

Evaluation Criteria of Managerial Staff in Judiciary Administration in the Context of Their Organizational Roles

Ryszard Rutka, Małgorzata Czerska

University of Gdańsk

The main objective of the paper is to state whether the evaluation criteria of managerial roles in judiciary administration suit the specificity of these roles. The first part of the paper presents the concept of systematic approach to organizational behavior and underlines the need of watching the criteria of assessment of managers' performance with the tasks they perform. The second part of the article focuses on the results of the Authors' researches, conducted among three groups of managers: directors, managers of divisions and managers of secretariats. In all three groups efficiency criteria were given priority – meeting the deadlines set and acting in compliance with formal procedures. Less frequently applied criteria were: evenness of delegating tasks to subordinates considering the competences of employees who are to compete the delegated tasks. The list of the evaluation criteria includes also the least frequently used ones, i.e. knowledge sharing and motivating employees with the tools tailored to their tasks and organizational environment.

Keywords: managerial roles in judiciary administration, evaluation criteria of managerial work in judiciary administration

Systemic approach to shaping organizational behaviors in public institutions

The concept presented in the article is general to such an extent that it could be applicable in analyzing various organizations. In this article the concept concerns the conditions determining behaviors in public organization. The assumption is that the intention of founders is what differentiates public institutions from public entities. Therefore, public organizations are those that are founded to serve the

public interest (Kieżun, 2004, pp. 37–38). The public sector is aimed at satisfying political requirements in order to ensure social stabilization (Koźmiński, 2016, p. 141). Thus, public management and its specifics are to be defined. According to J. Zieleniewski (1976, p. 393), management is setting objectives and creating conditions for the objectives to be accomplished. However, it is worth emphasizing the four characteristics of management:

- “Power” is based on ownership of resources, which gives the right to distribute them.
- The manager takes a financial risk on their own account.
- The rudimentary decision-making criterion is the ration between an outlay and effect.
- The binding rule is – what is not banned, is allowed.

However, in public institutions:

- Resources are actually the social property (owners are citizens) and after the resources are accumulated by the state, they are redistributed to public institutions to let them accomplish their tasks.
- Thus, the state takes on the role of the subject of economic account, also on micro level (institutions).
- The competences of resources redistribution (on behalf and to the benefit of their owners) are attributed to the state, which decides about the individual organizations who the redistributions of the resources benefits.

Therefore, the management of public institutions is characterized with significantly restrained component of entrepreneurship. It comes down to – to a large extent – deciding about the wealth of the others, on their behalf and in line with the instructions received from the representation of the owner (Koźmiński, 2016, p. 137).

- The decision-making freedom of public institutions is limited as well and only acting in compliance with the law is allowed (Kozuch, 2004, p. 353).
- The economic risk, connected with the redistribution of resources is partly replaced with a political risk (also on the level of public institutions) (Rutka, Czubasiewicz, 2005, p. 26).

The discussed concept is based on *strategic perspective* that includes the definition of objectives and tasks of an organization. In public organizations the objectives and the tasks are formulated and formalized by the legislative and executive powers. As a rule, the objectives aim at meeting citizens’ needs in political areas such as justice, defense, culture, medicare, education... The public organizations are evaluated in terms of their functioning and accomplishment of their objectives, based on the criterion of efficiency rather than cost-effectiveness. This indicates that the institutions are evaluated on the level of accomplishment of the set

objectives and the efficiency is practically operationalized in terms of the number of the objectives, meeting the deadlines, reliability, quality and compliance with the regulations. Therefore, the institutions bear a risk of failing to accomplish their tasks. And then, reaching the objectives becomes the factor of supreme significance, determining the evaluation of an institution and its superior. That is why the evaluation of the outlays earmarked for the accomplishment of the objectives is of secondary importance. Such an approach might trigger the “at-all-costs” accomplishment of the objectives. No wonder that the state – as the subject within the economic system – implements the following measures limiting the discussed risk and facilitating the rule of the state

- centralization of developing the strategy of the entity, its functional strategy, objectives and tasks, delegating the tasks to individual institutions, working out procedures of the tasks accomplishment, redistribution of financial resources,
- uniformity of acting (developing standard procedures of accomplishing tasks and objectives),
- formalizing centrally developed solutions to ensure uniformity in their organizations.

The efficiency of functioning of the institution is the criterion of secondary importance. The responsibility of the manager for the institution’s performance should depend on manager’s impact on size of the performance. Given the fact that the manager has no dominant influence on the amount and structure of revenue, his/her economic responsibility translates only into not exceeding the limit of expenses allocated for the accomplishment of the objectives. The level of control over costs and expenses on the superior’s pressure on respecting budgetary discipline.

Therefore, it is efficiency measured by the extent to which the objectives are reached, which is the major criterion of evaluation of an organization and its superior. The objectives and tasks determine a strategic perspective of functioning of public institutions as they are the performers of the tasks delegated to them by their superiors, in conformity to centrally worked out regulations and procedures and with the use of allocated resources. Therefore, the qualities of management are dominated by the characteristics of administering. The evaluation criteria of such an institution give priority to perfectness of its functioning over its innovativeness.

The strategic perspective of objectives and tasks results in the *shaping of behaviors in the entire organization* (managers and subordinates), determined by the following conditions:

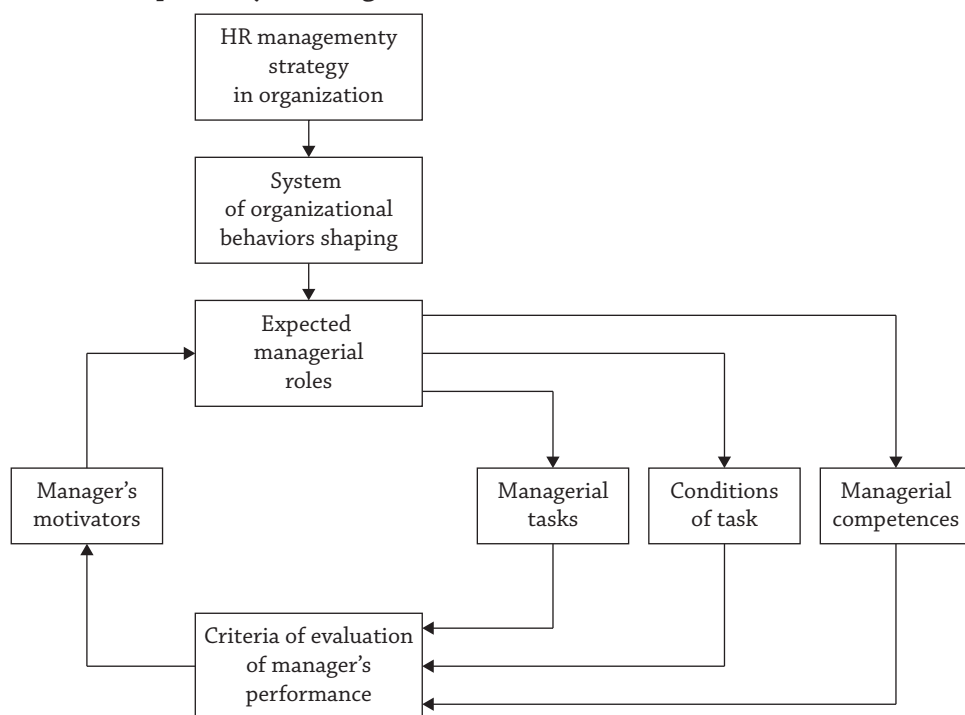
- character of delegated tasks to be accomplished (general and specific, resulting from the organizational genotype). Task could be varied depending on the required creativity, variety, repetitiveness, indispensable mental effort;

- organizational resources – material, financial, human (their shape and redistribution to individual tasks);
- accepted structural solution. It is worth considering the structural parameters approved by the Aston School (cit. Lichtarski, 2011, p. 25), in line with which the specialization level impacts the level of variety of tasks, the scope and profoundness of competences of the task performers. The impact strictly depends on the scope of management and determines the freedom of task performers as well as the scope of manager's supervision. On the other hand, the configuration determines the number of managerial levels, which defines the pace at which decision-makers react to emerging problems. The level of centralization of the decision-making power impacts the possibility of showing initiative and it also influences the task performers. What is more, the level of formality of acting results from the bidding law (acts, directives). However, the above circumstances are reflected in the environment in which individual institutions are functioning (e.g. internal procedures), thanks to which they may apply their internal regulations making use of their freedom;
- expectations of external clients. Their influence seems to be of growing importance due to their increasing law and civic awareness (customers, patients, inhabitants, entities). The level of their influence depends also on the possibility of a choice of a service-provider and on the opportunity of self-financing of public services;
- expectations of external institutions (local government, the National Health Fund, insurers, foundations, pro-bono public organizations, churches, civic organizations, political organizations).

Considering the above it is possible to identify the required organizational behaviors and expected employee profile (manager and performer).

In terms of the managerial posts in public organizations it is, then, possible to define *expected roles of these posts*. The concept of "roles" is understood as a set of specific tasks (different from each other) aimed at regulating different areas within the managed organization. In the concept of H. Mintzberg (Czermiński et al., 2002, p. 90) 3 groups of managerial roles are discussed: interpersonal, informative and decisional ones. The managerial role itself is a specific (for a managerial post) set of tasks aimed at regulating the functioning of an area the manager is in charge of. Such a role is successfully performed through adequate delegation of tasks in line with the level of position within an organizational structure, actual conditions and circumstances under which the role is performed, competence profile of the manager. Therefore, managerial roles are divided into three kinds:

Figure 1. Elements of motivational processes of managers in their managerial roles – expected by their organizations



Source: Author's own.

Role of specialist covers a set of tasks directly regulating the process executed in the area the manager is responsible for. To perform such a role efficiently, the manager should have specialized knowledge and abilities to make the superiors behave in a proper manner.

Role of organizer includes formulating the objectives of the managed entity and making employees fully aware of the objectives. The role comprises also building the internal organization of the managed entity, gaining funds for the accomplishment of the objectives, empowerment and defining scopes of responsibilities. Performing such role requires competences to perceive the organization in a holistic way, considering interdependencies between the organizational units.

Role of influencer covers a set of tasks that facilitate such circumstances under which subordinates are willing to behave in a desired manner. The role requires competences in the field of motivation and shaping attitudes of subordinates.

The above presented roles have to be specified as for the tasks of various level of generality. The level mainly depends on how much detailed, standardized or variable are the managerial tasks, significantly impacted by the hierarchical level of the managerial post and profile of an entity managed. The most general form concerns responsibilities (a need to do something resulting from a moral, administrative or legal imperative) (Rutka, 2003, p. 196–198). The responsibilities determine the areas of activity of individual posts, and define what can and should be done as well as what must not be done in the set managerial post. They are to guarantee that the entire scope of activity of an organization will be covered by responsibilities that will not duplicate. At top organizational levels the specific and individual tasks will be, then, defined by their performers. Along with the repeated nature of the responsibilities and their standardization and together with descending to lower hierarchical layers, there is a possibility of specifying the responsibilities in much more detail through delegating concrete tasks or activities.

Rights and accountability are strictly connected with responsibilities (tasks) (Rutka, 2003, pp. 204–210). It should be emphasized, however, that the three mentioned elements must be inter-correlated. Therefore, defining the scope and structure of managerial tasks should be strictly connected with *the conditions in which they are performed*. The conditions, though, shape – to a large extent – the possibility of accomplishment of the tasks. That is why both state and an organization have to provide a manager with such circumstances under which the accomplishment of the tasks is feasible. Otherwise, the task will have to be revised taking into account the real conditions of performing them. Among many others, such conditions include:

- level of autonomy of a managerial post determined by legal regulations (general and internal ones), level of public sector centralization, level of centralization within an organization,
- level of standardization and unification of activities of the managed unit determined by procedures,
- structural solutions within the institution (unit place in the structure, scope of influence and cooperation with others, area of activity, etc.),
- quantity and structure of resources allocated for a unit by its organization (level of correlation with delegated tasks).

The performed tasks are strictly connected with *indispensable competences*, and there should be a perfect match between the former and the latter. If the tasks and the competences do not match, the performed tasks will have to be revised in the short-term. The match between tasks and competences is needed and should be considered in general. According to Moczydłowska (2008, pp. 27–28) competences

include: knowledge, abilities and behaviors that require to be permanently developed and improved. However, the most general and universal concept of competences applicable in case of managerial posts is presented by W. G. Nickels (1995, p. 342) who mentions three groups of competences: conceptual abilities, technical skills and the ability to influence. However, it is also worth commenting on the more detailed proposal, presenting expectations from managers in public institutions (Rutka, Czubasiewicz, 2005, pp. 20–30). The authors enlist:

- ability to joint effort in reaching a target (co-operation instead of competition),
- knowledge of regulations and of the field of operations,
- ability to operate within a formalized organizational structure,
- ability to act in a disciplined manner and pursue tasks in standard situations,
- capability of taking initiative and individual decision – making in new situations,
- personality qualities (reliability, uncompromising honesty, punctuality, loyalty, accountability).

W. Kieżun (2004, p. 14), on the other hand, emphasizes the significance of employees' ethics.

The next stage is to establish *criteria of evaluation of managerial tasks*. The adjustment of the criteria to the manager's tasks, duties, and responsibilities is of utmost importance as it is the criteria that eventually determine the manager's behaviors. Thus, in daily operations the manager aims at the highest possible evaluation of his/her performance based on the established criteria.

Having established the evaluation criteria, it is necessary to determine *the motivators of management staff* and the conditions of their application (in combination with meeting the established criteria of evaluation of tasks accomplishment). The motivational system should be tailored to the delegated roles and approved evaluation criteria. Any possible imperfectness of the system might result from adapting improper (unclear, inadequate to the expected role) evaluation criteria. This might result in the situation in which managers fail to perform their roles, aiming at fulfilling the criteria set by the authors of the system of organizational behaviors shaping. Any temporary revision of the managerial role would be a major intervention in the entire management process, which could deteriorate the effectiveness of the organization's functioning in such a way that it would be unable to shape the desired behaviors (in line with the systemic requirements). From the perspective of the current ability of the system to shape the behaviors expected by the organization, it would be necessary to revise the criteria and, then, the motivators so that they could shape the manager's behaviors according to the role attributed to the criteria. Yet, in long term it would be advisable to revise the objectives and tasks of the organization. Such a revision

would translate into the change to the roles of managers in individual managerial posts.

Given the above, it is worthwhile to stress a dual role of concept systemic approach to shaping organizational behaviors. On the one hand, the concept is a tool of diagnosing the adjustment of criteria of organizational behaviors evaluation to the roles and performed tasks as well as the tool of determining the extent of revision to the existing criteria and motivators. On the other and, the concept might be a basis for the future revision of strategic objectives and organizational tasks and the revision of the remaining elements of the model.

Research findings

The objective of the research was to establish the level of adjustment of the applied criteria of court administration managerial staff performance appraisal to managerial roles and responsibilities entrusted to them. The authors put forward the following research questions: the accomplishment of which managerial tasks is considered within the system of the manager's performance evaluation? What evaluation criteria should be attributed to individual managerial tasks? What is the impact of the set criterion on the appraisal of the manager's performance?

The research involved students of the first and the second year of Postgraduate Management Studies for managerial staff of judiciary administration units. In the research participated: 12 directors of district and magistrate courts, 38 managers of Court administration Units, i.e. managers of middle level in the court of law as well as 32 managers of the Secretariats Offices of the Court Presidents, managers of Customer Service units and managers of other units realizing the tasks of proper functioning of the courts reporting directly to the manager of administration Unit of the court. This group of the surveyed represented the lowest managerial level in the court of law.

The research was based on the workshop method. To this end, homogenous teams of managers (determined by their position in the hierarchical structure of the judiciary administration) were formed in order to perform the following tasks: defining their managerial roles, entrusting the tasks to be accomplished within their roles, defining whether the tasks are performed permanently, cyclically or incidentally, enlisting the actually applied criteria for the manager's performance appraisal and combining the criteria with the list of tasks, selecting 10 criteria from the list of several ones used for the manager's performance appraisal, establishing the significance of the above criteria in terms of their impact on performing the managerial roles (the ranking was made with the use of the matrix of enforced comparisons).

Group of Court directors: the court director reports directly to the president of the court. The competencies of the court director include management of the court units that support the fundamental function of the court of law, i.e. issuing rulings and sentences under the civil and criminal law. The court directors are in charge of: administration, finance, maintenance and real estate development units as well as technical support unit. The court directors co-operate with the court vice-president in charge of court procedures of issuing verdicts and sentences.

In the opinion of the court directors the *level of meeting deadlines imposed on the tasks of the units they are in charge of* is the strongest motivational criterion. The imposed deadlines usually result from the binding law, and failure in meeting them results in formal, legal or financial consequences. This criterion is also connected with a managerial task which is setting the deadlines, considering how much time-consuming performing the task is. Because of utmost importance of executing the tasks in timely manner, the director permanently supervises the progress of the work being done. The second task of the director is the permanent *supervision over compliance with the norms and standards in the operations of units and the units employees*. Operating in conformity to the procedures is the second most important criterion of evaluation of the director's performance. Therefore, the key criteria of evaluation of the director are efficiency parameters of functioning of the organization. The idea of the evaluation is the level of reaching the effect assumed as a target, and not the relationship between the value of the result and the value of the cost of its reaching.

The third most important criterion is *methodological level of realized activities in the units* the director is in charge of, which is significantly impacted by the quality and scope of support provided to the units by the court director. The support could be given in the form of consultations, counseling or organizing the process of employees' development and improvement.

However, what is surprising is that the researched group of directors did not indicate the qualitative analysis of functioning of the units subordinated to them on the list of the tasks entrusted to them. The list of the top ten criteria does not include the *evaluation of dynamics and tendencies in discrepancies between the assumed time needed to perform a task and their execution in timely manner as well as the dynamics and tendencies in determining the quality of tasks performed by the court administration* (complaints, returns, accepted appeals, etc.).

In the fourth position on the list of the evaluation criteria of the director's performance was the *level of adequacy of the entrusted tasks to the competences and conditions of the functioning of the tasks performer*. Ranked eight was the *level of real consideration of the resources and their availability in the area of management* – the level of awareness of the size of the demand for resources indispensable to perform the tasks. The ninth significant criterion was the *pace and accuracy of reaction to detected dysfunctions in the processes within the managed area*.

The evaluation criteria concerning the director's interpersonal roles were ranked as follows: in the fifth position: *adequacy of the used motivational tools to the characteristics and conditions in which tasks are performed in the unit the director is in charge of*, in the seventh position: *intensity and rationality of acting to the benefit of the desired competence level of the subordinates*, and in the tenth position: *the scope, intensity and forms of knowledge sharing as well as joint solving of problems*.

The value of the criteria has a significant influence on the intensity of performing tasks and managerial roles that the criteria match. Very high ranking positions (1, 2, 3) of the evaluation criteria connected with performing by the director the role of specialist in functioning of the judiciary administration result in the fact that the tasks associated with the criteria are performed permanently or cyclically. In the second group of significance of the criteria (position 4, 6, 8) there are the ones used to evaluate the performance of the director as an organizer. However, the tasks attributed to the role are performed seasonally. The third group of significance of the criteria includes the ones connected with the performing interpersonal roles by the director. These criteria were ranked 5, 7, 10 within the ten most significant ones. The tasks attributed to the interpersonal roles of the director are performed incidentally. Outside the top ten there were criteria connected with the task of "shaping attitudes and systems of values desired by an organization".

The above presented hierarchy of the criteria of assessment of the managerial work of the director proves a high level of concentration of operational work, in the highest hierarchical ranks of the court. The necessity of temporary involvement in the functioning of the lower ranks results in the fact that little space and time is left for performing organizational roles as perceived from the systemic perspective. Yet, still less space is left for performing the roles connected with human capital management.

Group of middle level managers: Managers of units directly subordinated to the court director. This group includes Managers of Administration Unit, whose task is to ensure the proper functioning of the court and see to the appropriate technical-organizational as well as in terms of fixed assets operations of the court. This group of managerial staff is composed also of managers of: Financial Units, IT Units, Investment and Maintenance Units and Logistics Units.

The surveyed managers of district and magistrate courts indicated the highest significance of the criterion: *the level of timely execution of tasks by the sections and organizational posts they are in charge of*. This criterion is connected with the managerial role of executing performance of the tasks in timely manner, considering that the deadline is usually imposed by the binding legal regulation. The surveyed managers permanently perform this task as well as they constantly

supervise the acting of subordinated to them units in conformity to the norms and standards. *Compliance of the acting with the binding procedures* is the second most important criterion of evaluation of the work of the surveyed group of managers. In the third position there is the criteria of *evenness and balance of work-load delegated* to individual posts and organizational units, whereas in the fifth position – *the adequacy of delegated tasks to the competences and working environment of the task performer*. Within the top five of the criteria there were ranked those ones that focus the manager's attention on the certainty of reaching the targets defined by the norms, both in timely manner and in compliance with the binding standards.

The top five criteria include also: *scope, intensity, forms of knowledge sharing and joint problem solving*. This criterion is connected with the performing of managerial task of integrating subordinates all around the common objectives. This task is permanently performed. However, positioning by the surveyed in the tenth position the methodological level of tasks performed by them proves that sharing of the knowledge concerns most the aspect of how to execute tasks in timely manner and in compliance with formal and legal requirements.

Intensity and rationality of acting to the benefit of development of competences of subordinates was ranked sixth in terms of the significance of the criteria for the evaluation of performance of managers of court unit. This criterion is connected with the managerial task of developing the human resources potential of the organizational units the manager is in charge of. In the opinion of the surveyed this task is accomplished seasonally.

Ranked seventh was: *the adequacy of allocation of means and resources to the tasks attributed to the units and organizational posts*, in the eight position there was the level of awareness of the real and desired state of competences of the subordinates, and in the ninth: *the pace and adequacy of reaction to the detected dysfunctions in the managed area*. These are the evaluation criteria of tasks performed by the manager resulting from the manager's role of an organizer or a specialist.

Summing up, it should be stated that in comparison with the top level of judiciary administration, the structure and significance of evaluation criteria of middle level managerial staff have changed insignificantly. Within this group the most important are the criteria concerning execution of tasks in timely manner and their compliance with binding standards as well as formal and legal regulations. Among the criteria linked to the execution of roles connected with exerting an impact, relatively high were positioned: *intensity of knowledge sharing and the scope of joint problem solving* as well as *intensity and rationality of acting to the benefit of subordinates' competences development*. Unfortunately, within the top ten criteria there is none connected with performing the tasks aimed at shaping attitudes and systems of values desired by an organization.

Group of lowest level managers included Managers of Secretariats of the Court Presidents or Customer Service Offices who most often directly report to the Managers of Administration

Units as well as it included Managers of Secretariats subordinated to the Chairman of the Court Departments. The surveyed managers stated that the most important criteria of evaluation of their managerial performance is: *the compliance of their acting with procedures and formal quality standards*. The tasks performed within this evaluation criterion are done permanently. This group of managers is the only one to have stated that this criterion is more important than *executing tasks in timely manner*. In the third position they ranked *adequacy of delegated tasks to the competences and conditions of acting of the task performer*. The reason for such a high ranking position of this criterion could be the fact that both secretariats and customer service units considerably influence the court image shaped by the quality of communication between the court and society. The proper choice of task performance is more important than ensuring the *evenness and balance of workload in the unit the manager is in charge of* (ranked eight). However, in the high fourth position the surveyed placed *pace and adequacy of reacting to dysfunctions in the processes pursued in the managed area*. This criterion was ranked ninth by higher level managers.

In the sixth – so relatively high position – there was ranked the criterion: *adequacy of applied motivational tools to the objectives and conditions in which the tasks are performed in the units the manager is responsible for*. This criterion was not included in the top ten list by middle level managers of the court administration.

As it was the case with the previously discussed management levels, the criteria connected with the evaluation of the process of shaping attitudes and systems of values desired by the organization are ranked low (outside the top ten in terms of their significance) along with the criteria connected with the task of **developing the staff potential within the subordinated unit**.

Table 1. Ranking of judiciary administration managerial Staff evaluation according to the surveyed

Evaluation criteria of performed roles	Position of a criterion in a hierarchy of significance		
	CD	UM	SM
Role of specialist			
• Timely execution of tasks in subordinated organizational units	1	1	2
• Level of using work time in subordinated organizational units.	–	–	–

Evaluation criteria of performed roles	Position of a criterion in a hierarchy of significance		
	CD	UM	SM
• Compliance of operations and decisions with binding procedures and formal quality standards.	2	2	1
• Methodological correctness of performer tasks.	3	10	7
• Dynamics and tendencies in occurring discrepancies within the standards of meeting deadlines and time spent on tasks execution.	-	-	-
• Dynamics and tendencies in building quality of the performer tasks.	-	-	-
• Pace and adequacy of reactions to detected dysfunctions in the manager area.	9	9	4
Role of organizer			
• Identification of demand for resources indispensable for performing tasks.	6	-	-
• Identification of actual reserves of resources in the manager area.	8	8	9
• Adequacy of redistribution of means and resources for the tasks delegated to subordinated organizational units and work-posts.	-	7	-
• Adequacy of delegated tasks to competences and conditions of functioning of the task performer.	4	5	3
• Evenness and balance of workload in subordinated organizational units.	-	3	8
Role of influencer			
• Methodological and mental preparation of the subordinates for the changes planned in the scope and method of working.	-	-	10
• Adjustment of personal manners and the culture of job position to social expectations.	-	-	-
• Adjustment of motivational tools to characteristics of tasks and conditions of their execution in the managed area.	5	-	6
• Integration of subordinates in terms of their common objectives.	-	-	-
• Scope and intensity of knowledge sharing and team work at solving problems.	10	4	5
• Intensity and rationality of acting to the benefit of the desired development of employees' competences.	7	6	-
• Number of promotions of subordinates beyond manager area.	-	-	-

Key: CD – court directors, UM – court units managers, SM – managers of secretariats of the court president, customers service offices, etc., subordinated to Manager of Administration Unit

Source: Author's own.

Conclusions

At all the hierarchical levels in the judiciary administration the greatest significance is attached to the criteria of evaluation of managerial staff that concern efficiency of functioning of the subordinated organizational units. The efficiency is measured by the extent of reaching the objective, and not by means of the value of the results and the expense borne to reach the objectives. Taking into account the objectives, tasks as well as organizational structure of the courts, the dominance of the efficiency criteria is fully justified.

At all the levels of the court administration two criteria appear to be the most significant: timely execution of the tasks by the manager subordinated organizational units and the compliance of actions and decisions taken with binding procedures and formal quality standards. The managerial tasks that are subject to evaluation by means of the above criteria are performed permanently. The high level of realization of these key criteria is also possible thanks to the accomplishment of tasks evaluated with the less significant criteria such as: evenness and balance of delegating workload to subordinates. The high level of meeting these criteria increases the chance of infallible execution of tasks in conformity to the binding procedures and required deadlines. However, the accomplishment of such managerial tasks as a development of the staff potential, integrating the subordinates around the shared objectives, building teams and enhancing the culture of liaison is identified with the evaluation criteria ranked in further positions.

Among the top five criteria of key importance for the managerial staff surveyed, none of the groups indicated:

- level of working time utilization in the subordinated organizational unit;
- dynamics and tendencies in shaping the quality of executed tasks (handling complaints, returns, accepted appeals, etc.),
- pace and adequacy of reaction to the detected dysfunctions in the process (apart from managers of secretariats, who ranked this criterion in the fourth place),
- adequacy of allocation of means and resources to the attributed tasks of the subordinated units and posts.

In the area of interpersonal role of managers the following criteria of key importance to the managers were left outside the top ten of the ranking:

- methodological and mental preparation of subordinates to expected changes and the way of coping with them,
- adjusting personal manners and corporate culture to the social and organizational expectations,

- integration of subordinates around joint objectives,
- number of promotions of subordinates beyond the managed area.

The respondents claimed that the tasks evaluated with the top five criteria – in terms of their significance – are performed permanently. The tasks evaluated with the criteria ranked 6–10 are executed seasonally, and the tasks, whose evaluation criteria are not included in the top ten, are performed incidentally.

What causes concern is the similarity of both the structure and the hierarchy of criteria of evaluation of managerial staff at all the organizational levels of judiciary administration. The managerial staff are first and foremost appraised for the efficiency of their operational acting, with the minimized risk of making mistakes. Even the top managers are not motivated to attach enough importance to the development of intellectual capital and organizational culture of the courts. The managerial staff of the judiciary administration are also insufficiently motivated to rationalized use of the organizational resources because of the priority given to operational efficiency of the subordinated to them organizational units.

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Prof. Ryszard Rutka

Faculty member at the Faculty of Management at Gdańsk University. Since mid – 1970s he has been conducting researches on the evolution of management styles and on changing to management conditions in enterprises and institutions. Since the early XXI century he has been conducting the researches together with Prof. Małgorzata Czerska. He is especially focused on seeking dependencies between characteristics of organizational culture and real management styles. His other field of interest is an organization – its functioning, development, developing projects as well as their implementation.

Prof. Małgorzata Czerska

Faculty member at the Faculty of Management at Gdańsk University. Since mid – 1970s she has been doing researches on change and resistance to change in enterprises. Since the early XXI century she has been carrying out researches – together with Prof. Ryszard Rutka – concerning management styles and the conditions of performing them. Her specific field of interest is the joint researches and publications on structural solutions in functioning of an organization. Organizational culture has now become the focal point of her interests.