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THE DIMENSIONS OF HUMANITY IN TERMS OF THE CONCEPT OF SUSTAINABLE MANAGEMENT – THE ASSESSMENT FROM THE PERSPECTIVE OF MANUFACTURERS OF TECHNICAL SUBASSEMBLIES FOR MEANS OF AGRICULTURAL TRANSPORT

Work bears a special mark of man and humanity, the mark of a person acting in a community of persons – and this mark constitutes its internal qualification, constitutes, as it were, its very nature.

St. John Paul II

ABSTRACT

Apart from the professional preparation of a person, their education and competences, the most important, basic and decisive value of their work are ethical standards. Human work is of ethical value, which directly stems from the fact that the one who performs it is a person, conscious and free, that is, a self-determining subject (St. John Paul II). This is the very concern of this study and its aim is to develop a model of key desiderata reflecting the dimensions of humanity (employees functioning in the labor market), in accordance with the idea articulated from the perspective of the concept of sustainable management. In-depth studies of literature and participant observations (practical experiences of the author) led to the formulation of important questions: (1) What is the essence and importance of human values (the dimensions of humanity) within the enterprise? (2) What postulates relating to the dimensions of humanity are articulated in the concept of sustainable management?

(3) What components should contribute to the tool used to assess the level of implementation of the respective postulates? (4) What values are respected by the manufacturers of technical subassemblies of agricultural means of transport (level of implementation)? Achieving the main goal requires the implementation of partial goals, among which the following were distinguished: (C1) at the theoretical and design level – the review of the literature on the subject in direct relation to the research topic (theoretical evaluation model); (2) at the design level – the discussion among the carefully selected experts in the field aimed at selecting those dimensions of humanity that, in terms of the concept of sustainable management, are crucial for the manufacturers of technical subassemblies for agricultural transport means; (3) at the empirical level – determining the level of implementation of selected factors and thus indicating what (if any) shortcomings characterize the surveyed enterprises in this regard.

Although the research field was narrowed down to the sector of manufacturers of technical subassemblies for means of agricultural transport, the cognitive value of the work in relation to other sectors of the economy is asserted. The work does not only formulate academic postulates, it also includes practical advice enabling the construction of guidelines for entrepreneurs and managerial staff, including in other sectors. The study considers the knowledge and experience of experts from outside the industry.

KEYWORDS: *Christian values, dimensions of humanity, well-being, dignity, ethics, work*

INTRODUCTION

The literature on management, especially the management of the social potential of an organization, emphasizes the exceptional role of employees, often perceiving them as the most important asset of the company (Bilderback, Miller, 2023, pp. 327-336; Armstrong 2007; Bubble 2000; Oleksyn, 2008; Oleksyn, 2008). The evolution of the idea of managing people seems to be reactive to the changes taking place within the organization's environment (Gangi, D'Angelo, Daniele, Varrone, 2021). The reason for this state of affairs is, on the one hand, the need to adapt to changing cultural expectations justified by legally sanctioned human self-realization, and, on the other hand, the preservation of the elementary requirement of economic activity – the maximization of profit, known today as the maximization of customer benefits. The maximization of profit is still perceived in categories that are at least *ethically* questionable (due to the human factor involved), forcing new forms of external, purely formal empowerment of social potential in the organization, and taking into account new formulas for its legitimation (Kordsmeyer, Efimov, Lengen, Flothow, Nienhaus, Harth and Mache, 2022).

Still it cannot be emphasized enough that people are the most important element of the work environment, and their relations with the environment largely determine their professional functioning and satisfaction with work and life (Ahakwa, Yang, Tackie, Atingabili, 2021, pp. 34-62). The behavior of people at work depends primarily on how they are treated by the company and their superiors. Employee-enterprise relations are there to foster the implementation of specific goals. All participants in these relationships interact with each other, taking heed to their own individual as well as common values (Zhang, Sanyal, Suksatan, Maneengam, Murtaza, 2022). It is important that the values of all the parties do not clash, as this results in a conflict of interests. Such a situation may result in competition for certain goods and a lack of understanding for the other party, also leading to negative emotions, creating conflict, and erroneous perception of the situation. The guiding principle of shaping relations at work should be understanding and kindness, and in addition: democratization, i.e. enabling employees to bear joint responsibility; transparency of decisions undertaken by superiors; fair treatment of employees

based on a thorough analysis of the conditions of the work performed and its effects; genuine care for the employee, both at work and outside it (Wiatrowski, 2000). Shaping relationships in the work environment is a source of human stimulation, it stimulates human activity, directs behavior and is the basis for the organization thereof (Ratajczak 2007). To some extent it determines human behavior and, consequently, the quality of one's work (Li X., Li H., Skitmore, Wang, 2022, pp. 72-90).

Apart from the professional preparation of a person, apart from their education and competences, the most important, basic and decisive value of their work results from ethical standards. Human work has its ethical value, which is directly related to the fact that the person who performs it is a person, conscious and free, that is, a self-determining subject (St. John Paul II). It is precisely the focus of this study whose aim is to develop a model of key desiderata reflecting the dimensions of humanity (employees functioning in the labor market), in accordance with the idea articulated from the perspective of the concept of sustainable management. In-depth reviews of literature and participant observations (practical experiences of the author) led to the formulation of these important questions: (1) What is the essence and importance of human values (the dimensions of humanity) within the enterprise? (2) What postulates relating to the dimensions of humanity are articulated in the concept of sustainable management? (3) What components should form a tool used to assess the level of implementation of the respective postulates? (4) What values are respected from the perspective of manufacturers of technical subassemblies of agricultural means of transport (level of implementation)? Achieving the main goal requires the implementation of partial goals, among which the following were distinguished: (C1) at the theoretical and design level – the review of the subject literature in direct relation to the research topic (the theoretical evaluation model); (2) at the design level – a discussion among deliberately selected field experts aimed at selecting those dimensions of humanity that, in terms of the concept of sustainable management are crucial from the perspective of manufacturers of technical subassemblies for agricultural means of transport; (3) at the empirical level – determining the level of implementation of selected factors and thus indicating what (if any) shortcomings characterize the surveyed enterprises in this regard.

Research has shown that mutual trust is of utmost importance between the employee and the supervisor as it reflects the dimensions of humanity (Bacon, 2015), and is a manifestation of valuable work, which in turn fosters the development of skills and abilities. It allows one to feel excitement and enthusiasm for the tasks performed, and – as a result – provides a sense of competence and professionalism, building self-esteem and commitment to what one does. The manifestation of this is mutual understanding, establishing acquaintances and even friendships at work, which prevents exclusion and isolation, gives a sense of belonging to a community, the conviction of being helped and having one's needs met. It enables one to experience social support, which can be defined as *a type of social interaction that is undertaken by one or both participants in a problematic, difficult, stressful or critical situation* (Sęk, Cieślak, 2004, p. 18). Proper interpersonal relations at work are of great importance for psychological comfort and atmosphere at work and are a manifestation of the implementation of social values as seen from the perspective of sustainable management.

To sum up, it should be made clear that humanity in the spirit of humanism consists primarily in: (1) unconditional respect for the dignity, individuality and guarding against exploitation of any human being (employee); (2) ethical reflection on the universal value of good, which is an integral part of business decisions; (3) the implementation of this ethical reflection into the actual conduct of the organization in the spirit of reconciling intentions with actions.

Only recently has it been understood that life is of a deeper value, and technical ordering and market optics should be treated as methods of achieving goals by organizations, not those goals in themselves. The above is reflected in this study, specifically that: (1) there is a shortage of studies on human values (dimensions of humanity) in relation to employees of industrial enterprises, especially in terms of Industry 5.0, (2) the literature on the subject usually refers to general descriptions; there is a shortage of studies presenting specific suggestions and recommendations that can be translated into management practice, (3) the knowledge of key values (dimensions) fosters the creation of effective strategic renewal (restructuring) programs towards the 5.0 model articulating the well-being of employees as the basis of running a business.

Although the research field was narrowed down to the sector of manufacturers of technical subassemblies for means of agricultural transport, the cognitive value of the work in relation to other sectors of the economy should be mentioned. The work does not only formulate academic postulates, it also includes practical advice enabling the construction of guidelines for entrepreneurs and managerial staff, including in other sectors. The study considers the knowledge and experience of experts from outside the industry.

STARTING POINT

The factor leading to the effective use of the predispositions and knowledge of employees is the ability to perceive each of them in a human way. Employees who are well-motivated and treated according to social standards work better and are more efficient. It is up to managers to develop a company management strategy that ensures continuous employee involvement, encouraging them to constantly develop and work for the success of the company on the one hand, and giving them job satisfaction on the other (Funminiya, 2018, pp. 575-585).

In management practice, attention is paid to the process of continuous exchange of information and relations between the employee and the company. As a result of the cooperation, both parties can simultaneously achieve a common goal and meet their respective needs. With such an approach in mind, the principle that should apply in the company is the principle of reciprocity, which results in a constant need or desire to set new goals and the urge to achieve them.

The current conditions of use create opportunities for the flourishing of intelligent, learning, flexible, flat-structured organizations and good communication. Organizations where values such as wisdom, responsibilities, creativity, morals and ethics of employees take priority. The development of the organization expected in the key vision of aspirations and mission defining the ideas of its operation is precisely conditioned by the development and argumentation of its employees. In view of management balance, this forces an evolution in the culture and cleaning behaviors initiated in the processes of shaping and communicating changes in the organization's policy, communicating their effects, methods of job evaluation, systems of evaluation, remuneration and employee development. An

instrument supporting the determination of the scope of the indicated changes and modifications is a systemic analysis of the problem of the motivational function implementation within the sustainable management of the company.

Sustainable management, as seen through the prism of the management function, is completely unusual in the sense that while the implementation of other functions can be assessed based on the analysis of planning, organizing and control documentation, the assessment of specific dimensions relating to social values (the human perspective) is shaped by individual, subjective feelings of people involved in the processes implemented in various areas of the company. One of the main obstacles in shaping the value system is the recognition of various determinants of the connection between ethical and moral processes in managing the development of an organization. It is necessary to be aware of the goals and conditions of the organization's functioning, of the intellectual and emotional potential or interpersonal communication skills of employees. This knowledge, under the conditions of high dynamics of change, covering all areas of human and organizational activity, must be systematically developed, updated and verified. The quality and effectiveness of the implementation of individual social dimensions is identified by the organizational culture and the resulting social norms as well as the level of interpersonal communication. Recognition and monitoring of this process must embrace all spheres of their activity within the organization.

Many employers greatly value employee satisfaction, assuming that an increase in satisfaction will contribute to increased work efficiency. Although the results of research on the relationship between the employee's emotional attitude to their work and their behavior are not always conclusive, satisfaction is very often perceived as a key element of many theories of employee motivation. Defining employee satisfaction, including satisfaction in the workplace, on the basis of social literature is related to the ability of an individual to realise their needs, goals, values and beliefs. This possibility of realising one's own values and goals is perceived as the basis for developing an employee's attitude towards their own work. It was Vroom (1964, p. 99) who already defined satisfaction as an attitude. Thus, a positive attitude towards work is synonymous with job satisfaction. Vroom developed his considerations within the assumptions of the commonly known theory of expectations, where the

condition for employee satisfaction is the fulfillment of expectations. Another of the classic researchers of organizational behavior, Locke (1976, p. 1319), defines job satisfaction as the result of perceiving one's own job as one that helps to achieve important values from work, provided that these values are in line with basic human needs or lead to satisfying those. The above definition shows that what an employee perceives as valuable at work will directly result from their internal needs. On the other hand, achieving results valued by the employee is tantamount to their satisfaction. Spector (1997, p. 2) departs from the importance of needs in achieving employee satisfaction, pointing to the dominant role of cognitive processes in shaping attitudes towards work, the key element of which is employee satisfaction. Nair (2007, p. 47) also sees satisfaction as an attitude based on an individual assessment of one's own workplace. It thus involves more than just feelings, as it also reflects the evaluation and perception of the value of people and their own work.

Among the numerous publications related to the analysis of attitudes and employee satisfaction itself, there is a lack of agreement as to the role of environmental and individual factors in the process of shaping satisfaction (Ahmed, Guo, Qureshi, Raza, Khan, Salam, 2021). It remains open to what extent the perceived satisfaction is the result of the work environment in which the employee operates, and to what extent it rather stems from their character traits and individual predispositions. Leaving aside the discussion about the superiority of one factor over the other, researchers studying both areas have identified a number of key variables. The concept of Locke, who indicates the conditions that work must meet in order to make an employee satisfied (Sikora 2000, p. 37), became the basis for many analyses devoted to the study of employee satisfaction and the development of human resource management techniques. These include: (1) work constituting an intellectual challenge for the employee which they can cope with, (2) alignment of one's own goals with the goals of the organization, (3) lack of excessive physical overload (work not exceeding one's strength), (4) fair remuneration, adequate to individual aspirations, (5) physical working conditions that enable the achievement of goals and are consistent with the needs of the employee, (6) respecting some of the organization's employees, (7) support in combining individual and professional goals and minimizing role conflict and ambiguity (Locke 1976, p.1328).

The importance of workplace characteristics, with particular emphasis on the goals and tasks entrusted to employees, is also emphasized by Katz (1978, p. 703). According to this researcher, the possibility and scope of decision-making and the nature of tasks are more often the reason for employee satisfaction than the level of remuneration or promotions. Nowadays, employees on the labour market are increasingly offered a flexible approach to employment, which – as it turns out – is also an important factor in the characteristics of work, positively influencing employee satisfaction (Origo, Pagani 2008, p. 539) and constituting the manifestation of sustainable management.

It is worth remembering that the company is a *living organism* that must carefully analyse and respond to the market environment and the needs of the employee. Depending on the season, the company's priorities change. It should not be forgotten that the needs and attitudes of employees also change – this is often influenced by their position in the company or a random life situation. Good coordination of these two aspects is a daunting task, requiring a lot of work and time – but it is necessary, as only then will the management balance be at a high level.

It is impossible to present all the definitions and approaches dealing with the theory of humanity from the perspective of sustainable management in such a short study, hence only fragmentary approaches and directions of perception relating to the conducted research are presented.

MATERIAL AND RESEARCH METHOD

In order to identify direct and indirect factors influencing the perception of the dimensions of humanity in terms of the concept of sustainable management a series of studies was carried out, including: review, analysis and interpretation of the literature (preparatory study), concretisation using heuristic methods (brainstorming, Gordon's analogy, CERMA, crushing method) and hierarchising research (diagnostic survey method; research technique: questionnaire).

LITERATURE REVIEW

The review of the literature did not only allow a formalized and objectified synthesis of the hitherto scientific achievements or the assessment of the research conducted so far, but above all, it led to the identification of both researched and unexplored areas. This gave rise to defining the framework for further research, the results of which may constitute the basis for subsequent exploratory work. The conducted analyses clearly indicate the dissemination of the concept of sustainable development from the perspective of social values (the social dimensions). Although the body of publications referring to previously published works is increasing, it is necessary to supplement and develop the concept as the environment and conditions of the organization change. The above leads to the conclusion that texts that build the foundations of the concept are used to build and analyze solutions published on an ongoing basis (Green, 2005, pp. 270-273; Columb, Lalkhen, 2005, pp. 391-394; Levy, Ellis, 2006, p. 181–212).

FACTORY OF IDEAS – RESEARCH DESCRIPTION

The course of the creative thinking project with the use of brainstorming proceeded through the four stages: (1) appointing a coordinator (animator), (2) formulating tasks, (3) establishing a creative thinking team, (4) conducting an idea-generating session. To generate ideas, the team of 18 carefully selected experts was appointed. The evaluation team consisted only of specialists in the problem being solved, which was verified by the competence coefficient (expresses the relationship between the informativeness coefficient (knowledge of a given issue) and the argumentation coefficient). Persons representing (a) small (22.22%), (b) medium (27.78%) and (c) large (50.00%) organizations were invited to take part in the research. To sum up, the survey included owners (38.89%), managers (27.78%), representatives of science (22.22%) and local government units (11.11%). Among the respondents, the group of people aged between 41 and 50 was dominant (44.44%); 22.22% were experts aged 31 to 40. The age of 11.11% of experts was between 51 and 60 years old, while 22.22% were over 60 years old. Among the experts, the group with higher

education definitely prevailed (88.88%). One person (5.56%) had secondary education and one (5.56%) had vocational education.

The author presented a catalogue of selected definitions resulting from the reconstruction and interpretation of the literature on the subject. Based on the indicated factors, a session of generating original ideas was run. It was assumed that the search begins with the most general formulation of the problem, then the factors are made more and more precise. This was conducive to a multi-directional search, and at the same time pulled down possible barriers that appeared when narrowing down the problem. In this way, key words directly related to the category of sustainable management from the perspective of social dimensions were generated. In the second round, each of the experts was asked to specify the keywords they generated. The aim was to arrive at the content that a given category should reflect and represent. As part of the third round of research, experts were asked to derive specific sentences from general ones, while it was postulated that the conclusion obtained should logically flow from specific premises. As part of this session, attention was paid to the logical ordering (re-codification), which enables tackling of a given problem from a completely new angle, and thus collecting new ideas and suggesting improvements. The aim of the fourth session was to develop an initial questionnaire. While each team member was tasked with expressing their own opinion on the matter, care was taken to revise the underlying assumptions, experimental data, and reasoning before formulating final conclusions and research results. In this way, the focus was on detecting possible errors and imperfections and indicating appropriate additions, which is characteristic of the revision method as articulated in the CERMA catalogue. In order to improve the factors suggested, the decision was made to use the multiple sieve method and the crushing method. It was assumed that the mental operations that experts perform when *crushing* the initial model, are modifications leading to the creation of an improved category, which – intuitively speaking – should be more accurate, precise and more valuable in the context of the conducted research. The result was two more brainstorming sessions, during which it was suggested to reorganize, reconfigure or relocate the referents articulated in the definition without changing their scope and meaning (the *rearranging* method) (Budzanowska, 1967).

CONCLUSIVE STUDY – CHARACTERISTICS OF THE RESEARCH SAMPLE

69 respondents took part in the survey the main purpose of which was to assess the degree of implementation of the indicated parameters (the actual level of dimensions of humanity) of enterprises producing subassemblies and technical parts of agricultural means of transport (Krejcie, Morgan, 1970, pp. 607-610). For the purposes of collecting statistical material, a properly designed questionnaire was devised, and the data collection process itself was carried out using the CASI technique.

Most of the surveyed enterprises held only Polish capital (84.06%), 13.04% mixed capital and only 2.90% exclusively foreign capital. Most of the surveyed entities were natural persons conducting business activity (50.72%). The share of enterprises operating in the form of a limited liability company was also relatively high (18.84%), which was also true for private partnerships (14.49%). The share of joint-stock companies (2.90%), general partnerships (5.80%) and limited partnerships (7.25%) was insignificant. Most of the companies that took part in the survey were companies employing 10-50 people. Their share in the research sample amounted to 49.28%. The percentage of companies employing 51-250 people was also high (26.09%). The share of small companies (up to 9 employees) amounted to 18.84%, and large ones (with over 250 employees) was only 5.80%. The vast majority of enterprises enjoy an established position on the market and have been in business for many years. There were 62.32% of companies that have been operating on the market for at least 11 years. The percentage of companies operating on the market for 6-10 years is also rather high (26.09%). On the other hand, companies that have been operating on the market for no more than 5 years, accounted for the total of 11.59% of the companies that participated in the survey. Most of the surveyed companies run their business on the domestic (44.93%) and European (39.13%) markets. The share of enterprises in the agricultural machinery sector (technical means of agricultural transport) operating globally amounted to 15.94%. The vast majority of the survey was completed by people holding the highest managerial positions in their companies. Most often they were owners and co-owners (44.93%) or members of the management board of the enterprise (24.64%).

The percentage of people from the company's senior management (13.04%), middle management 11.59% and those holding lower positions in the company (5.80%) was much smaller. The vast majority (46.38%) of the respondents who represented enterprises in the process of completing the questionnaire boasted a Master's degree. It is worth emphasizing that a separate (large) category consisted of people with not just higher education, but also post-graduate studies completed (23.19%). The share of people with higher education – bachelor's degree (8.70%) was insignificant. On the other hand, there were only 21.74% of respondents whose education was below higher (vocational and secondary education, with the majority of people with secondary education in this group). The majority of respondents filling in the questionnaire were people aged 45-54 (43.48%). The share of people aged 36-44 (21.74%) and 55-65 (17.39%) was also significant. Younger people, i.e. not older than 35, accounted for 7.25% of all respondents, and those aged 65+ constituted as much as 10.14%. The people surveyed had a lot of experience in working in the sector, as 63.77% have more than 15 years of work experience in the industry. The share of people (30.43% in total) with work experience in the sector of technical agricultural means of transport was also significant in the range of 6-15 years. People with little experience (under 5 years) accounted for only 5.80% of all respondents.

RESULTS OF OWN RESEARCH

To be successful, companies must demonstrate the ability to continually introduce new products, improve the existing ones, and create new processes to address emerging opportunities and circumstances (Peng, Schroeder, & Shah, 2008, pp. 730-748). The condition for the functioning of the company, whether in the dimension of its durability (stability) or development (expansion), it is therefore the subconscious behavior, way of thinking, decisions, attitudes and human emotions that initiate research, discovery, experimentation, development, imitation and adaptation of new products, new processes and ways of organizing resources (Reichert, Beltrame, Corso, Trevisan, Zawislak, 2011, pp. 15-25). In this approach, human attitudes refer to the employee's activity, to their activity bringing new value, based on ideation, i.e. the ability

to come up with many solutions to open problems, to generate new and valuable ideas and concepts. Therefore, a strategic and coherent approach to managing the most valuable assets of the organization is preferred – i.e. people working in it, who individually and collectively contribute to the achievement of its goals. And not only economic goals, but also social and environmental ones. This requires exposing the organizational culture based on human values, in accordance with the idea articulated from the perspective of the concept of sustainable management.

In order to meet the current cognitive trends, the subject of research of this study were – as articulated from the perspective of sustainable management – the dimensions of humanity. The results of the research, in relation to the manufacturers of the sector of technical means of agricultural transport, are presented in Table 1.

Table 1. *Dimensions of humanity in terms of the concept of sustainable management – the level of implementation*

No.	Area and scope of operation	1	2	3	4	5	AVR.
		% of indications (number of indications)					
1	Assigning duties according to substantive criteria: competences, individual capabilities and talents	0 (0)	1.4 (1)	10.1 (7)	31.9 (22)	56.5 (39)	4.43
2	Clear and transparent rules of conduct that ensure predictability and form the basis of mutual trust, a sense of security and justice	0 (0)	0 (0)	10.1 (7)	40.6 (28)	49.3 (34)	4.39
3	Enabling decision-making	0 (0)	1.4 (1)	13.0 (9)	31.9 (22)	53.6 (37)	4.38
4	Maintaining effective and efficient interpersonal relations (loyalty and solidarity in relationships among employees)	1.4 (1)	1.4 (1)	11.6 (8)	33.3 (23)	52.2 (36)	4.33
5	Social and living as well as material conditions necessary to meet the needs of employees are ensured, and a number of various amenities and privileges are introduced related to being an employee of the company (care for friendly physical and material working conditions)	0 (0)	1.4 (1)	14.5 (10)	34.8 (24)	49.3 (34)	4.32
6	Delegating responsibility	1.4 (1)	1.4 (1)	15.9 (11)	29.0 (20)	52.2 (36)	4.29

7	Mutual help in difficult situations requiring support	0 (0)	2.9 (2)	11.6 (8)	39.1 (29)	46.4 (32)	4.29
8	Possibility of expressing opinions freely	1.4 (1)	2.9 (2)	14.5 (10)	34.8 (24)	46.4 (32)	4.22
9	Ensuring the employee of their capabilities and effectiveness of impact on the development of the company. Strengthening the belief that employees are valuable to the company	0 (0)	2.9 (2)	17.4 (12)	36.2 (25)	43.5 (30)	4.20
10	Recognizing and rewarding employees' efforts	1.4 (1)	2.9 (2)	13.0 (9)	39.1 (27)	43.5 (30)	4.20
11	Involving each employee in product and process improvement within the enterprise	0 (0)	2.9 (2)	17.4 (12)	37.7 (26)	42.0 (29)	4.19
12	Providing employees with an appropriate level of competence	1.4 (1)	4.3 (3)	13.0 (9)	37.7 (26)	43.5 (30)	4.17
13	Engaging employees in a continuous problem-solving process	0 (0)	4.3 (3)	14.5 (10)	42.0 (29)	39.1 (27)	4.16
14	Participation of employees in both the physical processes, e.g. the production of goods, and in regulatory ones (deciding who, what, and how)	1.4 (1)	8.7 (6)	13.0 (9)	34.8 (24)	42.0 (29)	4.07
15	Involvement of employees in KA processes, such as sourcing, creation, storage, transfer and use of knowledge	2.9 (2)	4.3 (3)	15.9 (11)	37.7 (26)	39.1 (27)	4.06
16	Strengthening the independence and autonomy of employees	2.9 (2)	7.2 (5)	10.1 (7)	36.2 (25)	42.0 (29)	4.03
17	The educational nature of the organizational culture	1.4 (1)	4.3 (3)	18.8 (13)	42.0 (29)	33.3 (23)	4.01
18	Building the code of values and social standards	2.9 (2)	8.7 (6)	17.4 (12)	34.8 (24)	36.2 (25)	3.93

Source: own study

In the course of the conducted research, attention was paid to the delegation of tasks, which, in essence, is one of the basic activities in each and every enterprise. This delegating the performance of a task to employees lies within the scope of the superior's activities, along with the powers and responsibilities. It should involve providing employees with support that will guide them in the achievement of the goal set. Among the surveyed enterprises, it can be noticed that duties are assigned according to substantive

criteria: competencies, individual capabilities and talents of employees (4.43). Clear and transparent rules of conduct are established ensuring predictability and forming the basis of mutual trust, security and justice (4.39). It is the employee who takes responsibility (4.29). Therefore, the manager does not only delegate tasks, but also responsibility, which does not mean that the former gets rid of their own duties, as their competence still includes ensuring and controlling the implementation of the tasks in accordance with the defined goals. The employee, on the other hand, within the framework of the set conditions and criteria, decides on their own how they will proceed (4.38). As a result of the delegation, the quality of decision-making increases, as not only is the manager's knowledge utilised, but also the knowledge of other people related to a given case. The activity of employees and the level of their organizational involvement increase. The delegation leads to a better utilisation of knowledge, skills and abilities of employees, which – as a result – shapes their competences, increases self-confidence and the likelihood to take initiative, as well as stimulates learning. This translates – in the long run – into maintaining effective and efficient interpersonal relations with the attention paid to loyalty and solidarity in relations between employees (4.33).

The functioning of the employee in the workplace depends on interpersonal relations. Dealing with the demands of the work environment is one of the most important factors in job satisfaction and self-esteem. At the same time, the functioning of a person at work is conditioned by factors dependent on the employer, but also by subjective ones, among which the employee's behavior, shaping their environment and relationships with others are important. In the surveyed enterprises, social and living conditions as well as material conditions for meeting the needs of employees are ensured (4.32). A number of different amenities and privileges are introduced related to being the employee of the company. Attention to friendly physical and material working conditions is stressed. In the context of the above criteria, it should be recognized that the work environment of the surveyed enterprises is a place to develop self-esteem and proper interpersonal relationships.

Proper relationships are a huge source of support, develop a sense of security, satisfy the need for belonging and acceptance among employees. Therefore, it is worth paying attention to fostering proper relations in the work environment

of the surveyed enterprises, which is manifested by mutual assistance in situations that are difficult and require support from superiors and other employees (4.29). Building self-esteem in relation to one's job and good relations in the workplace are interrelated. They condition the possibility of free expression of opinions (4.22).

The way of performing work is the result of the influence of the working environment and one's own attempts and efforts. The awareness of coping with professional duties, realizing one's abilities and ambitions, and the conviction that the work performed serves others gives one the opportunity to experience pride and satisfaction, and builds a sense of fulfilment. According to the conducted analyses, among the surveyed companies, there is a conviction that work primarily serves the employee, as it is a factor in their development, contributes to building the common good, to offer the company their abilities, skills and experience. Therefore, the need to assure the employee of their capabilities and effectiveness of influencing the development of the company or strengthening the belief that employees are the company's asset is stressed (4.20). From the perspective of the surveyed enterprises, it is important to recognize and reward the attempts and efforts of employees (4.20).

Among the surveyed enterprises, there is an increasing interest in the idea of continuous development. This concept is based on the belief that the direct contractors have the most information and knowledge about irregularities in the functioning of the organization and ways to remove those. Therefore, they are expected to get involved in improving the various aspects of the company's operation. It is a fact that each employee is involved in the improvement of products and processes within the enterprises surveyed (4.19), their active attitude in the continuous process of solving problems is evident (4.16). Therefore, in the enterprises surveyed, there were demands regarding employee training encouraging them to engage in improvement activities. For such activities to be justified, it is very important to create a culture of continuous improvement of competences in the company and to provide employees with an appropriate level of competence (4.17). To a lesser extent, this translates into participation in not only real processes, such as the production of goods, but also regulatory ones (4.07) and the involvement of employees in the acquisition, creation, storage, transfer and use of knowledge (4.06). The above is reflected by strengthening their independence and autonomy (4.03).

With some optimism one can observe the dynamic development (at least at the declarative level) of detailed ethical norms filling the space related to various manifestations of human activity and the educational nature of organizational culture (4.01). These repertoires of good conduct take the form of codes, principles, standards and practices and cover both internal and external relations within the organization. The system of social norms, viewed holistically, co-determines, apart from other non-normative factors (technical infrastructure), the social order that regulates the lives of members of the enterprises surveyed (3.93).

The issue of social values and standards concludes the subject of scientific research within 18 factors analyzed from the perspective of the dimensions of humanity as defined within the concept of sustainable management.

The conference entitled *DIGITAL WELL-BEING – a concern for the quality of life 2023* organized by the Team of Professor Magdalena Sitek (Alcide De Gasperi University of Euroregional Economy) was an opportunity to present the comprehensive research. This work only includes the most important research results adequate to the main theme undertaken during the conference.

RECOMMENDATIONS, I.E. AN ANALYSIS OF THE BENEFITS OF IMPLEMENTING THE POSTULATES OF HUMANITY

As part of the research conducted, supplementary research was undertaken, the implementation of which conditioned an attempt to answer the question concerning the benefits that, as a result of implementing the postulates of sustainable management (from the perspective of social values (dimensions of humanity)) are noticed by production companies operating in the sector of technical means of agricultural transport. The results are presented in Table 2.

Table 2. *Benefits of implementing the requirements of the dimensions of humanity – that is why it is worth it*

No.	Area and scope of the analysis	1	2	3	4	5	AVR.
		(% of indications)					
1	Introducing innovative solutions in the enterprise	-	1.4 (1)	11.6 (8)	30.4 (21)	56.5 (39)	4.42
2	Increase in competencies as demonstrated by employees (including, among others, technological competencies)	-	-	13.0 (9)	33.3 (23)	53.6 (37)	4.41
3	Matching employees to the production tasks and the manufacturing process	-	4.3 (3)	11.6 (8)	33.3 (23)	50.7 (35)	4.30
4	Increased employee responsibility for decisions made	-	4.3 (3)	15.9 (11)	31.9 (22)	47.8 (33)	4.23
5	Increased involvement in the process of improving the production system	-	4.3 (3)	14.5 (10)	37.7 (26)	43.5 (30)	4.20
6	Participation in employee training	2.9 (2)	1.4 (1)	15.9 (11)	42.0 (29)	37.7 (26)	4.10
7	Multitasking	2.9 (2)	5.8 (4)	18.8 (13)	33.3 (23)	39.1 (27)	4.00
8	Cooperation with technology parks and universities	2.9 (2)	7.2 (5)	21.7 (15)	37.7 (26)	30.4 (21)	3.86
9	Sharing knowledge with other employees	2.9 (2)	7.2 (5)	24.6 (17)	36.2 (25)	29.0 (20)	3.81

Source: own study

In the supplementary study, an attempt was made at identifying the benefits that, as a result of implementing the postulates of sustainable management from the perspective of social dimensions, production companies operating in the sector of agricultural technical means of transport can obtain. Indeed, it is pointed out that the innovative solutions introduced within the company is influenced by the increase in the competencies possessed by employees (including, among others, technological competencies) or adjustment of employees to the performed production tasks and the manufacturing process. The research results clearly indicate that sustainable management does not end only with the implementation of technical and organizational solutions. Indeed, it is postulated that employee responsibility for decisions made be increased, as well as their involvement in the process of improving the production system,

participation in training or multitasking. To a lesser extent, an increase in cooperation with technology parks and universities is postulated. According to the research, the problem that companies are still struggling with is the ability of employees to share knowledge (see: Abbasi, Shabbir, Abbas, Tahir, 2021; Wu, Saqib, Sun, Xiao, Ma, 2022).

DISCUSSION AND CONCLUSIONS

The material collected in the course of the research procedure made it possible to verify the assumptions and formulate conclusions of a general and cognitive nature. As a result of the conducted research, it was established that there are significant premises for the implementation of the concept of sustainable management and the implementation of the resulting social dimensions. The analysis of the conducted research reveals the main benefits. The research results allow us to postulate that the research model developed as a result of the literature query and expert discussion – to a large extent – reflects the factors identified in the course of empirical research (high level of indications). However, it also reflects the criteria specific to the sector of manufacturers of technical means of agricultural transport, exposed as a result of brainstorming.

Within the articulated factors, realized at least to a high degree, spaces oriented on human values considered from the perspective of sustainable management can be defined (Table 3).

Table 3. *Areas focused on human values considered from the perspective of sustainable management*

No.	Area	Key areas
1	Development of talents and competences	Creating attractive jobs, ensuring the possibility of individual development and self-realization of employees.
2	Experience and knowledge	Experience gained and conclusions drawn, knowledge base building is ensured, improvement of the secondary application of individual employees' experiences (i.e. knowledge accumulated by employees).
3	Well-being and work quality	Employees are engaged in a variety of tasks (adapted to their individual capabilities and talents), work is carried out in an environment that ensures appropriate freedom and autonomy in order to minimize stress associated with the performance of tasks.
4	Planning and organization of work	A balanced approach, involvement of all team members, taking up and performing duties related to planning and organizing the work to be performed.
5	Autonomy	Freedom, within the current situation, to ensure efficient production as well as development, learning and continuous improvement. Teams work with due authority and responsibility.
6	Supporting improvement attitudes	Giving freedom to active employees who want to implement creative ideas. Opportunity to submit one's own ideas without the fear of disregard.
7	Vision and strategy	Leaders promote the willingness to develop through open communication and presentation of future opportunities. There is clear and repeatable monitoring of vision and strategy
8	Professional development path	Work environment that ensures professional stability, making it easier for all individual employees to determine their own professional development path
9	Open dialogue	Open communication at the level of raising various topics between employees (also as regards the company's performance). Employees are all seen as valuable collaborators.

Source: own study

In the context of the conducted research, it was found that: (1) it is more important than ever for companies to be able to establish the dialogue with their employees, (2) the importance of employee involvement is increasing (a top priority), (3) companies should not only put profit in the first place with the role of the employee tailored to this goal, but for the good of a human being to become an additional value, (4) the goals are to be subordinated to human well-being (human-centred organization). So the manager should: (1) see individual differences

as an organizational strength, (2) include the need to ensure the health, safety and well-being of employees in business priorities, (3) evaluate employees and create a meaningful work environment, (4) introduce the principles of openness and trustworthiness, (5) act in a socially responsible manner, (5) ensure that the goal and mission are consistent with their personal values and the values of employees, (6) articulate a *clear and engaging* goal that will bind people together.

The issues presented in the article should be treated as contextual, affecting a broader and better understanding of the topic. The issues raised above require further, and even more in-depth research. The lack of space dictated the selection, hierarchisation and systematization of the respective issues. It was impossible to provide an exhaustive solution to all issues related to the discussed area of issues in one short study. The presented article constitutes the basis oriented towards further research, which will be reported in subsequent studies.

SUMMARY

The research described in the publication aimed at identifying the actual level of maturity of enterprises producing agricultural technical means of transport in the area of effective implementation of the sustainable management procedure from the perspective of social values (dimensions of humanity). The adopted research methodology made it possible to identify the quantitative and qualitative intensification of the feature among selected enterprises of the researched sector. The collected research material made it possible to formulate general and cognitive conclusions. The paper suggests a procedure and a tool enabling the identification of key designations of sustainable management postulates, which, as the author believes, will contribute to partially filling the lack of knowledge in this area. The suggested assessment method is part of a comprehensive approach to a holistic assessment of eco-maturity of enterprises and clarification of their management mechanisms. It is used to indicate strengths and weaknesses and to identify subsystems that need improvement. The surveyed enterprises declare a high level of maturity in the presented scope, which, in the opinion of the author, attest to their transformation in accordance with the ESG postulate.

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