

FACTORS INFLUENCING SUSTAINED MANAGERIAL EFFICIENCY

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The concept of effectiveness is learnable in economic theory and practice with various forms of manifestation of the results obtained by the managers, such as profitability, the productivity of factors of production, capital efficiency, cost savings, etc. Regarded as the organizing principle and driving activity in the market economy, it has a much richer content and also favorable results of generalizing all derived by managers. Choosing effective in meeting needs with limited resources or powerlessness to maximize resource needs under restrains, are expressions through which efficiency is situated at the heart of economic theory and practice.

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One of the most used terms in recent years, management is addressed at the level of microeconomic or macroeconomic level or even at social and organizational levels. Such a situation is not accidental. It is widely recognized that management is the most important factor in the economy and efficiency of organizations, which function within it, managerial performance being dependent on economic performance, commercial, technical and technological, etc. obtained in those areas.

The pair “managers-management” becomes the leitmotif of any strategic or tactical approach oriented to efficiency, effectiveness and competitiveness. That is why,

in the face of, will be given proper attention by the way the involvement of managers in the pursuit of performance management processes, being the target of constant achievements. [5]

The manager is, by far, the most important character of the organization, irrespective of the hypostases of CEO, President, Chief Executive Officer, Vice President, Director of Department, The Director of Profit Centre, Head Office, Head Office, and so on. It is engaged in the management processes with variable intensity depending on the hierarchical position which it occupies in the configuration of structural organization, i.e. decisions by influencing the decisions and

actions of others. Therefore, the Manager:

- forecasts, i.e. decisions concerning setting goals of the organization and its organizational subdivisions, outlines ways of achieving them, resize the resources to be employed for their accomplishment, the intermediate and final deadlines for the fulfilment of the objectives; the result of these decisions represent the production of forecasts, strategies, policies and programs, differentiated in relation to the horizon, degree of detail, the impact on the organization;

- arranges, broken down into its fundamental objectives, secondary objectives, specific and individual components and user defined sizes from procedural level to which they are carried out (functions, tasks, powers and tasks), and user defined sizes of structural components involved in work processes (posts, functions, compartments, etc.), ensures appropriate human "Endowment" of management and execution (compatibility with the official authority to consider fasting);

- coordinates to harmonizes decisions and actions of subordinates, in a bi-or multilateral communication.

- trains by adopting decision determined subordinates to participate in setting and achieving goals, taking into account the motivators; hence the need for a complex motives (focused on harnessing the rewards/sanctions-correlative with those materials voluntary moral/spiritual), gradual (meeting the needs of the individual

in relation to the scope and intensity of manifestation) and differentiated (rewards/penalties giving material and moral/spiritual, depending on the degree of achievement of individual goals, objectives and organizational subdivision of the individual and of the objectives of the organization);

- controls periodically and at the end, the degree of achievement of objectives, as well as the manner of compliance with them;

- evaluates periodically and final results, and none of the positive deviations detected malfunctions and correction decisions and/or the appropriate update.

A major component of the organization's management, resulting directly from the exercise of management processes is the decision subsystem (SD), materialized in managerial decisions and supporting mechanisms and adopting them. It is obvious that the quality of the decisions adopted are exclusively responsible managers, and their effectiveness, are responsible, for the most part, contractors, i.e. those who initiate actions for their implementation. In any decision-making strategic, tactical approach or operational data will be recovered and pertinent information, submitted by operative managers. Hence, the importance of informational subsystem (SI) which, through management decision-making function, provides informational support for managerial decisions and justification. The third component is the organizational subsystem (OSS) that involve formal and informal

organization. Obviously, a great deal of attention must be paid to formal organization, reflected in the organization process and structural organization, providing the necessary support for the adoption of decisions and initiate actions geared towards achieving the objectives. [3]

Decisions taken by managers on different hierarchical levels aimed at establishing and the breakdown of goals, specifying the means of achieving the necessary resources, more accurate sizing, intermediate and final deadlines, the delineation and size of the procedural and structural components are involved in achieving the objectives, coordination and training-motivating staff participation in setting and achieving goals, evaluate the results, detection of some causal failures and strengths, correction and/or update the objectives. [2]



Fig. no. 1. Managerial efficiency model

If efficiency implies the existence of causal effects compared with efforts to obtain their effectiveness lies in the attainment and exercise of managerial tasks and qualitative temporal terms. For the managers of the organization, subject to multiple and increasingly more complex challenges of contextual and endogenous issues because of the volume of information that needs to be harnessed in the decision-making, it is more important to the effectiveness of their benefit. Efficiency is materialized in obtaining managerial performance, mainly general and specific. [4]

The efficiency of a manager has to be measured both by its results, and on the basis of skill levels reached and implemented in achieving those results. In addition, take into consideration how the manager acts in the use of knowledge and skills (capacity). In the evaluation of some various companies some skills have appeared which could lead to the idea of managerial efficiency. Of these, the most important are:

➤ Orientation towards results. Managers need to know to establish goals and try constantly to reach them;

➤ Understanding the business. Every manager needs to know all the way to the smallest detail the business it represents, to be able to identify and take advantage of every opportunity;

➤ Communication skills are necessary in this area and here we refer to the negotiating skills of persuasion

or focus on client. A manager must know to focus on customers and their needs and expectations;

➤ The desire to help others develop. Even if it seems a specific attitude of the leader, and a manager have to help those around him develop, being aware that just may develop your business;

➤ Managers must have a large capacity, plus adaptive needs to know how to act in different situations;

➤ Ability to plan and organize different things and ideas is very important for any manager. Also, just so it will be able to run a company, a department, a project, etc. toward the best and most efficient direction;

➤ Problem-solving. This capability includes analysis of situations, their diagnosis, choice of solutions and identification, based on an extensive series of best and effective rationalizations.



Fig. no. 2. The role of management planning

A first performance indicator refers to the degree of scientification of the management of the organization. This is expressed quantitatively-the number of systems, methods and management techniques used at one time for the exercise of management processes. This performance depends on the degree

of “participation”, “involvement” of management instruments in the performance management process, which is given by the number and weighting systems, management methods and techniques to managers call for each exercise. These will need to be added and the competence of managers, which is given in the main management knowledge possessed by the managers of the three organizational levels of the organization. [1]

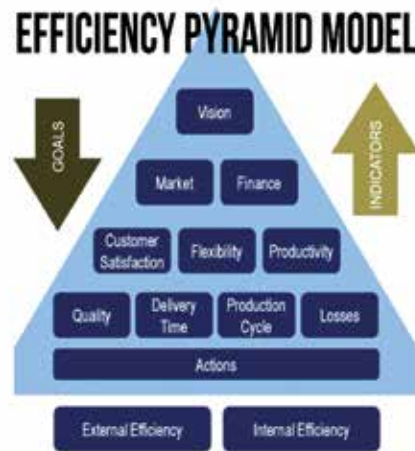


Fig. no. 3. The efficiency pyramid model, management perspective

The degree of resolution and decision-making problems facing the organization constitutes a performance that can be determined as the ratio between the number of decisions adopted at the organization level and the number of problems with which it was confronted, in a certain period of time. Another performance is the degree of implementation of the convention, which is determined according to the actions initiated in the field led to the implementation of

decisions. This performance indicator is determined by management as a whole and on organizational levels. This degree of satisfaction of needs of informational top-level managers, middle and inferior, determined as the ratio between the quantity of information provided and the quantity required for each manager. At the same time, it is considered and the degree of satisfaction of the needs of employees information, determined according to the same algorithm. [6]

The degree of assurance of procedural objectives assumed for a specific period, which highlights the extent to which the delimitation and dimensioning of work processes satisfy the claims required by the five categories of objectives-fundamental, derived I, II, specific derivatives. In the same context, it is considered a structural coverage and organizational processes involved in achieving the objectives. It is obvious that, in order to achieve the objectives, work processes, found in different forms of aggregation, in procedural components (functions, activities, tasks, tasks), and for the proper conduct of the necessary organizational framework outlined structurally. We insist on the fact that any procedural component must have a standard organizational structure enclosed properly to be able to be exercised. Failure to observe these correspondences inevitably lead to deviations from the objectives.

Performance measurement is a specific task, important in the field

of human resources management, rapidly resulting in predicting individual performance, as well as the group. In any organization, daily, informal evaluations take place through which managers and subordinates to evaluate each other. Performance assessment refers to the determination of the formal and systematic manner in which members of the organization given its specific tasks of the post they occupy in relation to the wasted set, evaluation standards, with the methods used and the quality of the communication of the results.

Not all evaluations have a positive effect and that assessment work is sometimes regarded as one of the most detested. For example, those carried out for prizes, for layoffs or even for staff discipline are perceived by employees with fear, anxiety and may create feelings of insecurity. The same goes for when employees do not know or understand the criteria that are used for their evaluation when they think they are compared with others or when they concern the assessment that could lead to an improvement of their professional and moral activity within the organization. How the system is used and the manner in which the results of the evaluation are communicated can significantly affect the moral and organization climate and training processes, significant improvement, promotion, reward, etc. [9]

Fairness of performance appraisal procedures to the validity of the results: ability to reflect

truth; fidelity, the ability to provide identical results from repeated use; equivalent results-independent assessors must arrive at the same result; internal consistency, constant partial estimates; The process of performance appraisal is influenced by a number of factors, who do may cause distortion within it: the history of the organization and its system of values, because the dominant values of the managerial culture differs from one organization to another, preventing the optimal configuration for a specific employee's personality ideal; the size of the organization, because small companies within the informal assessment plays an important role; field of activity-through speed of development; strategic orientations of the organization that determines the selection of those criteria for performance to be in line with its mission, objectives and strategies of the organization; the influence of trade unions, which focus on the age of the employees within the organization, and not always on the performance obtained by them; practices used in the processes of hiring, pay and promotion, which are influenced by the performance of employees.



Fig. no. 4. Performance Management Process

Along time, the professional manager has been outlined as a powerful and individual kind of understanding, who knows exactly how to route and you have to dictate his team. But in an economy of increasingly competitive marketplace, it takes much more to lead a team to success. A good manager understands the needs and strengths of the team and each Member evaluates skills correctly. He perceives the potential of each employee, but distributes little tasks over its capacity, so as to encourage the overcoming of one's own limits. A leader knows that to get the individual notable performances, team members must be challenged to learn and to become more involved. [10]



Fig. no. 5. The performance management process/ managers versus associate

A manager knows that a strong and effective team forms in time and with patience. He cultivates relationships based on trust with employees, listen and advise when difficulty. Each team member must be motivated to get involved actively in the optimization of procedures, so that when a team has a positive result, the manager

must recognize publicly the merits of each employee. Each member of the team needs to feel that his opinion is valued right now, so an effective manager organizes periodically meetings within which employees to provide feedback and contribute constructively to the work of other members. A leader understands that the process of critique must have a positive purpose, not to intimidate. Through their criticism, so the manager and other employees must pursue one goal: raising the standard of performance of the team. [7]

Trust for the construction of a high-performing teams, and the manager has the mission to provide employees a positive environment in which to express their opinions, to work and to develop communication skills and problem-solving of problems. An effective manager knows that the decisions to be taken following a detailed analysis, in consultation with the team and towards thinking of the consequences of his actions. He will always find resources to retire and to weight decisions, even if this entails allocating more time for testing, feedback, analysis and debates. A thorough analysis of the internal crisis situations prevents and facilitates an understanding of the challenges faced by the company. The mission for managers in any organization is to motivate employees to success, to inspire, to guide and to keep their team together. Beyond fulfilling financial requirements and the need for acknowledgement of work employees, managers must

ensure that the efficiency of labour. Once aware of their responsibility, leaders can turn a group of employees with average performance in a team of loyal and committed professionals. [8]

At the level of organizations, it is evident that efficiency is a priority, getting economic-financial performance, expressed by means of indicators and indices, being the consequence of managerial performance, general and specific. We note, in this context, priority indicators of qualitative (efficiency) relating to: productive work, health, average salary, average gain/share etc. Management and pursuit are not an end in itself, but a decisive factor of amplification of the efficiency and effectiveness of the organization. To get the level of performance it is necessary an high performance management, provided by professional managers. Reengineering the management process has as a result a high performance management and, at the same time preparing for a "land" one sure to a higher stage, that of knowledge management.

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