
MANAGERIAL BEHAVIOR AND THE KEY TO SUCCESS

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Abstract

Workforce's management would be much easier if everyone would be the same, but people separate from each other by their: capacities, degree of intelligence, personality, training and cultural provenience, the management is different from an organization to another. Every manager has a behavior influencing in directions that lead to the satisfaction of the organization's necessities in his object of activity.

Key words: management, workforce's management, manager's behavior, work group

General considerations on the manager

Managers represent an important component of human resources in organizations. Managers are professionals who make the management process, in every type of organization, to naturally develop, according to the requirements of science management. They are people within the organization that exert the leadership's attributes contained in the function they occupy.

Managers, no matter of the hierarchical step they stay on, have at least 3 major responsibilities:

- professional responsibility
- juridic responsibility
- moral responsibility.

Professional liability goes to the manager, in his function of specialist, who needs to ensure the realization of the organization's objectives.

Juridical liability flows from the need for process management through respecting existing law in the conducted domain.

Moral responding, towards the organization and the people from the subordinate, is determined by the statute and the role of the manager in achieving the requirements of the human resources management.

From a psychological point of view, liabilities that managers have form a stressing element, that, adding to the normal manager activities, hurries the installation of tiredness. This happens because the manager responds not only about his work, his way of leading, but also about everything that happens in the compartment or in the organization. It doesn't matter if he knew or he didn't, if he was directly involved or not, in case of deviations or law breaking he solidary responds alongside their author.

These concerns that permanently accompany the managers form the main reason of the state of alert, being itself tiring. From that reason, because of those permanent concerns, of the liabilities that managers have, not counting the work they do, the manager activity can be considered as a hard work.

Because of the open and flexible nature of their work, managers have to realize a big variety of tasks in a limited time. Researches undertaken on the way managers spend their time confirm the fact that their activities characterize through fragmentation, concision and variety.

That is due to the following facts:

- Most of the times, managers are concerned on relationships with people. Though human comportment is frequently unpredictable. Tasks and people's reaction are conditioned by the always changing circumstances in which they live, by the pressures they have to respond and by their wishes and personal requirements.

- Conflicts appear quickly and need to be resolved promptly.

- Managers act frequently in instability conditions and ambiguity. They don't know exactly what people expect them to do when new situations appear. That's why they usually react over situations, solving problems right away, without trying to anticipate them.

- Managers don't find themselves in a position in which they can control events that affect their work. People from the organization's interior or exterior can request them unexpectedly.

- They expect managers to be accurate and to solve problems right when they appear. Because of that reason, their plans are often puzzled and the priorities they established have to be abandoned or canceled.

- Managers are accountable in front of their bosses which are also responsible to other requests.

The manager's actions depends on his function, level, organization (the type, the structure, the culture, the size of it) and mostly on their work environment (quiet, agitated, predictable, steadfast, etc.). Individual managers will adapt faster to those circumstances in different ways and they will operate with more or less success, according to the way they perceive the behavior expected from them and their own personal features.

Factors that influence the behavior of the manager

People do their jobs under complex systems named organizations.

The labor management would be much easier if everyone would be the same, but people separate from each other by their: capacities, degree of intelligence, personality, training and cultural provenience, the management is different from an organization to another. Every manager has behavior influencing in directions that lead to the satisfaction of the organization's necessities in his object of activity. Thus, the manager has to be capable¹ to understand the models of behavior he noticed, in order to predict in which direction will the behavior go and to use this knowledge to control the behavior shown over time. Effective managerial action requires the manager to be able to diagnose the organization he works in.

The behavior of the manager consists in the body's ways of reacting, in its interaction with the environment.

When we describe someone's behavior, we can make the difference between what he does and how he does it and considerations about what makes that person to do a certain thing. While the questions "why" and "how" applied to a particular behavior often have responses opened to objective verification, the question "why" can never be fully answered given that we are asked to consider the motivation behind the behavior.

American sociologist Mc Gregor describes two behavioral assumptions :

1. D.A. Nadler, M.L. Tushman – A congruence model for diagnosing organizational behavior, in Resource Book in Macro-Organizational Behavior, ed. R.H. Miles, California, 1980.

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- a) people consider the work as being necessary and nice and a collaboration must exist between them;
 - b) people would show some aversion to work and to work they must be constrained.

In terms of behavior, there are two types of managers:

- a traditional one, which admonishes the subaltern, gives orders and values the formal aspect;
- another modern one, characterized by a friendly outfit, one who appreciates the power of subordinates and sets goals and objectives instead of setting order.

The manager's behavior has a great importance in creating a healthy psychological atmosphere in the working group.

The typical behavior of a manager is influenced by many factors¹. Namely:

1. *The organization*. The behavior of a manager is often influenced by its membership in an organization. There are organizations that have very exacting rules, whereas the manager finds it hard to implement his own style. In this case, the style of management utilized reflects less personal preferences and considers what the organization considers it is "a right behavior".
2. *Personal values*. Management is based on various values, beliefs, personal ideals concerning the ways of treating others or to obtain results. Practicing a style of management actually reflects the personal values a person has.
3. *The past*. The prevailing style of a manager can often be based on his past. Most likely, in a certain situation, he will be more attracted by the behavioral models he's used to, that gave him satisfaction, that are handy to him.
4. *The hazard*. Assumptions that guide the behavior of certain people may sometimes be adopted without thinking about all the consequences that they may have. Therefore it is possible that these people never had the opportunity to discover other management styles, thus to learn them and appreciate their results.

Behavior may be influenced by the manager's perceptions about the situation that has to be resolved. The term of *psychological climate* was introduced by James and Sells²(1981) to describe the way in which people's perceptions of a situation gives it importance and psychological significance. The two authors suggest that the most important environment variables are:

- *role characteristics* such as ambiguity and the conflictual character between employees so that measures can be taken to minimize stress;
- *job characteristics* such as the autonomy and the degree of difficulty;
- *the manager's behavior* including focusing on objectives and facilitating labor;

1. Corneliu Russu- Managers – determined component of human resources of the organization, in "Managers and Human Resource Management", Economic Education, Bucharest, 2004.

2. R. James, S.B.Sells – Psychological climate: theoretical perspectives and empirical research, in Towards a Psychology of Situations: An international perspective, ed. D. Magnusson, Erlbaum, 1981.

- *characteristics of the working group*, including the spirit of cooperation and friendship; including the spirit of cooperation and friendship;
- *organizational policies* that directly affect people such as the compensation system.

Up to a certain level, managers must accept the circumstances in which they work, act under agitation, uncertainty and ambiguity. Therefore one aspect of effective managers is their elasticity: must be able to deal with these inevitable pressures. It is up to them to be aware of these requirements, the behavior expected from them and of the aptitudes they can use in order to help themselves in achieving often pressing and demanding responsibilities.

Leading is, therefore, a complex psychosocial phenomenon that involves acting in a manner of individual or collective psyche as to obtain the desired psychosocial effects. This requires the manager to show care to psychosocial knowledge and techniques that could help the establishment of an efficient environment.

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