

STUDY ON THE PERCEPTION OF THE EMPLOYEES OF SOME ORGANIZATIONS IN CARAS - SEVERIN ON THE MANAGERS' CHARACTERISTICS

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Abstract: This paper presents the scientific and research methodology together with the interpretation and analysis of data and information obtained through the research applied in 2023, regarding the perception of the employees of some organizations in the Caras-Severin County, Romania, regarding the characteristics of their managers. Based on the reality that a good manager must possess many qualities, knowledge, skills, techniques and methods, in order to identify the elements that define the characteristics of managers, we applied a research based on a questionnaire shared online, consisting of 24 questions, out of which 8 were identification questions and 16 questions were designed to highlight the extent to which organization manager demonstrate the possession of qualities, knowledge, skills, techniques and methods, as well as to highlight the employees' importance in the development of organizational performance, the importance of communication and trust between employees and managers, the importance of performing managerial functions and more. Analysing the information obtained through the respondents' answers, we found all proposed objectives were fulfilled, which were mostly positive, even though some less favourable answers were given.

Keywords: management, research, analysis, organizations, performance.

1. Introduction

The objective was to identify and highlight the extent to which managers in some organizations in our county have proven their characteristics, by identifying the qualities, knowledge, skills, behaviour and the manner of managerial functions fulfilment, as their , starting from the fact that the efficiency and effectiveness of managers and the performance of the firms they manage can be ascertained only after analysing their characteristics [1]. Therefore, through the research proposed, using the case study method based on analysis and the use of the management research tool, the questionnaire [2], the aim was to prove the importance of the managers presence and involvement in organizations, the manner in which management functions are exercised (planning, organizing, motivating, decision making and control-evaluation). This topic has been chosen out of respect for managers and for the power, patience and responsibilities that rest on their shoulders, but also in order to contribute to the research in the field and learn more about how employees perceive and express their trust in those who manage them.

The work methodology started with the study of specialized literature, in order to make a synthesis of the basic elements regarding management and managers, but also to find out what are the managers' characteristics and what these consist of. Putting the theory into practice, information was collected from employees found in direct contact with managers, thus aiming to provide the most

accurate and real information. The results of the research and its limitations are analysed at the end. Thus, starting from a brief incursion into organizational management from the managers' perspective, highlighting the qualities, characteristics, functions of managers and the new managerial orientations, the implementation of the research methodology was realized in order to identify and analyse the results and limitations of the research.

2. Literature review

Starting from one of the main management characteristics from the managers' perspective, to systemically approach problems in an integrative and holistic view, according to which this integration in solving organizational problems should be achieved on two levels: intra-organization with efficient management of all available resources and in the interaction of the organization with its surrounding environment for existence and action, it is obvious that one should emphasize that managers are the ones who carry out these processes and relations, mobilize and lead groups of employees towards the achievement of organizational goals, always dynamize the organization by assuming the roles and responsibilities necessary for increasing the performance of the managed organization and implicitly the well-being of employees.

In this context, a brief incursion into the definition of certain concepts is necessary. Thus, the organization is basically "a systematic arrangement of resources

(financial, human, material, informational and time)", with a well-determined purpose, namely the achievement of activities with final results aimed at the rationale of operating efficiently or, as the case may be, to make profit [3]. Usually, organizations that aim at achieving or maximizing profit are referred to as firms or companies, while those that do not aim at such profit-making purposes are non-profit organizations, which aim at maintaining their state of efficient functioning, at achieving good results at low costs. Organizational management is the set of processes, relationships, mechanisms, mechanisms, methods and tools by which all the resources available to the organization are managed to achieve its objectives (primarily profit or efficiency). Managers are those who are dynamically involved in these processes and relationships, demonstrating mastery in the choice and contextual implementation of techniques and methods compatible with the field and with the solution of problems arising from changes that have proved to be continuous and sometimes even turbulent, challenging [4].

In general, the manager must have a methodological approach, taking into account the essential factors in achieving an appropriate and effective conduct, both in the relationship with employees and in the relationship with the environment, and with third parties interested in the welfare of the organization [5]. In order to be able to effectively manage managerial performance and contribute to the improvement of the organization performance, the manager must first of all possess knowledge of the field of management, managerial knowledge in planning, organizing, training-motivating, decision making, controlling-evaluating, but also the ability and concrete influence through ones personality and innate qualities to be able to persuade employees to follow the manager in achieving ambitious goals. These attributes along with effectiveness, efficiency, performance are characteristics belonging to a leader who, on the basis of the analysis generated by the professional – the manager, can decide on some of the organization, so one can appreciate that the effectiveness of activities can be achieved only through the joint manifestation of effective and efficient management and leadership [6]. Given this fact, an attempt is made to characterize the significance of influences in the management protocol and to determine whether a manager could be appropriate with the company's vision and goals. Not only appearances are of interest, but also the qualities needed to be a leader to be able to lead. Qualities include: science, the ability to apply classical formalities, procedures, techniques, skills in certain areas, the ability to perform current operations in a particular technology, in which to show subordinates how to work and supervise the elements of working with this technology [7].

The qualities of the leader is given by: the general human quality, the knowledge to collaborate with the world, the ability to integrate into the group, as a

subordinate or as a leader, the art of creating the right environment for the company and its customers, the ability to work accurately under pressure, the ability to have at least one other concern besides the company. In this context, one can conceptually define the leader as: "The matrix system of knowledge, the ability to identify the essence of a problem, to find multilateral relationships and conditionings, to observe the whole process, but also all the details, to understand the concept of difficulty, the power to immediately think the situation and make a decision, the quality of a design system, alliances, teams, strategies, markets, the ability to lead and win in negotiations".

The managerial processes consisting of the managers' functions exercised at all levels and in all functions of the firm, reflect both in a higher proportion, and as far as managers are concerned, the need for a set of qualities, knowledge, skills and specific behaviour accessible to the field. The first category includes: intelligence, memory, power of observation, power of concentration, health, character, qualities necessary in any profession, but on a larger scale for managers, given the capacity and difficulty of the managerial processes. In addition to the above-mentioned native qualities, managers must also possess an increasing proportion of economic, psycho-sociological, legal, technical, mathematical and statistical, general cultural, etc. knowledge and self-improvement skills. Obviously, each manager needs to possess the above-mentioned qualities, knowledge and skills.

The proportion recommended for these characteristics varies mainly according to the hierarchical level at which the manager carries out his/her work. The higher the hierarchical level is, the higher the native qualities; managerial knowledge and skills are required with higher intensities, decreasing in turn the proportion of executive knowledge, skills and abilities. Regardless of the hierarchical level, however, decision-making ability, managerial knowledge, economic knowledge, the ability to direct people and the capacity for continuous self-improvement have a priority role [10].

Managers of contemporary organizations must possess certain essential competencies, such as: leadership by persuasion and being role models (leadership), self-objectivity, self-perception, increasingly analytical thinking, flexibility in behavioural adaptation, clear but reasoned communication, gaining and keeping the trust of employees, increasing tolerance for uncertainty that is associated with the future, high stress resistance or the ability to work effectively under uncertain and stressful conditions, etc. [8].

In fact, modern management should become the animator of economic development, based on modern, integrated information systems, scientific reasoning, a spirit of innovation, improvement of the pragmatic side, continuous improvement [9].

3. Summary of Research Methodology and Analysis of Research Results

In carrying out the research, the descriptive and explanatory study method was chosen, using as a tool for collecting data and information. The questionnaire was applied online through Google Forms and shares on social networking sites such as WhatsApp and Facebook, so that a larger number of respondents can intervene and also to conceive a more complex research that allows descriptions, comparisons and relevant conclusions.

As it is clear from the theme of the paper, the purpose of the research was to study the characteristics of managers of some organizations in Caras-Severin County. On the basis of the applied research the aim was to emphasize the characteristics, qualities, efficiency and effectiveness of managers that would emerge from the appreciation of employees of some entities.

The secondary objectives included:

1. Identifying of the manager's basic managerial qualities and knowledge.
2. Identifying the involvement of managers in increasing the performance of employees and the organization.
3. Analysing some important and necessary characteristics of managers.
4. Identifying the decision-making and organizational capacity of organization leaders.
5. Analysing the managers' capacity to plan and control-evaluate and re-plan where necessary.
6. Studying how to support and motivate employees.
7. Analysing the appreciation and reward of employees' efforts.
8. Identifying the importance of communication and trust between employees and managers.

Given that the research had a random sample due to the online launch of the questionnaire for employees and addressing any type of organization, however, a trial was made to increase the number of respondents and improve the content of the findings by sampling the organizations chosen. These were structured into three areas of activities, and from each activity three profitable organizations were chosen as follows:

- Supermarket - Lidl, Kaufland, Penny.
- Electronics and appliances - Altex, Flanco, Media Galaxy.
- Sports betting: Casa pariurilor, Fortuna, Superbet

The types of employees chosen range from the most important to the most useful, namely:

managers

- assistant managers
- commercial workers (cashiers)
- freight handlers
- sales consultants
- customer information officers

In developing the questionnaire three types of questions were used:

- simple questions, with one answer.

- multi-choice questions, where respondents could choose one or more response options.
- scalar response questions in which respondents were given the opportunity to evaluate certain criteria measuring values from 1 to 5.

The applied questionnaire was structured and consisted of 24 questions, of which 16 were content questions and 8 were identification questions.

According to the proposed research objectives the questionnaire contains questions as follows:

- identification questions, gender, age, education, occupation, income, length of service, job title (questions 1-8);
- questions about the managers' knowledge and qualities (questions 9 and 10);
- questions about employee and organizational performance (questions 11 and 12);
- questions about the managers' characteristics (questions 13-16);
- questions about planning and monitoring and evaluation (question 17);
- questions about re-planning objectives (question 18);
- questions about employee motivation and support (questions 19 and 20);
- questions about rewarding employees (questions 21 and 22);
- questions about communication and trust between managers and employees (questions 23 and 24).

In order to simplify the analysis of the results for reasons of fitting with the requirements of the journal, the interpretation of the most relevant data and information is presented in this paper, which allow a correct and realistic analysis on the chosen topic.

In terms of the organizations and types of organizations to which the respondents belong (fig. 1), it can be seen that the largest percentage is given by Kaufland -27.2% (40 respondents out of 147) of the total respondents, and at the opposite side is Fortuna with a percentage of 4.1% (6 respondents out of 147). The percentage difference is given by the following: Lidl- 6.8% (10 respondents out of 147), Penny - 6.1% (9 respondents out of 147), Altex - 6.1% (9 respondents out of 147), Flanco - 5.4% (8 respondents out of 147), Media Galaxy - 6.1% (9 respondents out of 147), Casa Pariurilor- 4.8% (7 respondents out of 147), Superbet - 8.8% (13 respondents out of 147), other company - 6.1% (9 respondents out of 147), other type of organizations - 18.4% (27 respondents out of 147).

Are you an employee of the organisation
147 answers

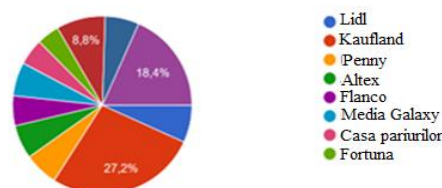


Fig. 1. Organizations to which respondents belonged

After these assessments offered by the respondents, it results that managers mostly acquire the qualities listed and evaluated in the research (fig. 2).

On a scale from 1 to 5 how much do you consider your manager to possess the following characteristics

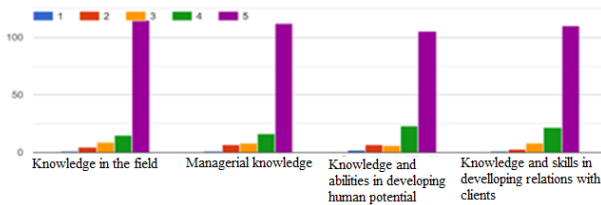


Fig. 2. Assessment of managers' knowledge

By analysing the respondents' data in terms of the highest rating of the listed qualities the following can be resumed (fig. 3):

- the top position is occupied by productivity (111 responses).
- second position is represented by efficiency (109 responses).
- competitiveness is on third position (108 responses).
- effectiveness is on the fourth position (107).
- on the fifth position is loyalty (106 responses).
- on the sixth position creativity (105 responses).
- And on the seventh and last position innovation (101 responses).

On a scale from 1 to 5 appreciate how much you manager highlights the following qualities

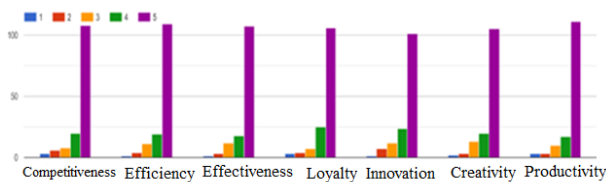


Fig. 3. Assessment of some managers' qualities

Based on the statement "the manager's support for the contribution of employees' performance to the organization performance is an important role in gaining employees' self-confidence", it can be observed that the first position is occupied by the positive answers represented and evaluated by "always" with a percentage of 84.4% (124 respondents out of 147), on the opposite side one can find the answers evaluated with "sometimes" with a percentage of 2% (3 respondents out of 147), as shown in fig. 4.

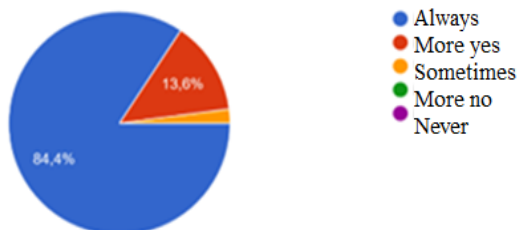


Fig. 4. The employees' performance contribution to organizational performance

With five response options available, one can note that only three of them were achieved. In addition to the maximum and minimum points, answers evaluated by "more than yes" are also found with a percentage of 13.6% (20 respondents out of 147).

Analysing the respondents' answers in terms of the maximum score of the listed characteristics, as shown in fig. 5, one can observe:

- on the first position the "organized" characteristic is found (106 replies).
- on the second position "communicative" (105 responses).
- on the third position "participative" with 99 responses.
- on the fourth position "flexible" (90 responses).
- on the fifth position "empathetic" (73 responses).
- on the sixth position is "authoritative" (67 responses).
- on the seventh position is "democratic" (61 replies).
- on the eighth and last position is "delegatory" (59 answers).

On a scale from 1 to 5 appreciate if the manager of the organisation is:

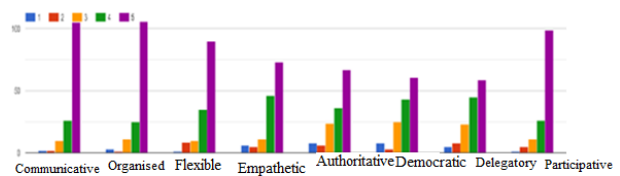


Fig. 5. Assessment of managers' characteristics

Based on the results it can be seen that the researched manager characteristics were mostly chosen, this resulting in a positive assessment.

In terms of the importance of trust between employees and managers, fig. 6, it can be observed that the highest level was reached by the choice of "very important" with a percentage of 93.9% (138 respondents), and at the opposite side is the evaluation of "somewhat important" with a percentage of 1.4% (2 respondents). Of the five rating options available, only three were achieved. In addition to the maximum and minimum points, can also observe the rating "important" with 4.8% (7 respondents). The same levels and similar polarizations were also registered in the case of the information obtained for the questions on communication and the exercise of managerial functions regarding organization, planning, decision, training, motivation and control - implicitly the evaluation of the choice of managerial methods compatible with the situation to be solved.

Is it important to have trust between managers and employees?

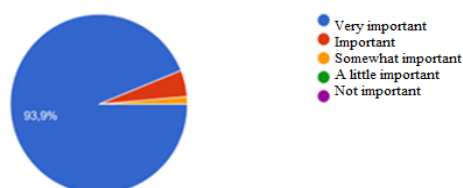


Fig. 6. Rate of the importance of trust between managers and employees

One of the limitations of the research is represented by the fact that the practical research was carried out through a questionnaire applied online and shared on social networks such as Facebook and WhatsApp, so that anyone, regardless of their level of training and understanding could respond, and the answers may be insincere or unclear.

Another limitation is that respondents were able to access the questionnaire from different devices such as computer, laptop, tablet or phone, which could give errors and not send the exact answer. A limitation of this research may be that some respondents may not have fully understood the meaning of some of the questions, and thus the answers may be unreliable.

4. Conclusions

Analysing the data and the answers of the questionnaire respondents, some relevant conclusions can be drawn.

As regards the characteristics of managers, their qualities and knowledge, skills and not only, as found in the research, it can be seen that they were evaluated by all respondents and appreciated at the highest level for the most part, even if there are other opinions in insignificant numbers of respondents. Thus, it is confirmed that a good manager must possess and prove all the qualities and knowledge appreciated in the research, in order to be effective and lead the organization towards high performance. In conclusion, the characteristics of managers, their qualities, as well as their knowledge are present, as underlined in the theoretical description of managers.

In terms of performing management functions, the research results reflected high and very high levels for all attributes: planning, organizing, deciding, motivating and controlling, and the support and motivation of employees offered by managers, as found in the research, is appreciated by the employees of the organizations, who mostly stated that they are supported and motivated both for the achievements and performance brought to the organization and for the achievements and performance brought in the development of each employee. In any field of work and in any organization, employees increasingly give more of themselves and bring improved results when they see that their work is supported and appreciated. In

conclusion, managers support and motivate their employees in different ways, which is why employees always make a positive contribution that is reflected in the organization's performance.

In terms of communication and trust between employees and managers, as found in the research, it can be seen that they are present and very important in the activities of all organizations. Communication and trust are the basis of any situation whether pleasant or not, as long as they are present, any confusion, any confusion or any refusal can be very easily rectified. In conclusion, communication and trust between employees and managers are very important and should not be missing in any kind of organization.

On the basis of the questions included in the questionnaire applied in this the research and by analysing each category of answers, even if respondents offered evaluations for almost all the variants of answers, it can be observed that most answers were positive, leading to the fulfilment of the proposed objectives and confirming the good functioning of the relationship between managers and employees and implicitly of the organizations represented by the respondents.

5. References

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