

THE MANAGER AND MANAGEMENT STYLES

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***Abstract:** The present paper wants to make a study regarding de concept of the manager and the different styles of management, taking in consideration the relations between the development level of leadership roles, of managers and how they impact the performances of an organization, either beeing a company, where we talk about profit rate and it's place in the market, or beeing other type or organization, such as a political party or an NGO, where we discuss specific indicators, such as electorate, the efforts for a common cause etc. The main question that the present paper wants to answer is: „What is the role of the manager over the profitability of the organization and what are the management styles followed by the manager?”*

***Key words:** manager, management style.*

***JEL Classification:** M10.*

1. The manager - definition, charatheristics, types of managers

Management, as a practice, refers to the existence of individuals that perform in an organized and personal manner tasks specific to the leadership process. These individuals are called managers. In other words, managers represent a group of individuals delegated, specially trained, who orientate, coordinate, steer and lead the activity of all the members of an organization towards the realization of pre-established objectives. More accurate, managers are individuals that hold, inside the structure of an organization, decision making positions that come with organizational, coordination, command, disposition and control attributes (Romanescu and Tanasoiu, 2008, p.9). They represent essential factors of each leadership process, having a direct influence, through their actions, on the activities and behavior of other persons. Managers are experts who make that the management process, in all types of organizations, to take place in a natural way, according to the specifics of the science of leadership. They are individuals within an organization that exercise the attributes of power according to their responsibilities, objectives and authority that derives from the position they hold inside the organization.

From the above definitions, managers are specialized experts in carrying out activities specific to the management process. They need to hold certain attributes who allow them to perform leadership activities, to influence the activities carried out by other people and obtain concrete results, on a level defined by their actions and, in the same time, managers must hold thorough managerial and scientific training and also a real capacity to lead, fortified with an organizational talent.

Managers are chosen, most of the times, from experts who work inside the organization. Of course, they can be selected also from the exterior of the entities inside the organization or the organization itself, but still from the expert class who are best suited to the profile of the activity. No matter where they come from, managers, compulsory must have certain attributes and skills. These are basic attributes, which are specific to all people in decision making positions, no matter what their basic training is, the level of the position, the type of the organization or the nature of the activities that it performs.

The managerial attributes can be classified in two groups:

1. attributes specific to the activity of the organization (professional knowledge, work place skills, orientation and concentration capacity, intelligence, energy, memory etc.);

2. attributes specific to leadership activities (decision making capacity, team work ability, coordination and steering capacity, emotional stability, improvisation, intellectual finesse, openness to the new, discipline, liability spirit, loyalty, firmness, perseverance etc.).

Of course, at a certain moment it is difficult to establish a clear separation between these two types of characteristics. The truth is that managers, using these attributes, hold what specialists call the ability to lead, respectively the ability to influence at a personal level which they use over their subordinates so they can accomplish the wanted results and achieve the organizational objectives.

If we look at the attributes that every manager must have from the point of view of their interdependency, then we can extrapolate the characteristics that define any type of manager. These, according to many specialists, are:

- double training – implies the existence of both knowledge and qualities which underline professional competence and of those that define and underline the ability of the manager to lead;
- the capacity to develop and efficient system of conexions with subordinates and conexions between subordinates, which are used to create a work climate suited for the desired performances;
- development of a self behavior that influences the behavior of the subordinates and makes them orientated towards achieving concrete stage results that are according to the objectives established at the superior levels of the organization;
- the authority that he receives, being a formal authority, strictly related to the position that he holds in the organization and not to his human nature and personal abilities. This authority is organically intersected with the professional authority and, many times, with a informal authority, which is obtained through recognition from subordinates of the ability of the manager to lead and coordinate them. The informal authority is born from the personality of the manager, from his human characteristics, his ability to orientate people and influence them, with the experience that he holds, the competence gained from decision making, the organizing of the actions of subordinates so that they can execute them, from the way in which he makes himself heard etc.;
- creativity, which is necessary for a successful response to the challenges presented by technological, technical, social etc. changes that affect every entity. The manager must be open to new aspects, to contribute to their achievement, to value his own imagination, creative force, but not only his, but also of his subordinates;
- the power to resist requests, which refers, usually, to managers who are subjected to organizational stress, the pressure of liability, time etc. Most of the times, a good manager makes everything possible to relieve physical and nervous overuse through a very rational organization and planning of his own activity, through the use of a very efficient work style, through the use on a large scale of delegation of responsibilities and functions, but without exaggeration, through the creation of a work atmosphere that orientates his subordinates in a responsible way towards resolving multiple problems that appear;
- an elevated sense of responsibility, that offers the manager a special status in front of his subordinates, an example for them to follow and, of course, very important, prestige (Nicolescu, 1999, pp.292-293).

Also very important are the temperament, the skills, the character and the personality of the man that occupies the manager position, respectively those aspects that are very complex and reflect on the social and psychological profile of the manager. If skills refer to the complex of social and psychological traits that underline the capacity of the manager to perform certain type of activities, to put in practice certain sets of knowledge, to put them to value, the type of temperament is observed in the behavior and psychological activity of the

manager, in the way he talks, in his attention, the sphere of his emotional life etc. Also, the character underlines the essence, on the social plain, of the manager, the complex of aptitudes towards people, towards his own person, personal activity and, of course, towards life itself. All these elements mentioned above can be fined in the activity of the manager, in the ways he reacts, manifests and deals, in his role of leader, with different problems that appear. Of course, the behavior of the manager can not be broken from his personality, because it is, in fact, an inner component of his personality.

The personality isn't defined using only terms from general psychology, but also elements from social psychology, like status and roles. So, the personality can be defined like result of the development of self characteristics of an individual, referring to the social context in which he lives and acts, thus being a bio-psychological unity.

These elements that underline the social and psychological component of the manager suggest the complexity of the specification of his actions, in specially the inability to understand the true extent of the capacity to lead and organize of the manager, except when we have in attention all the factors used in the development and creation of this ability (native traits, skills, professional qualities, complex activities, temperament, the nature of the social-economic environment etc.).

Managers can be characterized by where they sit in the hierarchy according to the sphere of activities that they are responsible for. So, according to the hierarchical level, managers are grouped in three types:

- low level managers (who act in the front line), those being the ones that work directly with executants and who do not have as subordinates other managers. An example are the foremans and supervisors in factories who exercise management functions only with subordinates, who are only workers;
- middle management wich is represented by managers at multiple leves of the hierarchy of the entity and are characterized by the fact that they can have as subordinates, as direct executants, other managers. For example, the head of a production facility in a factory has as subordinates, both engineers, economists, who can be simple executants, but also foremans and supervisors who are managers;
- high level managers who are represented by a small number of managers who generally have as subordinates all the other employs from all the hierarchical levels of the organization.

According to the sphere of coordinated activities, managers are divided, inside of an entity, in two types:

- functional managers, responsible only for a single activity which is run inside the organization or only a single group of activities that come together in a certain function of the organization;
- general managers, responsible for the activities that have as a basic principle integration because they coordinate complex structures inside of the organization.

2. Management Styles

In the specialized literature of the present there are two main orientations of investigating different managerial styles and the way these influence the activity of entities:

- a) the first one, of functional nature, is inspired by clasic literature – wich studies the democratic, authoritarian or permissive style of management, reffering to the types of manifestations and not considering personal traits of the individual that holds the position;
- b) the second one, of a structural nature – investigates the managerial style starting from the profile of the person.

According to the definitions mentioned above, it can be concluded that the managerial style is based on a set of personal aspects through which the manager acts, in a certain way, in each of his roles. Also, it is compulsory that the managerial style to be related to the dynamics of the collective where the leader exercises his leadership abilities.

2.1 The leadership style and professional training

These two components were correlated by many thinkers, who came up with the following variants of leadership style:

- managers who have a professional value and a positive managerial style;
- managers who have a professional value and a negative managerial style;
- managers who have a mediocre value from a professional point of view but have a positive managerial style;
- managers who have a mediocre value from a professional point of view but have a negative managerial style.

From an efficiency point of view, types 1 and 3 (the positive ones) offer good results (both from a productive point of view and regarding the human and social factor). Type 2 implies a definite deterioration of human and social relations and type 4 has a deficiency in all points of view (any group will refuse a leadership formed out of people who are poorly prepared from a professional point of view and have a negative leadership style).

2.2 Leadership styles compared with work intensity

Here we have three types of managers:

- ✓ the “do everything” type, who does the activities of his subordinates and tells them what to do with great precision;
- ✓ the one who delegates all the problems to his subordinates, using his position to make them solve all the problems in his place;
- ✓ the one who does a very professional selection of all the tasks, takes for himself only a few areas of problems which need managerial competence and the rest he distributes to his subordinates, but only according to their skills and experiences.

2.3 Leadership styles and will power

Starting with the model of study of the sociology school of management, regarding this criteria, we have 4 types of managers:

- authoritarians – which are characterized by strong will power and excel in activities through tough command;
- populists – who have a strong will power, but also an inclination towards kindness and indulgence;
- participants – reformists – they appear to have a weak will power, but, most of the times, are very exacting, perseverant, they finish the tasks they begin and resolve, in due time, all existing problems;
- incompetents – they have a weak will power and are influenced by the group they lead, in specially by the informal leaders that appear inside the group (Romanescu and Tanasoiu, 2008, p.20).

Basically, all 4 types demonstrate very clearly that there is a very distinct difference, at least at a conceptual level, between leading and managing.

Management means to realize, to determine, to steer, to assume responsibility, but the art of leadership, of taking decisions refers to influence, but mostly to the guidance in a certain direction and makes that direction to be wished by all who are steered towards it. So forth, managers are individuals who solve tasks “by the book”, like the Americans say, but leaders are people who do what must be done, at the right time. It’s about activities concerning vision and judgement who are concluded in efficiency (when it comes to

managers) versus actions of controlling the routine that translate in efficiency (when it comes to leaders).

The art of leadership is something that results from human nature, especially from the creative component, but, unfortunately, in contemporary organizations, especially in Romania, the emphasis is, exaggerated unfortunately, on formal quantity tools which are more easily measured.

To identify the existence of self esteem, especially of emotional intelligence, there have been identified 5 key abilities used by managers:

1) the ability to accept people the way they are, not the way they wished they were and to adapt, accordingly, the leadership style to them;

2) the capacity to use in a constructive way relationships with others and problems solved in the present terms not the ones from the past;

3) the ability to treat others (people who are close or strangers) with polite attention, listening and appreciating what they do, with a positive feed-back which stimulates their performance;

4) the ability to develop trust in others, even if the risk is to great, regarding vulnerability;

5) the ability to act without needing constant approval and recognition from others, especially bosses, having in consideration that one of the tasks of the manager is to assume risks, which many times are not approved by subordinates (risk = change) (Nicolescu, 1999, pp.94-95).

The recipe for a leader to have positive results (to be efficient) is the realization of a fusion between positive self esteem and optimism regarding the objectives at hand. The effects of such a leadership style are the empowerment of others to achieve the proper instruments to transform intent into reality and to maintain at the same level the acquired results. Thus, power becomes an active and living proof, which is changed in creative transactions, but productive and communicative, thus beneficiary for the organization, for the mobilization of the subordinates. Empowerment means the action of power reciprocity, putting the duality of management in action.

The most important aspect in the art of leadership is the fact that managerial style attracts or rejects people, all depending on the personality of the manager. The ideal style is the one through which the motivation is done more through identifying than through sanctions or rewards, but this is an extremely rare style, especially in Romania.

2.4 The components of empowerment

A manager achieves efficiency if he knows what he wants, communicates these intentions to his subordinates, but in a constructive manner, positions himself correctly towards these and empowers the work force. To achieve these objectives there are needed certain skills, which if they are not properly developed they must be educated and incorporated.

For the empowerment of the work force:

❖ the manager acts over the physical resources of the organization, especially the capital, technology, raw material and human resources;

❖ a competent manager can make the members of an organization achieve their personal objectives, for example, for the employees of a company to earn a living;

❖ an excellent manager orientates the work inside the organization to be productive and efficient, but especially valuable (Nicolescu, 1999, pp.87-88).

Having in consideration the rapid changes in our society, the diversification of factors that impact all entities, it is very difficult to establish a unitary vision for all managers to concentrate upon. Also, the bigger the organization is, the more visions there are, also the

level of complexity of interactions will increase and so faster it will be the changing of the meaning of the manager throughout time.

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