PROPOSITIONS REGARDING MANAGERIAL PERFORMANCE IN AGRICULTURAL EXPLOITATIONS

PROPUNERI PRIVIND PERFORMANȚA MANAGERIALĂ DIN EXPLOATAȚIILE AGRICOLE

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The management is the process used by the managers to realize the functions of an organization by establishing and fulfilling the objectives set to maximize the results of the organization. The management plans, organizes, coordinates, trains and controls a group of interconnected activities in order to realize the objectives. The management uses some managerial abilities and skills which should be developed and improved by studying and understanding the management concepts, principles, techniques and methods. Peter Drucker said that “the managers are those who practice management. They do not practice either the behavioral science or the statistics. These are only instruments for the managers. As a specific discipline, the management has its own basic problems, specific approaches, separate interests. A person, who knows only techniques and skills, without understanding the basics of the management, is not a manager. In the best case, that person is a very good technician”. In order to be a successful manager, he/she has to have some qualities. In this study we will present the qualities that a manager should have and some propositions concerning the managerial performance.

Key words: managerial performance, success, propositions

Introduction

Defined since 1987 by Day and Klein, the managerial performance is considered to be the result of fulfilling some tasks according to some performance criteria, as the effect of delegating the authority. An important method to determine how performing the managers are is to use a system to measure the performance. The performance should be measures at the level of the entire organization, at department level and at individual level. A general performance norm is to survive as business. Beside this primary measure, the success of a company is determined by the realization of the proposed mission. The key to realize this responsibility is to obtain profit which means to generate a higher value than the consumed one. Even if the profit is a crucial performance measure, it does not give a complete image of the realized performance. The main performance criteria and most important indicator are:
profitability (profitableness of the investors capital, the profitableness of the assets), competitiveness (sales increase percentage, the share on the market), efficiency (the cost of labor per product unit, the price per unit), productivity (profit per employee, sales per employee, quantity of product per employee), flexibility (investments for the development and training of employees, costs of research and development of new products).

Materials and Methods

The organization performance is based on the performance of each department of the organization. This performance must comply with the objectives of the specific department which are triggered from the objectives of the company. The production managers’ performance can be measured by the production costs, material costs and labor costs. Also, a production manager is an efficient manager is that manager who succeeds to obtain favorable efficiency indicators. Such indicators are the costs of the products as sales percentage, machine downtime hours, losses percentage, etc. Generally, a marketing manager appraisal consists in evaluating the sales increase and the quota on the market. The performance of the research and development department can be measure by indicators like research budget expressed in sales percentage, incomes from the trade of new products and cost savings due to the improvement of products, technologies and/or management.

The appraisal of the individual performance consist in analyzing the following criteria or components: labor quantity and quality, creativity, days off, lateness.

Results and Discussions

The managerial competence is, without any doubt, the most important factor determining the managerial performance, this can be analyzed from two points of view: the assigned competence (official authority) and the personal competence (personal authority). The official authority is the decisional freedom of the person who in position. It can be stated that the official authority is the most important dimension of the competence. Disregard the managerial and professional capacity of the person, if this person does not have the right to decide the resolution of the problems occurred, the performance can not be taken into discussion.

Concerning the personal authority, this is characterized by knowledge, qualities and professional and managerial skills that the manager has to have in order to apply the official authority.

In order to be successful in their area, the managers have to have some skills. The skills represent an individual capacity which is conditioning the realization of some
performances. In the case of agricultural exploitations, the basic skills of the managers are: professional, interpersonal, conceptual, analysis and diagnosis skills. The professional skills are those skills which define the competence of a person in a specific area. The managers must have the knowledge of the agricultural, zootechnical experts, etc. this kind of knowledge can be obtained in a formal way. The interpersonal skills are represented by the ability to work with people. These mean that the manager has the ability to communicate and to understand the groups or the persons.

The conceptual skills are those abilities which permit to a manager to analyze the agricultural exploitation as a whole. These skills depend on the manager’s capacity to abstract. The managers have to understand the relations cause – effect from the organization and to think strategically.

The skills for analysis and diagnosis represent the ability to identify the closest solution for a problem. The manager has to define the problem in order to find the possible causes, to analyze the possible solutions, to choose the best solution, to implement the best solution and then to monitor the results.

The managerial skills are obtained from formal education and experience. The most successful managers have skills obtained in both ways.

Generally, the successful managers have a combination of skills; they have to combine the realization of the company objectives with the employees’ desire to fulfill their tasks. The most important characteristics of the successful managers are: the realization of an efficient communication, the efficient usage of labor hours, decision taking skills, the usage of a positive attitude, flexibility, leadership, supplier, continuous improvement supporter, quality initiator, to appreciate the subordinates work. All these characteristics are represented in the following picture.
The organizational culture is an other factor determining the managerial performance, this can be analyzed as the sum of values, believes, aspirations, expectations and behaviors defined in each company, predominant for the company and conditioning directly and indirectly its functionality and performances.

The organizational culture is characterized by symbols, organizational values, behavior rules, rituals and ceremonies. All these influence, in different ways, the level and the structure of managerial performances taking into consideration their place in the organizational culture.

The symbols characterizing different organizational phenomena are represented by actions, verbal or material symbols. These actions have a small impact on the performances and it is an indirect impact. The symbols ensure the order and the strictness and determine the culture functionality. For example, the numerous changes realized at the level of managerial groups can destroy some symbols which are very important for the employees and have an unfavorable impact on the objectives realization.
The organizational values must be clearly expressed and have to meet the following conditions: to be selected from different variants, to be harmonized, to be clearly defined, to be limited in number, to be realistic, to stimulate performance, to be attractive and to generate a pride feeling, to be communicated, to be written. The system of values must be known, understood and assumed by almost all the employees. In this way, it determines an active and responsible participation from the employees in order to realize the objectives and, implicitly, to obtain performance.

The behavior rules can be established by official regulations of the company management or can be unofficially established by the components of the agricultural exploitation. The behavior rules have a decisive impact on the performances. Concentrated on a specific mentality and supported by an adequate motivation, the employees’ behaviors have the purpose to obtain results with a reduced usage of resources.

The rituals and the ceremonies represent the sum of planned actions, with an emotional content, which combine different methods of expressing the organizational culture, these can be: personal, objective focused, social and organizational. The ceremonies are collective manifestations with a formal and impressive characteristic which express the traditions and history of the organization. Both are focused on obtaining performance when the organizational rituals are emphasized.

The environment is one of the most important factors for obtaining managerial and economical performances. The environment represents the sum of the exogenous elements of the organization, with economical, technical, political, demographical, cultural, scientific, organizational, juridical, psycho-social, educational and ecological characteristic which helps to establish the objectives of the company, to obtain the necessary resources, to adopt and to apply the decisions for their realization. The environment has various influences on this by many factors.

Conclusions

The managerial performance is considered to be the result of fulfilling some tasks according to some performance criteria, as the effect of delegating the authority. The most important factors which are conditioning the managerial performance of the agricultural exploitations are: the managers’ competence, the organizational culture, the environment.

Concerning the increase of management efficiency at the organization’s level, the most important methods of its increase for the agricultural exploitations are: design and redesign, according to scientific criteria, of the management system, rationalization of the decisional process, remodeling of the policies and strategies, intensification of the operational structure of labor, completion and modernization of the management instruments.

The management contribution should not be resumed only to the economical part of the agricultural exploitation efficiency. The social efficiency is also very
important and it refers to the effects that can not be measured directly, but which have a considerable influence on the factors involved in the activity of the agricultural exploitation, in general, and, especially, on the human resources. For this, the manager has to have very good skills in working with the subordinates. This capacity consists in understanding the employees, in sensing the feelings, the motivation, the identification of the inevitable errors, the enthusiasm and the communication skills of the team members they are coordinating. In order to ensure the team work between the subordinates, the manager has to create a work environment which is proper for an efficient activity. So, the manager has to take into consideration the following rules: to treat the others as they want to be treated, to respect the dignity and the personality of each person, to be in direct contact with the subordinates, in order to know their preoccupations and aspirations, to treat differently each person, to be impartial, to be severe in respecting the principles and flexible in form, to always respect the promises, to inform the subordinates about the changes that will affect their position, to always support the collaboration in order to create a mutual trust environment, to use delicately his/her competence and responsibilities ensuring the recognition from the employees by using the professional knowledge and not the constraint, to fight against rumors by using verified facts, to apply penalties with the highest responsibility, to identify his/her part of guilt in case of failure, to recognize the qualities and performances of some subordinates in order to give a stimulating character of the activities. It can be said that the manager’s skills are very important to obtain managerial performance. Therefore, the selection of managers must be realized very consciously and attentively, just to avoid the possible errors that could appear in organizing the activities. The success can be guaranteed by choosing as a manager, the person who has leadership skills.

**Bibliography**