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MANAGERIAL STYLE, DETERMINATIONS AND RISKS

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Abstract

This study assumes that manager style is a fundamental element of an organization's efficiency; it aims to clarify two of the defining elements of the manager style, determinations and risks. The method used is complex, qualitative-quantitative and meta-analytic. Four determinations of the manager style are highlighted:

a) rapid and complete adaptation to the changes in the context in which the team/organization acts,

b) correlating tasks with the quality of people,

c) the need for work improvement and

d) operatively performing work tasks.

The six main risks that arise in the management style of the managers are

a) the loss of control of the activities of the work team/organization,

b) the loss of respect of the people (employees, collaborators, partners),

c) lack of creativity and initiative,

d) lack of attention to professional development, e) the indifference to the quality of the relationships between the members of the organization,

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f) the non-contradiction of routine, prejudices, stereotypes, expectation and apathy.

Keywords: manager style, manager, leader, efficiency, human resources

1. Introduction

Whatever the condition and the intellectual level, the man is at every moment engaged, on various levels of involvement, in carrying out different activities. This does not seem at all surprising, if we consider that being in action is ultimately its very way of being, in direct connection with that of thinking.

Wherever he is, he is there based on a more or less aware project, fulfilling the obligations of an election, an option. Its essence lies in being, as an axiological-decision-making measure, at the command point of its own life, at the center of the interaction with itself, with the world, with the environment, with the universe. Thus, it can be said, he has the manager of his own destiny.

On the other hand, it is integrated in a multitude of activities, of which the most important is work, professional activity. Here he has a status, that is, he plays a role and occupies a place, holds a position in a hierarchy. Sometimes, in the social environment, it has the responsibility of working with others, that is, "it has the manager", on a personal level.

In both cases, on a personal and social level, what characterizes him is being an individuality, a personality and acting and thinking in his own way, in other words to have a style. On a personal level, it is said that he has a lifestyle, and on a social level, when carrying out managerial tasks, that he has a manager style (Davis, 2001; Russell et al., 2018; Malek, Kline & DiPietro, 2018; Shan, 2018).

In an Aristotelian definition (by proximate gender and specific difference), within the parameters of common sense, the manager style would be the particular way in which a managerr uses the organizational means, methods

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and techniques, depending on the organizational situation and those he /she command. As a result, the style belongs to the person.

The naturalist and the French writer Georges Buffon in an apodictic judgment inferred: "Style is man himself". The style represents the leader, both in terms of psycho-social characteristics, as well as in the choice and use of the ways, methods and means available to management, as a science of management.

Of individual hue, the manager style has personal-subjective components, taking into account the temperament, character, opinions, attitudes and values system of the manager and components social-objectives, by means of managerial levers.

The management style presents, from another perspective, formal aspects, related to the specific way of updating the different management procedures (meetings, delegation, brainstorming, synectics, etc.) and content aspects, regarding the decision making and their application in practice within the collective (Bel, Smirnov & Wait, 2018; Aliyev, 2019).

It should be emphasized that, as far as the content is concerned, the manager style is required with the performer.

In order to be productive, as a personal way of managing, the style must be following the practice of recognized competence. In order to be able to collectively establish a manager style, the manager must be not useful in the group, but necessary in function. He has to find his place in the team. Through efforts and results, through professional and managerial qualities, as a member of the collective, a certain individual will be able to create and occupy a place in the group structure. Each member will be in a position and will exercise a function, which will be the measure of his or her merits, as a personality.

In any group, a place belongs to the leader, and it must be occupied by the one who proves to be necessary there. Before being a manager, the worker must highlight through professional competence, great results in work, orientation towards new, creativity and performance, promotion of ideas,

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methods and attitudes that in the appreciation of others constitute creative openings and practically lead to the realization with better results of the strategic objectives of the organization.

Thus, being on the objective direction of team development, the worker will prove necessary in the process of improvement, development and optimization that takes place in any socially healthy organization.

In this way, he will become a new model, will take the lead, and his projects and objectives of productivity, performance, improvement and obtaining results will become the objectives and projects of the work group and will integrate into the manager style, training raising the work to a higher level of quality. In short, man imposes an innovative style of work, which in turn imposes him as a leader. Paradoxically, man imposes style, but style imposes man. If, however, a manager loses control of the activities of the work team / organization and the respect of the people, and by his style becomes a brake on the development and progress of the work, then he represents a risk for carrying out the work tasks and if he does not revise himself behavior needs to be changed (Hoskisson, Chirico, Zyung & Gambeta, 2017; Burtonshaw-Gunn, 2017; Pool, Stoffman, Yonker & Zhang, 2018; Hopkin, 2018; Ma, L., & Tang, 2019). The general manager has a duty to find a replacement for the team manager who is in such a situation.

Determinations of the manager style prove, in this reasoning, to be the need to improve the work, the quicker and more complete adaptation to the changes in the context in which the team / organization acts, the fulfillment of more work tasks.

Another determination is the correlation of the tasks with the quality of the people. The new tasks, of decisive importance for the destiny of the organization, force the workers and the bosses to perfect themselves, and in the activities of selection, verification, testing and employment the criteria of

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exigency must be raised to a level that will ensure new ones of a higher qualification, at level of excellence and proficiency.

The manager installed according to the newly established conditions, which is in the process of restructuring, is exposed to risks of which the one with the strongest root is shown to be that of routine, prejudices, stereotypes, expectation and blasphemy (Anjos & Kang, 2017; Bird, Borochin, Knopf & Ma, 2018; Heaton, 2019). More specifically, the risk lies in giving young people the routine of a history through which we ended up accepting it; a history of recommendations and "top" indications. The danger to avoid is waiting. The new leader does not have to wait to do everything in order. He must have initiatives that he can promote in a collective and apply them in practice (Boureanu, 2012; Calantone, Di Benedetto & Rubera, 2018). It has to pull the collective. Not to settle according to the blaze of the idea of saving effort in the perspective of a close, good blackmail, retirement in case of illness.

Thus, the capping, age and seniority of some of the managers in the second step can be a risk (Hall, Mikes & Millo, 2015; Liu & Huang, 2016; Bretan, 2019). A great risk is even the manager who in his work does not rely on creativity, improvement and initiative, waiting for higher orders and thus stopping the development of the collective. Having in one of the managers of the second level a case of this kind, the general manager should not hesitate to take the regulatory steps to get it back on the natural line of evolution, and, when the effort proves unsuccessful, even to do so. changes in function.

Another could be the failure of the strategic objectives of the organization, by not understanding the evolution of the competitive context in which the company operates (Afonasova, Panfilova, Galichkina & Ślusarczyk, 2019; Frunză, 2019; Grabara & Siswanti, 2019; Sandu, 2019).

More specifically, the failure of the objectives would mean setting goals of the team's activity, which does not clutter properly on the needs for

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improvement and creativity determined by the already outlined destiny of the organization, by the fundamental interests of the organization.

The manager style manifests itself in relation to the functions performed by the team / organization and to the activities carried out by it as an organization. A manager, a manager must be involved in the process of elaborating the objectives related to the forecasting function (drawing up plans, activity graphs and weekly working agendas). He must, depending on the organizational function, determine the processes that are carried out and the operations that will take place within them. He will organize the activity of the organization, by allocating means of labor (equipment) and forces (workers); will be concerned with establishing a methodological order of the operations to be performed.

In the tasks on the coordination line, he will establish by consulting the managers of the second level, the composition and the tasks of each work team. It will train in the work, striving to be a model and, at the same time, it will train all the members of the group individually, according to their level of development (as employment and competence). He will change his style (directive, training, encouragement or delegation) depending on the subordinate, but he will never forget to be his partner. His style will therefore be participatory, complex and differentiated, relying on different types of motivation in correlation with the level of development of the subordinate-collaborator who considers it (Clitan, 2003; Negrea, 2016; Negrea, 2017; Badraoui, Motoi & Benazouz, 2018; Iftode, 2019).

On the control-evaluation function of the organization, the manager will keep control of the work of each one, granting moral and material rewards in a different way. It will be either preventive or corrective, but always flexible and adaptive.

The manager has clear responsibilities in all the activities that take place in the team and in all he must draw his subordinates after him, not waiting to be pushed by events and needs.

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2. The influence of the manager style on the work capacity and the degree of use of material and human resources

The major strategic options of the organization must derive from the mission it has assumed, set, which will ensure realism and efficiency. In order for the main activity to be carried out with optimum performance, the manager will keep a clear record of the activities. This will enable it to evaluate the efficiency of the activities, their degree of relevance and the taking of measures, in cooperation with the beneficiary organizations. The manager style influences both the optimal conservation and allocation of the labor force, as well as the maximization of the efficiency of the use of material and human resources (Bârgăoanu & Radu, 2019.

The manager must adopt a management style that maintains the efficiency of the team through the results of his work and his decisions, but also through the actions, activities and decisions taken by his colleagues, his subordinates. The latter represent the human resources, the component by which the team responds to the wishes of fulfilling the mission of the organization. In addition to saving forces, an important reserve of work capacity is created by motivating the subordinates, in the form of stimulation in order to obtain moral and material satisfaction, of recording special results that bring them appreciation, encouragement, praise, bonuses, advances, etc. As aspects of motivation must include: optimal integration of newcomers into the collective, directing organizational behaviors, protecting the unity of the collective and each individual framework, preserving and transmitting internal values (Gutsche Jr, Hess, Adams, Adams, Craine, Dittmer, ... & Anderson, 2019; Radu, 2019).

The surplus of work capacity can also gain the organization by stimulating the creativity of thinking and discovering know-how by the manager to make the work easier and to be executed in a shorter time. The manager will consider that the promotion of the individual values will "follow", will generate

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new energies in the collective, which will be allocated to solving the increasing tasks.

The work capacity of the organization will also be increased through the strategy to bet on young people who are resistant to effort, enthusiastic, have a knowledge bag recognized, tested and confirmed, is full of affirmation and improvement, wants more and even more it pushes the "old men". The spirit of competition that animates and concretely engages in prolonged and intense efforts on many of the members of the collective can also be harnessed (Radu, 2015; Ghenea, 2016; Taylor, 2018; Unguru, 2019). Against this background, the manager himself, as a respected model, can contribute by being present in the collective when he is facing a difficult task, giving effective support.

Increasing the capacity and competence of the collective in the response to the effort can take place through the correct evaluation and promotion according to the subordinates or the awarding of bonuses.

An intellectual energy resource will provide the manager with personal effort and coordinate the effort of the subordinates-partners in order to select and test competent candidates, for employment in the organization (Lamezón, López, Aguilar & Lorenz, 2018; Kot, Štefko, Dobrovič, Rajnoha & Váchal, 2019; Strechie, 2019).

Significant gains will be made by the organization if it will thoroughly initiate newcomers into work, create a broad strategic horizon for them, instill their attachment and loyalty to the institution, love for the profession, the quality of stoically supporting the glassworks of the profession, respect for well-done work, propensity for self-improvement and intellectual development, disavowal of ceilings and limitations of any kind. Also, if it will stimulate the young people on the channel of their ambitions to take part in symposia and civil scientific conferences, to courses of improvement or of improvement by master or doctorate (Bunăiașu & Strungă, 2016; Bușu & Luchici, 2017).

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A priority concern for the manager, regarding the efficient use of material resources, will be represented by his own training, as well as that of the subordinates, regarding the use of computer systems, which means new working procedures, on the whole, a retraining in the computer field.

3. The relational dimension of the managerial act and its effects

A non-communicating group is a blocked one, on the way to losing cohesion, coherence of the response to requests, of diminishing efficiency and located under the threat of disintegration. After all, the work is based on a relational raster. Any deterioration of the relational network has negative effects on all processes and components of the system called organization. In the organization, different types of relationships are born; some positive, some negative; some based on trust, respect and admiration, others on suspicion, envy, hatred, that is, friendship, mutual respect, collegiality, collaboration and cooperation, others of enmity and adversity. As in life, an organization remains healthy if positive relationships prevail and become effective and profitable, if they have an overwhelming majority. It is ideal the collective in which no negative feelings and destructive relationships arise. Basically, such unwanted relationships appear, but the manager's skill lies in defusing them, not letting them develop.

More exposed to non-productive relationships, the specialists found, are the big groups. There is a great diversity of opinions, ideas, interests, opinions and attitudes, values and behaviors, which is a premise of misunderstandings. In addition, here the "distances" between the components are larger, which represents a support for the unknown and the isolation. More precisely, the large group faces the danger of lack of coherence and cohesion. This can be avoided by encouraging, creating, maintaining and strengthening positive relationships, especially those that prove profitable to achieve the strategic and specific objectives of the organization. Positive relationships must, however, be

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encouraged and sustained, even if their beneficial implications are not visible. They will be. These can be improved by communication. The negative ones, the misunderstandings and the ignorance, can be mitigated and even eradicated through communication (Negrea & Voinea, 207; Coman, 2018; Cmeciu & Coman, 2018).

The relationships within the organization have the support of human relations and they can be technical, organizational, psychological, informational, etc. In relation to the managerial act, the specific organizational relationships can be: descending (from the management to the subordinates), ascending (from the bottom up) or horizontal (at the same level); they can also be: formal (which takes place organized) or informal (outside the management control, in the form of rumors, gossip, etc.).

4. Conclusion

The manager is in charge of the descending and formal communications, partly controlling the horizontal and ascending ones, outside his power are the informal communications. It is up to him to perfect the communications he directs and to control as much as possible the others. For this, on his command-collaboration-partnership relations with the members of the team that leads it, he must graft actions and operations such as:

- to advocate for a participatory work style:
- to inspire the subordinates, the collaborators, the confidence in their opinions and to show them that the in-service improvement proposals do not come to cover the deficiencies tolerated so far in the team or organization, but are part of the general process of improving the work;
- discuss with subordinates (partners) from the position of members of the same group that is part of an organization;
- develop respect for the hierarchy and transmit as received the decisions of the general manager;

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- promote organizational values;

- to promote the collective consultation on the strategic objectives through human-to-human discussions, through meetings;

- to improve their system of self-monitoring so as not to fall prey to routine, prejudice and intolerance;

- to defuse the reserves of subordinates, collaborators, partners to express their opinions;

- not to consider that subordinates, collaborators, partners cannot have good ideas or suggestions for solving the problems that arise;

- not to abruptly present a variant contrary to that of the subordinates, collaborators and partners;

- to improve their own capacity for transmitting information and that of subordinates, collaborators, partners;

- to progressively increase their listening ability;

- to improve its documentation base;

- not to oversize the communications of others;

- not to turn the dialogue into a monologue;

- avoid stereotypes;

- use a language appropriate to the collaborators and partners with which he communicates;

- not to use with colleagues anf collaborators a high tone and marked by irritability;

- show respect to the collaborators an partners;

- focus on organizational problems;

- be permeable to new and unclear ideas;

- convince subordinates, collaborators, partners that their problems are of interest to him;

- in the communication be motivated, concise and clear;

- give short instructions and rarely make recommendations;

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- to study and exploit informal communication networks in a positive way.

All these will have beneficial effects on the perception of the decisions, of the ways to carry them out, on the engagement in the achievement of the team's objectives, on the improvement of the means and working methods, on the capacity to respond to a long effort, as well as on the cohesion and coherence of the group, on strengthening the team spirit, improving the working climate and, as a sui-generis synthesis, on the organization's performance in fulfilling the assumed mission.

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