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**EFFICIENCY OF MANAGEMENT OF SUSTAINABLE DEVELOPMENT –
CHALLENGES, PROBLEMS, BARRIERS**

Zięba K., Dr. Eng.
Olma S., B.A.

University of Economics and Humanities, Bielsko-Biala, Poland

This paper discusses such issues as the importance of efficiency management of sustainable development. In the authors' opinion, this matter is currently topical subject due to, among others, on the still high costs of irrational management in the field. Dynamically changing environment forces to search for new solutions for efficiency management of sustainable development, and unfortunately, in many countries it is still a significant problem. For some countries, the efficiency management of sustainable development is difficult. It should be noted that the problem with the inaction of relevant activities of the countries in the field of development of efficiency management of sustainability development will grow, because globalization makes it necessary to generate new solutions emerging to date problems. Facing each country there are so many challenges in the field. However, some countries are aware of the seriousness of the problem and therefore take a number of measures in this regard, often regardless of the amount of costs. This has an impact on their competitiveness. Apparent is also increasing incorporation of new original solutions in the field of sustainable development management.

Keywords: *efficiency, sustainable development, management, challenges, problems, barriers.*

Introduction

Formulation and development of efficiency management of sustainability development may be associated with the need to take risks. This should not, however, an argument for inaction in the field. In many countries, existing solutions for sustainable development can often be unacceptable. Surely it should be capable of presenting their ideas by individual countries, which may contribute to improve

the situation in this respect. This is due, however, with the selection of appropriate tools and instruments. The success of this process, no doubt also determines the flexibility of the activities undertaken by the country.

Currently existing solutions in the field of management of sustainability development requires continuous improvement. It should also be borne in mind that new solutions should be tailored to the situation (internal

and external) of the country.

In the opinion of the authors of this article the issue of the efficiency management of sustainability development is becoming more and more one of the dominant areas of interest of many specialists. Curiosity items subject particularly intensified during the period of progressive globalization, which forces the search for new solutions. More and more countries are aware of this matter, and therefore the "difficult times" is particularly interested in how it looks efficiency management of sustainability development.

Many countries now needs new solutions for efficiency management of sustainable development. Often there are different barriers associated with it. The scale of the problem concerning the efficiency management of sustainability development

expands in modern conditions.

In this study, we formulated the following **research problems**:

1) Does the efficiency management of sustainable development can be one of the factors determining the competitiveness of a country?

2) Is it possible to identify the characteristics of a country having an impact on the efficiency management of sustainability development?

3) Can you identify problems and barriers to the efficiency of sustainability management?

For all these questions, the authors of this article responded affirmatively, and the responses accept the **hypotheses** of this study. The process of the research presented in Fig. 1.

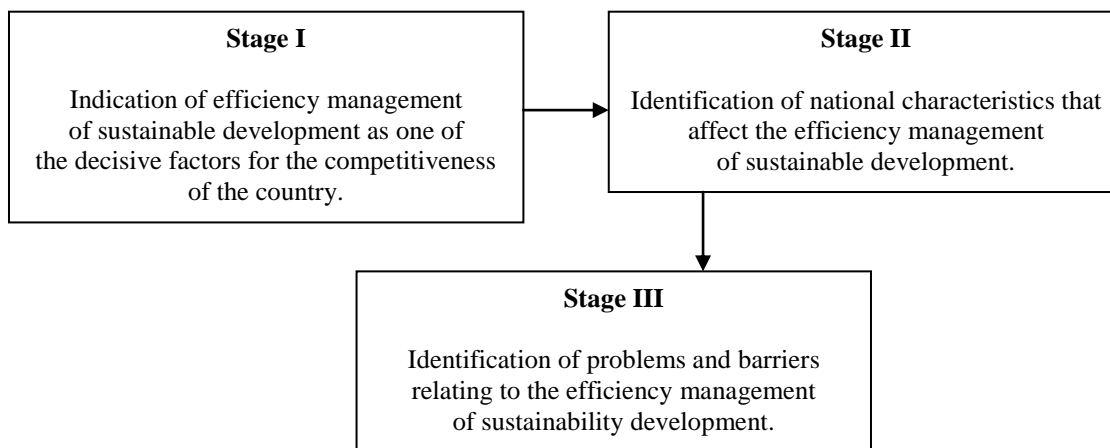


Fig. 1. The course of the research process

Source: own development

1. The efficiency management of sustainability development – interpretation of the concept

Before you interpreted the concept of the efficiency management of sustainability development should already provide a definition of efficiency.

Efficiency belongs to the group of issues, which are used to describe management processes. It is a universal category, but not always defined precisely and clearly, allowing for an assessment of the organization, for survival and / or growth of the company. You can bind it to the

principle of sound management. In the ordinary sense, but it is seen as relationships resulting from the effects of outlays.

Efficiency is also related to the efficiency of work that is useful and economical. It involves the skillful management of the resources of society in the process of satisfying the deficiencies and needs of the people, doing something well, without waste of time and money.

Determinant of the efficiency of a favorable environment for innovation in the economy. It should also be understood as liberation positive synergy effects as a result of the integration mechanism controlled (supranational organizations, state) and spontaneous (regional governments, businesses). It is determined by means of appropriate measures recognized as the product of quantity and quality of jobs and investment measures, which suffered an organization to perform tasks.

Therefore, the efficiency management of sustainability development can be understood as the relation of the effects arising from the application chosen by the country or organization of tools and instruments of sustainability management to investment that this country or organization had to incur in connection with the selection and application of these tools and instruments.

Efficiency management for sustainable development is inseparably connected with the proper risk management process. Individual countries or organizations should, therefore, for this purpose, enter the following principles:

- ensuring the supervision of the efficiency management of sustainable development;
- identification of entities, which in particular affect the efficiency management

of sustainable development;

- the consistency of all elements of the efficiency management of sustainable development;

- continuous updating of specific activities or tasks related to the efficiency management of sustainable development;

- possession of a corrective action plan.

Efficiency management of sustainable development often rejects previously used solutions. This does not mean a lack of tolerance and respect to previously earned achievements. Surely it should be capable of presenting their own ideas for the various parties involved, making it quicker and easier to come to a solution to problems. This is related to include the ability to negotiate. The efficiency management of sustainability development also depends on the ability to select the right tools and instruments, as well as organizational and technical conditions. The success of this process undoubtedly determines the flexibility of the people responsible for the efficiency management of sustainable development.

At the same time pay attention to the growing importance of the involvement of individual countries in the efficiency management of sustainable development, which should be based on the willingness to work hard, sacrifice time and energy and fulfillment of earlier promises.

The efficiency management of sustainability development can be evaluated in terms of the degree of fulfillment of the key targets existing in a given country or organization management model for sustainable development. Model of efficiency management of sustainability development can sometimes be incorrectly formed. Creation of an appropriate model of sustainability management, however, is

difficult and risky. But this should not be a reason for abandoning any action in developing efficiency models in the field. The authors of this article believe that the methods of efficiency management of sustainable development will be constantly developed. Functioning in the country a model of efficiency management of sustainability development associated with its continuous improvement. In many cases, the efficiency management of sustainable development should be tailored to the specific situation, the expectations and the possibility of a country or organization. The choice of how to manage sustainable development should guarantee the success of the country or the organization, to encourage further exploration of solutions for efficiency management of sustainable development.

In order to achieve high efficiency management of sustainable development countries must reckon with certain risks, among others, of incurring high costs or selection of appropriate tools and instruments.

The efficiency management of sustainability development can be considered also in terms of time (short term, long term). It can also be divided into static (based on solid methods) and dynamic (associated with constant changes).

The efficiency management of sustainability development can also characterize internal and external consistency. Also it lies in the fact that the country observed the environment, provides for amendments and actively meet the expectations of assessing the reactions and behavior of society. At the same time these activities should be open and constantly made public. The lack of public information on the projects can result in the loss of his

confidence, and support. Efficiency management of sustainable development is also characterized by:

- satisfaction and acceptance of society;
- the pursuit of the highest quality;
- ability to use existing tools and instruments for the management of sustainable development;
- innovation.

Countries should ensure that such management of sustainable development, which has an impact on their development and strong competitive position. They should primarily take care of the shape model of efficiency management of sustainability development, duly held using instruments and tools. Creation of the model should be carried out in a thoughtful and careful.

Efficiency management of sustainable development is conducive to:

- understanding of the goals and needs of society (country)
- confidence in the society,
- individual approach to every citizen.

Currently, the efficiency management of sustainable development also has an impact on the image (image) of a country or organization.

Reviewing the literature it can be stated that there is no single ideal way of efficiency management of sustainable development, which would look at any situation. So it motivates further research in the field.

2. The characteristics that country and the efficiency management of sustainability development

Due to the need for efficiency management of sustainable development should advance to extract these features of the country that have the greatest impact on

the efficiency. According to the authors of this article these features can be extracted from selected features of sustainable development (Table 1).

Table 1. Summary of the required characteristics of a country having an impact on the efficiency management of sustainability development

SOME FEATURES OF SUSTAINABLE DEVELOPMENT	REQUIRED FEATURES OF A COUNTRY HAVING AN IMPACT ON THE EFFICIENCY MANAGEMENT OF SUSTAINABILITY DEVELOPMENT
The behavior of people harmony with nature	The pursuit of technological progress, which, however, may be associated with incurring additional expenditure on environmental protection.
The quest for development, but not at the expense of future generations	Getting the planned effects, but using reasonable level inputs (eg. natural resources).
The combination of decision-making processes at all levels (central, regional, local)	The merger decision-making processes may occur less expenditures for the management of sustainable development (eg. in terms of the speed of information flow).
The quest for equitable development	Caring for the equitable distribution of resources (eg. human) may be associated with increased costs affecting the justice.
The dominance of quality over quantity	Focus more on the quality of the planned effects than their number may be associated with incurring higher costs.
Create patterns	Generating design solutions for proper behavior in the process of sustainability management can affect incurring increased costs.
The desire to create equal opportunities for all	Compliance with the rational allocation of scarce resources between different generations may be associated with increased expenditures.
The right way of farming	The ability of management scarce resources in such a way as to maintain a balance between the current generation and future generations.
Increased environmental protection	The desire to maintain a balance between the current state of the environment and the state, which should be ensured for future generations.
Caring for the biological balance	Ability to maintain a balance between economic development and nature.
Increased control of technological progress	Ability to maintain a balance between the level of prosperity that exists today and that should be ensured for future generations.
Striving for innovation	The use of innovative solutions in the field of sustainability management can have an impact on reducing costs.
The emphasis on social responsibility organization	Monitoring and evaluation of social responsibility organization can have the effect of increasing the cost to the country.
The risk	Application of higher outlays for forecasting the risks associated with the management of sustainable development may be associated with the generation of additional costs.

Source: Own study based on: W. Grudzewski, I. Hejduk, A. Sankowska, M. Wańtuchowicz, *Management confidence in the company*, Wolters Kluwer Poland, Krakow 2009, p. 208; A. Stabryła, *Management development organizations in the community organization*, Publishing House of the University of Economics in Cracow, Cracow 2008, p. 606; P. Buła, *Contemporary problems of entrepreneurship in small and medium-sized enterprises*, Cracow School of Business at the University of Economics, Cracow 2010, p. 196; A. Paliwoda-Matiolańska, *Social Responsibility in the process of enterprise management*, Publishing C.H. Beck, Warsaw 2009, pp. 236-237; J. Rubaszewicz, *Protection of the environment in international and domestic*, Publishing School of Customs and Logistics, Warsaw 2008, p. 67.

3. Problems and barriers related to the efficiency management of sustainability development

sustainability development are related to numerous problems and barriers, which are presented in the following table (Table 2).

With the efficiency management of

Table 2. Summary of the problems and barriers relating to the efficiency management of sustainability development

PROBLEMS AND BARRIERS IN CONNECTION WITH EFFICIENCY MANAGEMENT OF SUSTAINABILITY DEVELOPMENT
The long interval between the time you perceive a problem with the management of sustainable development and the moment in which there will be effects caused by the management may influence the efficiency management of sustainability development. Furthermore, the efficiency may be affected by the need to increase the time required for a detailed review of their effects.
The different levels of social responsibility organization can have an impact on the efficiency management of sustainability development.
Knowledge of modern, innovative solutions in the management of sustainable development can have an impact on the efficiency management of sustainability development.
The level of internal motivation of those involved in the management of sustainable development may depend on the efficiency of this management.
Striving for continuous updating of knowledge in the field of sustainability development may have in the future a positive impact on the efficiency of management.
Limited (or even lack thereof) of future generations in presenting their demands related to the management of sustainable development.
The tendency to take risks in terms of sustainability development can increase or decrease the efficiency of this management.
The ability of rational and equitable management of scarce resources may have an impact on the efficiency management of sustainability development.
The desire by individual entities for autonomy in terms of choice, among others, tools or instruments of sustainability development can reduce the efficiency management of sustainability development.
The high cost of employment specialists in the field of sustainability management can have an impact on the efficiency management of sustainability development.
Lack of or poorly functioning system of information between the actors involved in the management of sustainable development can affect the efficiency of the management.
Improperly or poorly defined procedures (and lack thereof) for the management of sustainable development may affect the efficiency management of sustainability development.
The low level or total lack of knowledge in the field of sustainability development can have an impact on the efficiency management of sustainability development.

Source: own development

The above list includes only selected issues and barriers related to the efficiency management of sustainability development. Important among these are due to the development of innovative solutions affecting

the competitiveness of the country. Increasing globalization forces but continuous updating approach to performance management sustainability.

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