

The Role and Importance of the Manager in the Management Process

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Abstract

A leader is the person who goes first, which has the authority to lead, who is number one in a particular area by excellence or who has the responsibility to do everything possible to get tasks safely to completion in a company. The manager's role is essential in human activity particularly in the contemporary economic environment, especially when the organization acts in the international economic environment, particularly running through competitive economic activity in the global market.

Key words: management process, management role, leadership

J.E.L. classification: M1, M14

1. Introduction

All businesses are looking for excellence: this means recognition, position in the market, quality certification. To attain this level, a company requires a manager, a true leader. Why companies need this? Why is no longer sufficient to put a manager in charge who can order employees and be guided by the classical methods of management? Very simple: people do not want the business world to be dominated by an agitated, boundary chaos. Thus, uncontrollable elements such as hazard appear more often. Therefore, regardless of the apparent stability of the market, companies must have always at least a backup plan. The beginning of the 21st century work doesn't have to be hard, just better, but different, intelligent and ingenious.

Thus, in order to achieve excellence, there are four strategies that the leader must apply (Antonakis, J., Ashkanasy, N. M. & Dasborough, M. T., (2009):

- the vision, which involves a more broad, overall, long-term and often from different perspectives. This can be seen by critics as a waste of time, because the leader is no longer centered on current problems but is "dreamer"; in reality, trying to capture as many situational variants is beneficial because it leads to quick action at the time of the event. Furthermore, it develops a certain kind of thinking that allows the generation of situations and solutions in a short time. A generation and analysis of possible situations can only be constructive;
- reality which involves reacting to facts and not illusions. Managers have to make a clear demarcation between vision and illusion. Push vision and concrete elements, with high probability, while the illusion is harmful, because it involves a distortion of reality. The current market leader who has delusions will generate huge disasters;
- ethics, which involves attention to the problems of the people. This type of involvement must be regarded with caution: there are times when leaders are in the desire to be sensitive to people's problems, either because they are inclined natively, either because they have

been trained in this sense for a very long time. The consequence: a reduction in yield of the company individually, and then sometimes the domination by the employees. Thus, managers must set limits on the application of ethics in order to achieve excellence;

- risk-taking involves courage, initiative and supported continuity. Courage means to get up from a less favorable situation, to analyze things calmly and to start at the end with confidence. It can, an addition to the remaining three elements: a leader needs the courage, vision of reality and of the application of ethics.

Figure no. 1. The business process management



Source: Personal interpretation of the data

Because of the open and flexible nature of their work, managers must carry out a wide variety of tasks in a limited time. The researches undertaken on the way in which managers spend their time confirms that their activities are characterized by fragmentation, brevity and variety. This is due to the following reasons: in general, managers are concerned about dealing with people. However, human behavior is often unpredictable. People's reactions and requirements are subject to ever-changing circumstances in which they live, the pressures to which they must respond and their individual needs and desires; managers are often acting in turmoil and ambiguity. They do not know clearly what is expected from them when new situations arise. That's why they tend to react against situations, dealing with immediate problems instead of trying to anticipate them; managers are not always in a position to control the events that affect their work; employees should expect the managers to be precise and resolve situations as they arise (Cherniss, C., 2010).

Managers' actions will depend on their level of function, the organization (culture, structure, type, size) and the general work environment (to what extent is shaken, predictable, quiet, steadfast, etc.). Individual managers will adapt these circumstances in different ways and will operate with more or less success, in accordance with the manner in which what behavior is expected from them and their own personal characteristics.

Figure no. 2. Management functions



Source: Personal interpretation of the data

A manager who can be considered a true leader has to apply the following directions in the company in order to gain a competitive advantage on the market (Manzoor, Q., 2011).

- Influencing others: Motivating others to achieve desired results through routing, guidance and delegation when it is necessary; to recognize the importance of creating professional relationships; to develop knowledge networks; establish linkages with key actors; empowerment of others by delegating authority and responsibility, as well as empowering communities; getting the cooperation and involvement of others.
- Respect for others and diversity management: understanding and supporting the organization's mission of public deference to each individual; to recognize and promote the importance of diversity; to foster an atmosphere that supports individuals and their different perspectives, honor, dignity, compassion and creativity at work.
- Concern for others: to recognize the needs and abilities of others, especially subordinates; ensuring a fair and equitable treatment; providing professional development opportunities; to recognize and reward performance; to assist and help others in the private and professional situations.
- Effective communication: knowing to express facts and ideas succinctly and logically; to be an active listener and reliable; to encourage open exchange of ideas; to communicate face to face whenever possible; writing clear and concise; effective public speaking; to distinguish between the official and personal communication and to act accordingly.
- Theory of leadership: the studying and understanding the various theories and styles of leadership; collaboration with employees to develop the knowledge and skills of leadership; adaptation approaches concerning the leadership to resolve the situation, including the crisis.
- Guidance: to assist employees in their development through sharing of experience and knowledge; providing feedback about the leadership qualities of others and their professional development; helping others to identify their professional goals, strengths and areas of improvement.
- The development and the implementation of the vision: to establish a vision for the unit, division or department in which they work, according to the manager's vision, mission, values and strategy of the organization, as well as to act in the direction of the established objectives; to establish and communicate clearly the objectives; to act and provide support and methods to achieve the objectives.
- Client-the central element: customer focus demands requires permanent reactions and suggestions and encourage others to do the same thing; ensuring that the internal and external needs of clients are met.
- Decision making and problem solving: learning to identify and analyze problems in normal and extreme conditions; taking into account and risk assessment and alternatives; use facts, data from the system, contributions of others and a healthy judgment to draw conclusions; to know how to be an effective leader in times of crisis, focusing on key information and decision points; be firmly if the situation so requires; to involve others in decisions which affect the company's future; evaluate the impact of their own decisions.
- Conflict management: to encourage open communication about controversial topics; promote cooperation in order to resolve disputes; addressing conflict constructively to relieve its impact upon oneself, others and the organization.

2. The role of emotional intelligence in the management process

Applied in the management field, this form of intelligence refers to a set of abilities, emotional and social competence which may influence our way of being, namely the way in which we perceive others and express ourselves, how we develop and maintain social relationships, the way we react in relation to the challenges and use the information to our own experiences so as to adapt and to give a sense of the events to which we are exposed (Ljungholm, D. P., 2014)..

There are a number of emotional intelligence elements that contribute to facilitate the process of emotional intelligence in management. Among these are:

- *Understanding stressful daily factors.* It may happen that a group of employees, including within the corporation, to experience fear or anxiety, for various reasons. Therefore, a manager needs to understand the factors that may contribute to such experiences to help the team and manage them. This ability appears to some authors, as emotional resonance and seems to make the difference between ordinary managers and real coordinators. They are the ones who will be able to avoid the chaos so that productive results are ensured without major interruptions of the activity.
- *Empathy:* understanding what employees feel, especially in connection with their professional aspirations; the ability to identify the team member's perspective; a well-developed sense of humor should be used at times that may lead to potentially unpleasant situations but also to establish positive relations; the ability to be positioned in place of the team members, in particular in the context of the assignment of certain tasks which are more demanding than the ordinary ones; willingness to listen to the stories of the team members so that the manager will be able to understand their impact on efficiency in the workplace; and last but not least, avoid establishing relationships based on transactions. All these will not only increase productivity and satisfaction to be part of the team but will also provide consistency and interpersonal relations (Rooney, D., Paulsen, N., Callan, V.J., Brabant, M., & Gallois, C., 2010).

Figure no. 3. Relationship Management Competencies (emotional intelligence)



Source: Personal interpretation of the data

Because emotional intelligence means sensitivity and empathy towards other people's emotions, it creates the ability to get the lightest performance by harnessing emotional communication. It becomes an advantage in terms of a modern workplace, which is characterized by open communication, teamwork, mutual respect between employees and their bosses. Managers who possess emotional intelligence can understand better and can motivate people with whom they work. Moreover, experience shows that in a modern business environment, managers who are authoritarian cannot succeed in the long term, as opposed to those who use a democratic management style.

As a rule, endowed with qualities of managers, leaders should have a high emotional intelligence. It's good to know that the leadership is not inherently and tied to a position of authority. Leadership hires the best resource of a manager and assumed both the highest standards of integrity, and outstanding communication skills. An individual who is in agreement with their own emotions is much more able to understand and empathize with others' emotions and attitudes. That's why emotional sphere is particularly valuable in management; it is essential for managers who want to be perceived leaders and have to remember that actions speak more loudly than words (Robbins S. P, Judge A. Timothy, Sanghi Seema, 2006).

Leaders who dedicate their time and have the necessary willingness to listen to their employees use emotional intelligence as a management strategy, even if they don't realize they are doing it. As

a result, most employees interact far better with those managers "accessible", which take into account and individual problems (Rukhmani, K., Ramesh, M., & Jayakrishnan, J., 2010).

Figure no. 4. The process of emotional intelligence (management perspective)



Source: Personal interpretation of the data

Emotional intelligence will continue to play an important role in tomorrow's business world. In an economy characterized by less work, the competition for the best workers will become more fierce. Valuable employees who will not feel treated fair in a company will look for another job more convenient for them. It will become increasingly harder to keep good workers. The best way to maintain the most qualified employees is to include emotional intelligence in personal and organizational management philosophy. Emotional intelligence helps managers to perceive employees first under human dimension with their personal lives, with emotions and feelings and, secondly as workers (Yang, L., Sun, G., & Eppler, M., 2009).

3. Conclusion

The main role of the manager is to optimize the available resources of the organization and to maximize the results of the company. He will need to be in a permanent balance towards economic actors on the market, a balance that would give the necessary independence to take the best decisions for the organization.

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