Manager's competences and the rights of those managed - a psychological approach

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Abstract— **People management is one of the key challenges of today's business world. The competences of managers and the rights of employees are two equally important aspects of this dynamic process. In today's times, organizational psychology provides valuable insights that help to understand the mechanisms that govern the relationships between managers and the ones who are managed. In this article, we will focus on the role of manager's competences and employees ' rights incl the context of people management, analyzing them from a psychological perspective.**

The ultimate goal of article is to provide readers with knowledge and tools that will help them better understand psychological aspects of people management, development their managerial competences and create a more effective and friendly working environment for themselves and theirs employees.

Keywords— management, manager, rights of the managed

I. INTRODUCTION

Introduction to the topic of people management and manager's competences from a psychological perspective is key to understanding the complex role that leaders play in organizations and the impact they have on employees. People management is an area of great importance because people are the most important resource of every company. In this study, we will focus on the analysis of manager's competences and managed rights from the perspective of psychology, which will allow us to better understand what skills and behaviors are necessary to effectively manage a team of people.

People management is a process that aims to achieve specific organizational goals through the effective use of human resources. However, management is not only a matter of effectively using employees as tools to achieve goals, but also taking care of their development, motivation, commitment and mental health. Managers play a key role in shaping the organizational climate and work atmosphere, which in turn affects team effectiveness.

Psychology in the context of people management helps us understand why people behave the way they do in the workplace, what factors influence their motivation and commitment, and what are the best management practices that contribute to organizational success. In this study, we will focus on the psychological aspects of people management and their practical application in the context of manager's competences and managed rights.

When considering the topic of people management from the perspective of psychology, it is worth considering what the expectations and needs of employees are and how managers can meet these expectations while ensuring the efficiency and profitability of the organization.

II. MANAGER'S COMPETENCES AND EMPLOYEES' RIGHTS

When writing about managerial competences, it is worth starting by defining the concept of competence, which turns out to be a difficult task, among other things, because there are

currently many different definitions and typologies of competences in the literature on the subject, including managerial competences. Competences can be simply defined as expectations regarding the behaviors, skills and other characteristics of employees conducive to achieving success at work (Jurek P. 2012). People management is a key element of every organization, regardless of its size or field of operation. Nowadays, when market dynamics and technological progress require quick adaptation, the ability to effectively manage personnel becomes even more important. However, the rights and dignity of people managed are as important as the manager's competences. This article examines this delicate relationship between a manager's competencies and employee rights, showing how their harmonious combination can lead to organizational success.

1) Manager competencies are the foundation for successful team management. The most important competencies of a manager include: Communication: The ability to communicate effectively is crucial to understanding employees' needs, expectations and goals and providing them with clear guidance. A competent manager must be an excellent communicator, be able to listen, express his thoughts and information clearly, and build effective relationships with team members.
2) Motivation: A manager should be able to inspire and motivate his subordinates to achieve organizational goals.
3) Time Management: Effective time management allows a manager to effectively assign tasks and monitor employee progress.
4) Conflict resolution: A manager should be able to effectively resolve conflicts within the team, ensuring harmony and cooperation.
5) Employee development: A manager has a responsibility to support the professional development of his employees by providing them with training and development opportunities.

Manager competences are the foundation of effective personnel management. Leading managers demonstrate interpersonal skills, problem-solving skills, and excellent leadership. Understanding team dynamics, the ability to motivate employees and create an inspiring vision of the future are key elements that enable a manager to build effective relationships within the organization.

In the words of Peters (2010), "a competent manager is not only one who has professional knowledge, but above all one who is able to understand and respond to the needs of his team, thus creating conditions for achieving outstanding results." This ability to notice the individual predispositions of employees and the ability to adapt management methods to their needs becomes essential to create an effective and motivated team (Peters, T. 2010).

Managerial competences are the main factor determining a leader's effectiveness in managing a team. In psychological literature (Nowak, 2018), it is emphasized that the ability to communicate, resolve conflicts and be inspired is the foundation of effective management. Leadership based on empathy and understanding allows managers to create a positive organizational climate (Kowalski, 2020).

Psychological aspects of management also include the development of managerial competences. Training programs based on motivation theory can effectively improve managers' skills in the area of communication, conflicts and negotiations (Nowakowski, 2020). Strengthening the ability of empathy and psychological awareness allows managers to better understand employees' reactions (Kozłowska, 2018).

The rights of managed employees are a key element of management balance. The most important rights of employees include:

1) The right to a safe and hygienic workplace: Employees have the right to work in conditions that ensure their health and safety.
2) Right to fair pay: Employees have the right to fair and adequate pay for their work.
3) Right to equal treatment: Every employee has the right to equal treatment regardless of gender, age, race, sexual orientation or other characteristics.
4) Right to training and professional development: Employees have the right to professional development and training opportunities that enable them to develop their skills.
5) The right to fair treatment and protection against abuse by superiors: Employees should be protected against mobbing , discrimination and other abuse by their superiors.

Employees' rights are inextricably linked to their mental well-being (Nowicka, 2019). Organizational psychology shows that a sense of justice and equality in treatment translates into greater commitment and professional effectiveness (Kwiatkowska, 2017). The inability to express opinions or experiencing excessive stress may lead to health problems among employees (Michalak, 2021).

Employee rights, as an important part of the employee-manager relationship, cannot be ignored. Social justice theory emphasizes that employees evaluate their pay and rewards in the context of their relationships with other employees (Adams, 1965). Pay injustice can affect motivation and commitment, as well as the atmosphere in the team. Employees expect fair treatment, participation in the decision-making process, and opportunities for development (Hackman & Oldham, 1980).

There is often a conflict between the manager's competences and the employees' rights. Incompetent management may lead to violations of employee rights, which in turn has a negative impact on the mental health of employees (Nowacka, 2022). However, when a manager demonstrates the ability to listen and be flexible, synergy is possible in which competences and rights complement each other (Kaczmarek, 2023).

It is worth respecting the dignity and autonomy of employees, treating them as partners in achieving the organization's goals. Communication should be two-way, giving employees the opportunity to express their opinions, needs and concerns. Motivating should be based on understanding the individual needs and aspirations of employees. Developing employees' skills and careers should be a priority for managers, because satisfied and developing employees contribute to the success of the organization.

Conflict resolution should be based on empathy and justice, seeking to solve the problem, not the blame.

People management is a complex task that requires managers to have both specific competencies and an understanding of the psychological needs and rights of people managed. Effective managers are able to effectively motivate, lead and develop their teams, thereby creating a successful work environment.

III. THE MANAGER'S INFLUENCE ON EMPLOYEE MOTIVATION

The manager's influence on employee motivation is a topic widely researched and discussed in the management literature. Therefore, it is worth mentioning this aspect here. Here are some of the main ways managers can influence employee motivation, with reference to relevant sources:

1) Understanding employee needs and expectations: Managers can influence employee motivation by understanding their individual needs and expectations. Maslow's Needs Theory and Alderfer's ERG Theory suggest that people have a hierarchy of needs that influence their motivation. (Maslow, 1943; Alderfer, 1969).

2) Setting clear goals and expectations: Clearly defined goals and expectations help employees understand what is required of them. Goal theory (Locke & Latham, 1990) suggests that setting specific and difficult goals can increase motivation.

3) Providing regular feedback: Regular feedback from a manager can help employees understand how they are progressing and where they can improve. Management feedback theory suggests that constructive feedback can influence motivation (Ilgen et al., 1979).

4) Use of appropriate compensation systems: Compensation systems such as bonuses, raises and rewards can be a powerful motivational tool. Pay equity theory emphasizes that employees feel more motivated when they believe that pay is fair (Adams, 1963).

5) Employee support and skills development: Managers can motivate employees by offering them support for professional development and training. Research indicates that developing employees' skills can increase their motivation (Deci et al., 1999).

6) Creating a positive organizational culture: Managers can influence employee motivation by creating an organizational culture that promotes trust, collaboration and a sense of belonging. Organizational culture can have a major impact on employee motivation (Schein, 1990).

7) Matching management style to employees' needs: Situational leadership theory emphasizes that an effective manager should adapt his or her management style to the needs and skills of employees (Hersey and Blanchard, 1988).

Motivation is a key element of people management. A. Maslow's hierarchy of needs theory indicates that people have hierarchical needs that must be met in order to achieve their full potential (Maslow 1943). Managers, understanding these needs, can adapt motivational strategies to individual employees. However, this theory does not take into account cultural differences or organizational context (Deci & Ryan, 1985).

IV. SUMMARY

People management is not only a science, but also an art. Leaders must combine technical skills with interpersonal skills to achieve organizational success. An inspiring work environment, developing employee potential, effective communication, motivating and resolving conflicts are the key aspects of effective people management. For organizations that invest in their employees, managing them becomes not only an obligation, but also a source of competitive advantage on the market.

Effective people management requires both the manager to have appropriate competences as well as respect and respect for employees' rights. In people management, the ability to build effective relationships between employees is important. Managers should develop their interpersonal skills, the ability to manage human resources and resolve conflicts, while ensuring that employees are provided with equal treatment, dignity and fair remuneration. Only then will organizations achieve success and ensure lasting harmony in the workplace.

People management is a unique challenge that requires understanding the psychological aspects of the relationship between managers and those managed. Managers' competences and employees' rights form the foundation of effective management. Emotional intelligence, honesty, meeting needs and leadership are key elements of effective people management. Organizational psychology provides tools that allow you to better understand these relationships and create a positive atmosphere in the workplace.

People management is a complex challenge in which the manager's competences and employees' rights create a complex system. Psychology is a key reference point for analyzing this relationship. Managerial competencies such as communication, empathy and conflict resolution shape the way managers influence employees. Employees' rights are important for their mental well-being and professional commitment. It is necessary to find a balance between these two aspects to achieve a synergistic effect in people management.

Psychology is a key element of effective human resources management. Without understanding the human mind and behavior, it is difficult to effectively manage a team of employees. As management guru Peter Drucker said: "The most important asset of any organization is its people" (Peter Drucker 1954). Looking at people management through the prism of psychology allows managers to better understand and support their employees. Using psychological theories and tools, they can more effectively motivate, communicate, resolve conflicts and support the professional development of their teams.

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