lenient rather than excessively harsh,
- no punishment should be administered before the wrongdoer is allowed to speak for them,
- do not punish under the influence of emotions, hastily, but it is also not permissible to delay punishment for too long,
- punishment gradation,
- avoid humiliating punishment in public.

At present, there is no social acceptance of severe treatment of employees; punishment often becomes a relic of the past in organizations. Companies which use excessive punishment shape passive and anxious peoples who want primarily to ensure safety and avoid errors and are reluctant to make any decisions. The ratio of the positive and negative incentives used is largely conditional on the company sector, its culture, managers' personality and leadership style (Forsyth, 2004).

In the motivation process, it is necessary to remember the important role of interactions between the manager and the people answering to them who behave according to their will provided that the conditions to satisfy their values and expectations are met. To perform the motivating function efficiently, the manager should know the factors exerting impact on the employees answering to them. The supreme efficiency of the motivating process can be obtained solely by means of absolute professionalism of human resource managers. The manager able to identify expectations of their workers, their personal motives and to use this knowledge aptly, will have immense potential for the organization (Kozłowski, 2022).

What is more, it should be stated that for the manager to be able to exert influence on the workers answering to them, they should be familiar with the way in which employee groups operate in the organization and should know the impact of the corporate culture on the behavior of employees and groups. They should possess relevant knowledge of the social structure in the organization. This structure refers to all the interpersonal relationships in the organization and informal ties between its participants. The reference works indicate that employee manager should be able to specify personality traits of the person at a given position. Such ability will allow employing the worker at the position suitable for them and will also contribute to their improved efficiency and satisfaction with the work done remune (Wachowiak, 2002).

3. Surveys — study assumptions

The survey was aimed at studying one of the most important components of the incentive system, namely the relationships between managers and people answering to them. The survey was carried out in a mining company, one of the largest representatives of the mining sector in Poland. The mining sector was selected due to its strategic importance for the economy, subject to a significant influence of the state and characterized by an extended system of payroll incentives governed by the Collective Bargaining Agreement characteristic of the sector. Apart from payroll incentives, there are many different non-payroll ones. However, they are usually employed in informal, customary procedures in companies which is why they cannot be derived in a straightforward fashion from company reports or other internal documents. To learn one of such non-payroll incentives better, namely the relationship between the manager and the person answering to them, it was necessary to carry out a survey. The survey was carried

out in a mining company employing more than 20 thousand workers, including more than 17 thousand underground ones. The analyzed mining company excavates in four mines. All the mines in the company structure follow a uniform motivating policy. The analysis of the relationship between managers and the people answering to them was carried out in a mine in the company structure. The study tool was an anonymous survey addressed to blue- and white-collar (managerial) employees working underground in the selected mine. The survey addressed to blue-collar workers had slightly different questions than the one addressed to the white-collar (managerial) ones. Thanks to it, it was possible to look at the same problems from two different perspectives (of an ordinary worker and a manager), and to compare the perception of the relationship between them.

The analyzed mine employs more than 4 thousand underground workers, the survey was administered to all of them, 350 surveys were returned. In the first part of the survey, the questions requiring one selected answer, as listed below, were asked:

- 1 – I definitely disagree.
- 2 – I rather disagree.
- 3 – I rather agree.
- 4 – I definitely agree.

The study questions included in this part of the survey addressed to blue-collar workers are listed in Table 1, while the ones to the white-collar workers (managers) in Table 2.

Table 1.

Study questions in the first part of the survey addressed to blue-collar mine workers

Please answer by putting X in the relevant box	1	2	3	4
I am fully aware what is expected of me at work.				
My line manager takes care of me and my comfort at work.				
The way in which my work is assessed helps me to do it more efficiently.				
I feel appreciated for the work done at least several times a week.				
The manager is able to motivate me to work well.				
The manager prevents any conflicts at work efficiently.				
I receive fair treatment at work.				
The manager specifies the tasks to do precisely.				
The manager motivates every employee equally.				
My manager is a competent person.				
The tasks requested by the manager are feasible.				
The manager is an authority for me.				
I have complete information on what happens in the company.				
I know the manager's requirements relating to me.				
I discuss not only business, but also my private life with the manager.				
My manager knows how to motivate me to work.				

Source: own work.

Table 2.

Study questions in the first part of the survey addressed to white-collar (managerial) mine workers

Please answer by putting X in the relevant box	1	2	3	4
The people answering to me are aware what I expect of them at work.				
I recognize my workers' needs.				
I take care of those answering to me and the comfort of their work.				
I believe that I am an authority for those answering to me.				
Every day, I enable workers to do what they can do best.				
I recognize workers for their work every day.				
Employees often express their opinion and show initiative.				
I know how to motivate to work well.				
I prevent any conflicts at work efficiently.				
I treat workers justly.				
I specify the tasks to do precisely.				
I request the workers to do feasible tasks.				
The workers always notify me of any work-related issues.				
The workers have conditions to improve their qualifications.				
I more often use reward than punishment when motivating the worker.				
I discuss not only business, but also my private life with the workers.				

Source: own work.

The second part of the survey contains questions and suggested answers; one of them was to be selected. The questions addressed to blue-collar workers are listed in Table 3, while the ones to the white-collar workers in Table 4.

Table 3.

Single-choice questions in the second part of the survey for blue-collar mine workers

Question	If the manager criticizes me, they do it:	I receive the manager's criticism:
Responses	<input type="checkbox"/> In the presence of all employees <input type="checkbox"/> During a face-to-face dialog <input type="checkbox"/> I am not criticized at all	<input type="checkbox"/> Always positively <input type="checkbox"/> Usually positively <input type="checkbox"/> Indifferently <input type="checkbox"/> Usually negatively <input type="checkbox"/> Always negatively

Source: own work.

Table 4.

Single-choice questions in the second part of the survey for white-collar mine workers

Question	How do you express your criticism of your employee relating to their misconduct?	How do employees receive the criticism:
Responses	<input type="checkbox"/> In the presence of all employees <input type="checkbox"/> During a face-to-face dialog <input type="checkbox"/> I do not criticize workers at all	<input type="checkbox"/> Always positively <input type="checkbox"/> Usually positively <input type="checkbox"/> Indifferently <input type="checkbox"/> Usually negatively <input type="checkbox"/> Always negatively

Source: own work.

The third part of the survey is closed questions which had to be answered as follows:

- 1 – Never.
- 2 – Seldom (once every few months).
- 3 – Sometimes (several times a month).
- 4 – Often (several times a week).
- 5 – Always (everyday).

The questions are presented in Table 5 (for blue-collar workers) and in Table 6 (for managers) respectively.

Table 5.

Closed questions in the third part of the survey for the blue-collar mine workers

Please answer by putting X in the relevant box	1	2	3	4	5
How often am I praised for well-done work?					
How often does the manager favor one person or two people from the group?					
The manager provides the reasons for their decision and gives factual arguments if they have a different opinion					
The manager thanks for well-done work personally					
My work is stressful					
The manager changes the requested task when the work is being performed					
The manager treats myself/my team with due respect					

Source: own work.

Table 6.

Closed questions in the third part of the survey for the white-collar (managerial) mine workers

Please answer by putting X in the relevant box	1	2	3	4	5
How often do I praise workers for well-done work?					
I sometimes favor one member of workers' group.					
I provide the reason for my decision and present factual arguments if I have a different opinion.					
I thank for well-done work personally.					
I sometimes change the task requested from the worker during the work performance.					
I treat those answering to me with due respect.					

Source: own work.

4. Findings

The survey enabled to identify the immediate relationships between the manager and the person answering to them in the analyzed company. This is an important factor in the motivating process. The direct relationships are connected inseparably with communication between the manager and the person answering to them and the conflict resolution skill. Internal communication improves employee motivation and their satisfaction with their work, their commitment and energy put to work. Good communication means that the company appreciates workers not only for their roles, but also for their personality, resourcefulness, and initiative.

The questions in the first part of the survey are divided into three groups concerning:

- the quality of the direct relationships between the manager and the person answering to them,
- the communication in the organization,
- conflict resolution.

The first group of incentive includes direct relationships of managers with those answering to them. The distribution of responses for this group of questions is presented in Figure 3.

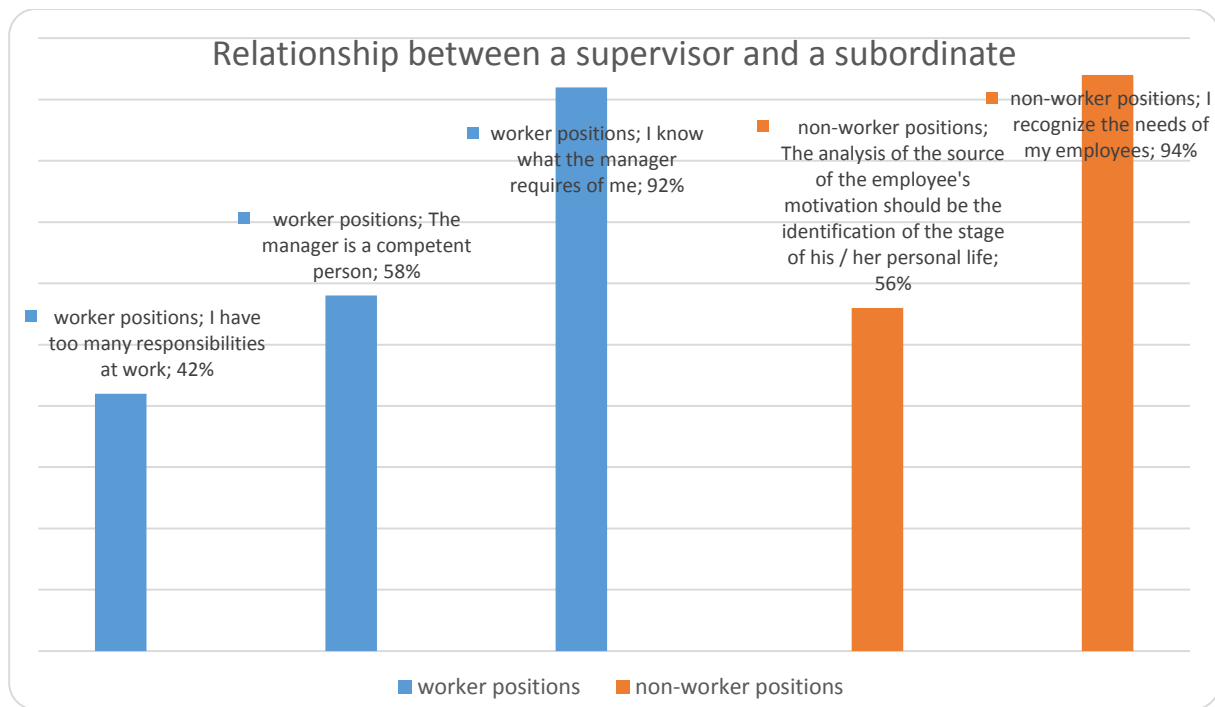


Figure 3. Perception of selected incentives relating to the direct relationship with managers.

Source: own work.

Fewer than one half of workers claim that they have too many duties at work. 58% of responding blue-collar workers believe that the manager is competent and almost everyone knows what is expected of them. Most responding white-collar workers claim that they recognize employees' needs but only 56% of people in this group are aware that the employee's motivation sources should be identified with their personal life stage.

The assessment of the relationship between the manager and the person answering to them is disadvantageous in the areas depicted in Figure 2. In those areas the managers and those answering of them have differing opinions and the differences are significant.

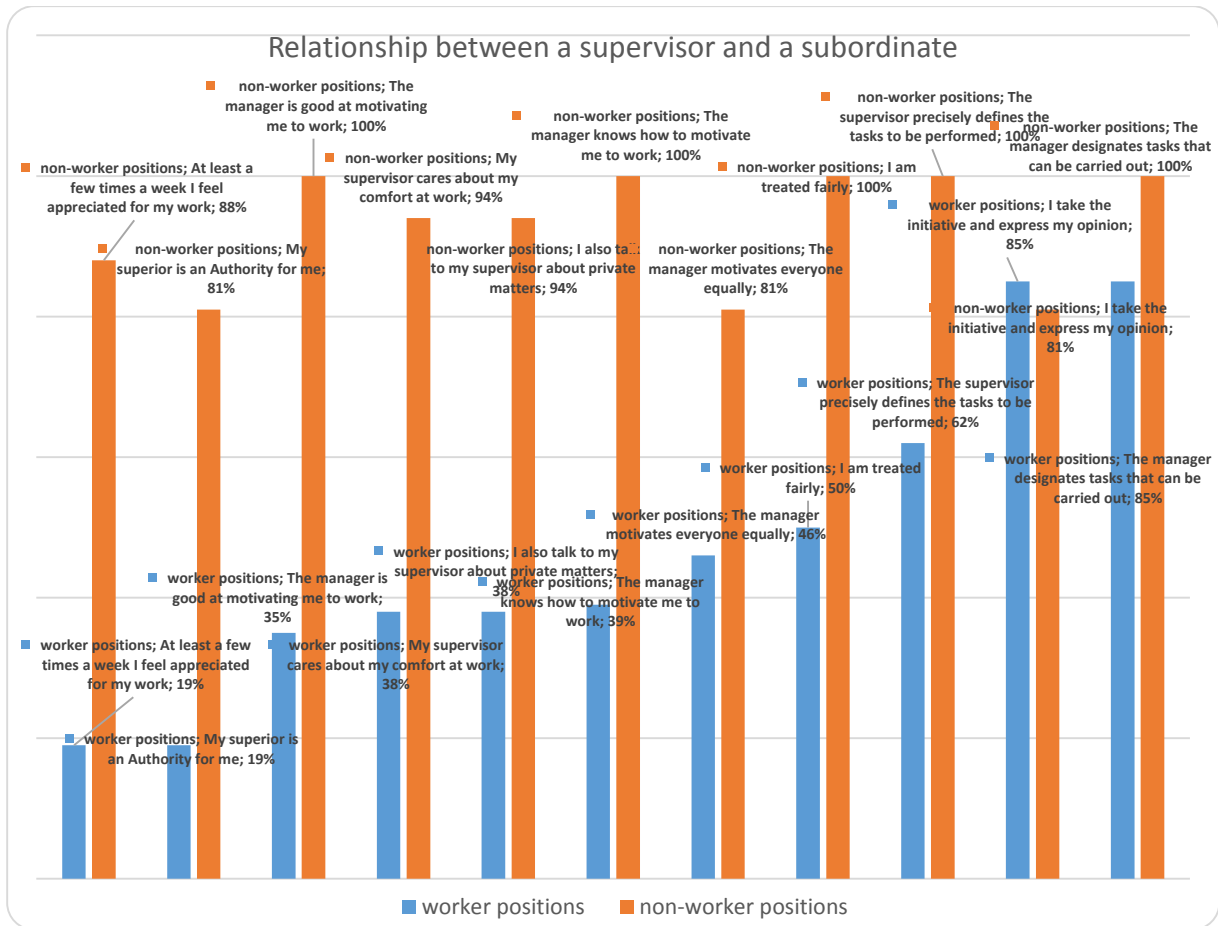


Figure 4. Perception of selected incentives relating to the relationship of a manager and a person answering to them.

Source: own work.

The managers and the persons answering to them have highly discrepant opinions relating to the relationship assessment. Most workers feel unappreciated for their work, while close to 90% of managers claim that they appreciate their workers every day. Just 19% of responding blue-collar workers believe that their manager is an authority, while as much as 81% of managers claim they are an authority for those answering to them. The majority of blue-collar workers indicate that their manager does not know how to motivate them to work, that they do not take care of employees’ comfort at work and do not discuss any personal issues with them. On the other hand, all or close to all responding managers agree with most statements. The opinions are concordant with respect to the statement that the workers show initiative and express their opinion and that the managers request them to do feasible tasks.

Another incentive detailed in the survey questions is the communication in the organization. Responses to those questions are depicted in Figure 5.

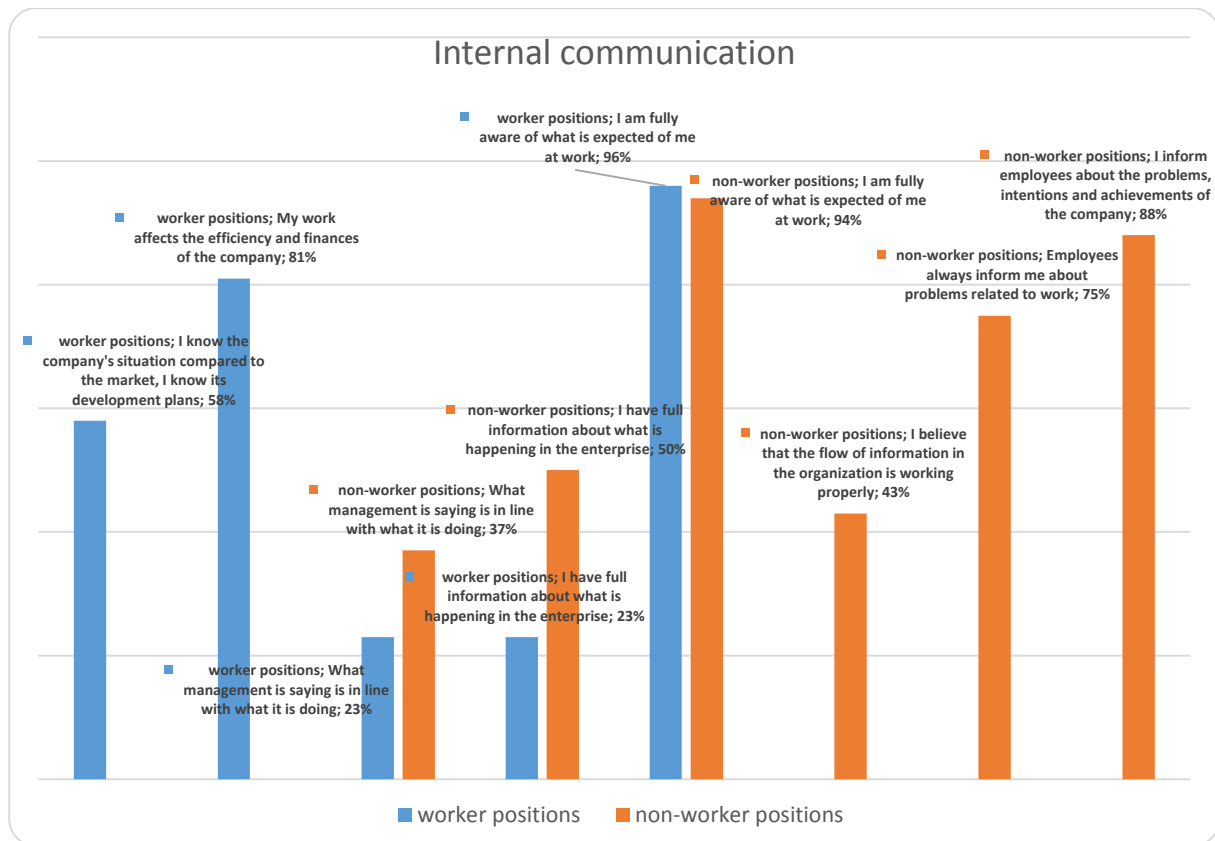


Figure 5. Perception of selected incentives relating to the communication in the organization.

Source: own work.

Most surveyed blue-collar workers (81%) are aware that their work contributes to the company efficiency and finance, while 58% of employees in this group know the market situation of the company. It is different when it comes to the knowledge of what takes place in the company and to the Management Board credibility. The survey results prove that the communication between the worker and their line manager is good, which is most conspicuous in the question concerning the awareness of expectations towards those answering to them and also feedback from employees relating to the work-related issues.

This part of the survey ends with the conflicts at work and other issues. They are presented in Figure 6.

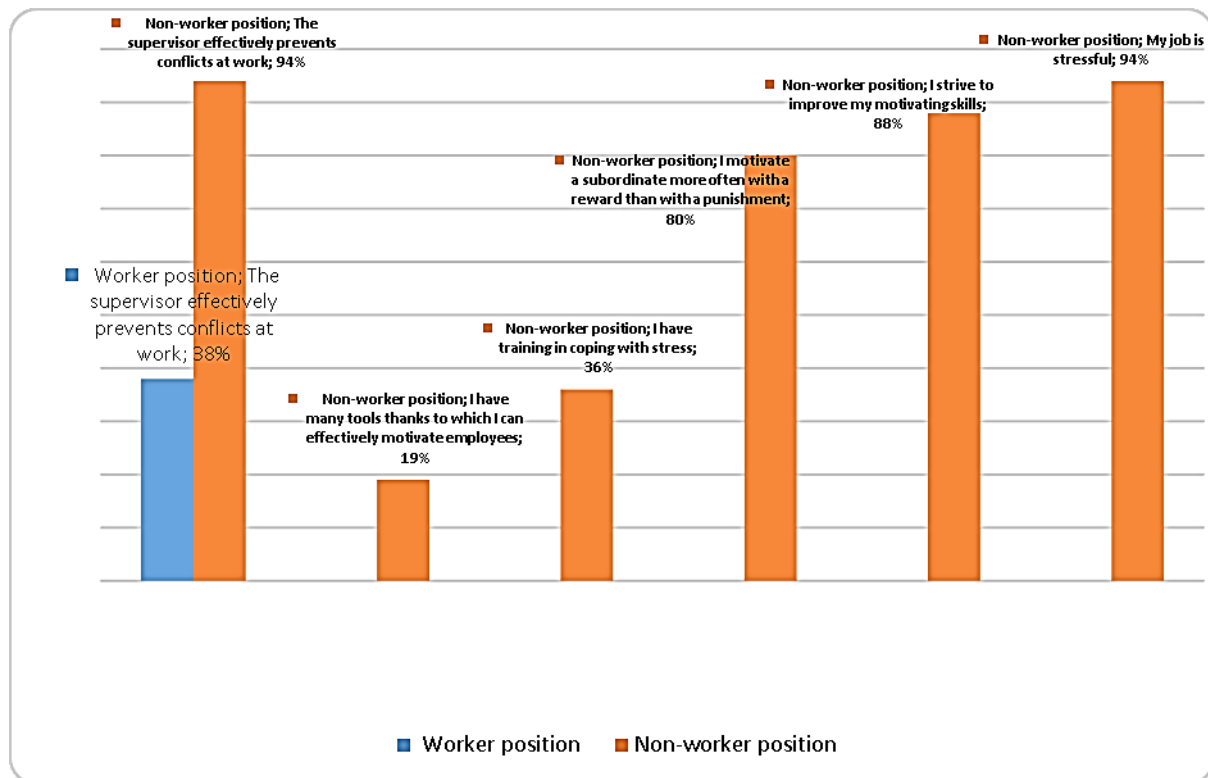


Figure 6. Perception of selected incentives relating to the communication in the organization.

Source: own work.

38% of employees believe that their manager prevents any conflicts at work efficiently, while as much as 94% of managers claim they do it efficiently. The vast majority of responding managers claim that their work is stressful and only 35% of them have access to training relating to dealing with such conditions.

It is good news that most managers motivate using reward rather than punishment and that they strive to improve their motivating skills. However, it is worrying that only 19% of managers claim that they have a wide choice of tools allowing to motivate the people answering to them efficiently.

In the second part of the survey blue-collar workers were asked about the way in which they are criticized by managers. 42% of respondents claim that the manager does it in the presence of all workers, 27% that they do it during a face-to-face dialog, the others said that they are not criticized. A half of the surveyed workers accepts the criticism indifferently, a bit more than 30% of respondents accepts it always positively or rather positively, and just a low percentage of workers negatively.

Managers responded to the same questions as the blue-collar workers in this part. 57% of respondents claimed that they criticize workers during a face-to-face dialog, the remaining declared that they did it in public. This opinion differs from the one of the first group. 57% of managers state that those answering to them accept the criticism positively, only one person believes that they are indifferent to criticism, while the others declare that they respond negatively to criticism.

The fourth part of the survey contains questions asked both to blue-collar workers and to managers. The responses are presented in Table 7.

Table 7.

Responses to closed questions in the fourth part of the survey for the blue-collar and managerial mine workers

Responses selected most often (%)		
Blue-collar workers	Questions	White-collar workers
Rarely 46%, sometimes 39%	How often am I praised/do I praise for well-done work?	Often 60%, sometimes 30%
Often 50%, sometimes 23%	How often does the manager favor one person or two people from the group?	Rarely 65%, sometimes 30%
Rarely 42%, sometimes 35%	The manager provides the reasons for their decision and gives factual arguments if they have a different opinion	Often 50%
Rarely 46%, never 25%	The manager thanks for well-done work personally	Often 69%
Rarely 35%, sometimes 35%, never 30%	The manager rewards, appreciates, promotes the best workers	Often 75%
Often 46 %, sometimes 42 %	The manager changes/I change the requested task when the work is being performed	Rarely 44%, sometimes 44%
Sometimes 35%, often 30%, rarely 30%	The manager treats myself/my team with due respect	Always 57%, often 43%

Source: own work.

The employee groups selected opposite responses to the questions. Blue-collar workers believe that they are rarely praised for work done, while the managers claim that they often praise those answering to them. The managers claim that they do not favor individual workers, while those answering to them believe that favoritism takes place frequently. Ca. 70% of managers declared that they thank for well-done work personally, reward, and promote the best workers. Blue-collar workers have an opposite opinion and stated that their managers do it rarely, and sometimes even do not do it at all. As indicated in the table, the different perceptions of certain aspects by two employee groups may prove the existence of problems in their relationships.

5. Summary

The findings of a survey in a mine belonging to the selected mining company enabled to outline relationships between managers and the people answering to them as a basic component of the employed incentive policy.

Today, workers demand respect, mutual trust, and cooperation. Ordering is no longer as effective as it used to be and partnership is important. According to blue-collar workers, the manager rarely recognizes them for their work, rarely takes care of their comfort at work, usually discusses solely business with those answering to them and does not know how to

motivate to work. The positive thing is that the managers know how to set achievable objectives and specify the tasks to do precisely. Blue-collar workers often express their opinions and show initiative which is confirmed by the findings for managers. The responding managers should be in touch with those answering to them, talk to them, get to know them as individuals and not solely performers of specific roles as this will allow them to learn their workers' needs better. To maintain mutual trust, the manager should not only encourage others to look for solutions, but also restrain imposing their own decisions and treat those answering to them fairly. The vast majority of managers are competent professionals. However, they should take care of their image to become an authority for blue-collar workers.

The organization's strength is communication, including but not limited to the two-way communication between the worker and their manager. Blue-collar workers know what is expected of them at work and inform their managers of problems. Most workers know the company situation on the market and its development plans. This is thanks to the fact that the company uses numerous methods to inform workers of anything important in the company which include:

- a company website with a dedicated employee zone,
- informative monthlies,
- LED displays before entry to the workplace.

However, the information provided by those media is general and refer to the whole company. The flow of information in the specific work establishment is not developed so well and it often takes the form of informal information, the so-called "whisper propaganda" and the news is sometimes inaccurate or distorted. Good communication entails providing accurate information and mutual trust. Information is accurate when it is up-to-date, precise, sufficient, available, and relevant. Mutual trust facilitates information flow without selecting and distorting it.

Another important aspect covered by the survey is conflicts. The company managers must prevent conflicts, find and remove their sources, know how to behave when any conflict emerges and, first and foremost, refrain from generating them. The managers often cause conflicts, not knowing how to respond correctly to critical social situations. The following managers' traits promote conflict emergence:

- authoritative inclinations,
- dogmatism,
- lack of empathy,
- low tolerance of stress.

As much as 96% of responding managers believe that they prevent any conflicts at work efficiently, but this opinion is shared by just 38% of workers. Moreover, if the managers apply an autocratic management style and believe that they are better than others, they will tend to consider their needs, goals and preferences more important than those of people answering to

them. The conflict resolution should consider both current and future interests of all the parties. The manager should strive to reach an agreement, stressing that they do not want to use force but rather harmonious cooperation. They should not blame any party for the conflict.

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