

## Effective Strategic Management - Manager Performance

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### Abstract

*Managers are a very important component of human resources within an organization, and they make a decisive contribution to establishing and achieving the company's goals.*

*In the context of the global development of the economy, both the roles and the tasks of the managers of any type of organization have changed; which is why the success of an enterprise / institution / school, etc. depends on the quality of managers.*

*Exercising a performance management must transform the organization so that it becomes the "ideal employer" in which the employee is enthusiastic and devoted to his work. Through their position and role in organizations, leaders must be able to exercise effective leadership at all levels to make their employees feel valued, productive and listening; to offer opportunities for learning and improving each employee; to create a productive climate that allows the balance between work and personal life to be maintained.*

**Key words:** Manager, organization, human resources, decision, performance.

**J.E.L. classification:** D83; I20; J53, M12, M54

### 1. Introduction

A particularly important component of human resources within any organization are the managers, their contribution to the establishment and realization of the established objectives being obviously decisive.

With the global development of the economy, both the roles and tasks of managers have changed. Therefore, the success of an enterprise now depends decisively on the quality of managers (Coates, 1997).

### 2. Theoretical background

According to the specialized literature, there are many definitions given to the manager or management by reputable specialists. Thus, we can highlight two approaches as the main ones (Nicolescu, 2004):

- The first approach includes managers not only leading cadres but also specialists; this is the approach chosen by Peter Drucker;
- The second approach analyzes the functions performed by the managers within the respective organization and concludes that the scope of competences, tasks and responsibilities attributed to the managers is higher compared to that of the executives.

Manager development contributes decisively to the economic success of organizations through their ongoing training and improvement. According to the literature there are several directions to be followed in order to improve the managers (Tamkin & Hirsh, 2003):

- Forming and stimulating subordinates to achieve performance in practice;
- Employee management and performance management by maximizing performance;

- Effective collaboration with colleagues in other departments, practicing an effective leadership to increase the ability to look at issues and solutions from new perspectives;
- Creating partnerships with the internal and external clients of the organization based primarily on their needs;
- Correct management of your own feelings;
- Capacity of self-empowerment, creativity and maximum use of its own potential to achieve goals;
- Capacity of ability to empathize with members of the organization and establish effective and collaborative relationships.

According to the literature, other attributes of a successful leader have also been identified (Constantin & Constantin, 2002):

- vitality, physical strength, work enthusiasm and passion;
- intelligence and problem-solving capacity;
- courage, determination, firmness;
- great confidence in your own forces;
- the ability to adapt leadership styles to the situational factors of the organization;
- flexibility, creativity and perseverance in overcoming obstacles;
- manifest behavior oriented towards solidarity and collective progress.

The performance of an organization also depends on the leadership style of the managers, representing the "concrete way of judging a role, thus transposing effectively the behavioral requirements of the leadership status" (Zlate, 2004).

### 3. Research Method

Any scientific approach requires the use of active methods of thinking and tools designed to facilitate the scientific research process.

Our research starts from a fundamental question whose answer can only be found by analyzes and multiple studies: "What is the manager's importance in developing an organization?" We can say that this question does not only take into account the degree of understanding and definition of the term manager, but also of the beneficiaries of the decisions, of those who are subordinated to the manager.

However, it is necessary to know the provenance and usefulness of the manager concept in order to understand the multitude of the associated meanings, the managerial functions, the strategies that can be adopted and the results obtained at the level of the organization as a result of the measures and decisions taken.

The research is a deductive one and starts from the generalities related to the management concept, and in the course of time this knowledge will be reduced to the field of analysis of the management field, finalizing with the decisional importance and their effects in the development of the institution of which the manager belongs .

### 4. Findings

Developing managers should also take into account the importance of the concept of emotional intelligence, which essentially addresses the following issues (Goleman, 1995):

- Self-mastery, which implies the ability to control one's own behavior, the will to pursue objectives, demanding, and dynamism. This component has the following competences: self-control, integrity and honesty, initiative and adaptability, tolerance of ambiguities, openness to change and a strong desire to achieve;

- Self-awareness, which is characterized by the ability to recognize their own feelings, emotions as well as their impact on others. This component has three associated competences: self-confidence, fair self-evaluation and emotional discernment;

- Social discernment, which implies the ability to empathize with people around them according to their behavior. The competencies associated with this component are: empathy, talent to attract talent, organizational discernment, intercultural sensitivity, respect for diversity and customer service;

- Social skills, which refers to the ability to initiate and maintain contact networks to determine the members of the organization to achieve the expected results, the ability to build effective relationships. There are five competencies associated with this component: effective leadership, effectiveness in change management, conflict management, influence in communication, team formation and leadership.

Peter Drucker pointed out that the manager should be assigned the responsibility to support all employees working with him and to make his productive efforts for self-development productive (Drucker, 1995).

Managers are not inborn but help the organization to grow (McGregor, 1960). The role of the company is to provide favorable conditions for development, and these conditions are basically an integral part of the organizational climate and the management style of the hierarchically superior level.

Successful managers have obvious qualities of efficient use of their knowledge and skills and use a wide range of managerial roles that they have to fulfill in their posture within organizations (Nicolescu, 2004).

A study by a consulting firm in the United States identifies the following key qualities of a successful manager (Nicolescu, 2004):

- The ability to establish a clear direction of action by delimiting individual and group performance objectives and standards for subordinates;
- availability for open communications with subordinates and other managers located on different managerial levels, in order to create a cooperative organizational climate;
- the capacity to train and support people, which implies a cooperative attitude, efficiency in the tactful resolution of the problems that arise in the conduct of the activity;
- the ability to objectively recognize the performances of the subordinates and to establish the rewards granted to the actual performance of the employees;
- the ability to carry out ongoing controls to eliminate deviations and complete objectives to the established performance standards; continually informing subordinates about the requirements they must take into account in their work;
- the potential for selecting the most prominent persons for the organization's staff, which means knowing the vacancies requirements and implicitly the behavioral profile and skills of the persons concerned;
- realistic assessment of the financial implications of the decisions taken;
- open spirit, responsiveness to new ideas and flexibility;
- ethical integrity, transparency and honesty in relations with subordinates.

By their position, managers play an essential role within the organization, their performance determining the performance of the organization. Driving style differs from one manager to another depending on temperament, professional training and experience.

Managers need to be able to create, in an open attitude, in the relationship with employees, a mutually trustful, team-based climate that leads to maximum performance (Nicolescu, *Managerii și managementul resurselor umane*, 2004).

## 5. Conclusions

Human resources, through their contribution, contribute to the achievement of the strategic goals of modern organizations. In doing so, managers have a very important role in managing the workforce in the organizations they lead and creating an environment that stimulates the performance of both the organization and the individual.

In managerial improvement, an important role is played by the exchange of ideas and experience with managers from other institutions, but also from other countries facing the same types of problems, carried out at roundtables and seminars, which are opportunities for managers Romanians to come in direct contact with what is in the international profession and to improve their own knowledge and skills.

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