

Manager and its Role in an Organization

Ana-Mariana Dincu*, Ioan Brad, Ramona Ciolac, Remus Gherman

Banat`s University of Agricultural Sciences and Veterinary Medicine, Faculty of Agricultural Management,
Calea Aradului, 119, Timisoara, Romania

Abstract

Indifferent of activity field, the manager is a key person, on which depends the future of the organization, human welfare, and especially efficient management of resources on which the company depends. In other words, we can say that the manager is for the organization, what the conductor is for the orchestra. For the success of a company's the greatest merit comes, undoubtedly, to the manager, because he chooses his team, organizes it and coordinates as best as he can to achieve the proposed goals. A good manager leaves nothing to chance, for that, he must be daily trained, to establish realistic objectives, so that the organization he leads, over time, come to occupy a leading position in the market. One of its most important tasks is to discover the arising problems and solve them before they turn into crises. The secret to have success in any management position is knowing how to relate, how to communicate and how to evaluate your employees correctly. Therefore we can say with good reason that the manager is the key factor in an organization.

Keywords: manager, management, organization, training, employees

1. Introduction

To succeed in a managerial position, the secret is to know how to relate, how to communicate and how to properly evaluate your employees.

A good manager must have knowledge on how to run a business, but in the same time also must have the ability to communicate well with other employees, quality that we don't meet to all the people from the leadership position.

By developing its employees, the efficient managers solve, with their help, the responsibilities and the various problems that appears in the organization. Best managers know very well what qualities and skills have each employee and always make time to know them better.

2. Manager – role and importance

A key figure on which depend the welfare of the people around him, especially the future of the organization and effective management of resources of the company, is the manager.

After O. Nicolescu et al, the manager is the person who, by virtue of tasks, powers and responsibilities circumscribed of the position held, exercise management processes, so adopts decisions and initiate actions that influence decision and operational behavior of others. [1]

We can say that if employees do not work well, means that either the manager does not do the right thing. A good manager must learn how to lead, motivate and support his employees. All the work will be in vain, if the manager fails to develop the capacities of its employees.

Depending on the hierarchical stage, they are the following categories: first-line managers, middle managers and top managers.

First-line managers (of lower level) also are called the observer and coordinate the work of

* Corresponding author: Ana-Mariana Dincu,
0722.733.820, maridincu2004@yahoo.com

other people who have leadership attributes (in general chief of equip, chief of department). They are responsible for carrying out the base activity, according the plans provided by superiors. A particular importance for the success of the company, has the responsibility to track the compliance of daily activities with proposed objectives. They are in constant contact with subordinates and receive these functions according their training, experience and their ability to work with people. Because they represent the interface between management and the rest of labor force, they can find often in the center of conflicts. Their power can be eroded by the influence of unions, by the raising of training level of the subordinates and the trend of computerization of a significant proportion of their duties.

Middle managers are department chief, executive managers, chief of division. Unlike the first, they plan, organize, lead and control the activity of other persons with management responsibilities, being, however, the subject of the management activity of a superior. Middle managers are responsible for implementing the plans of the organization, pursuing the achievement of the objectives settled by this. Today many companies are trying to reduce the number of middle

managers in order to reduce costs, to limit the number of people involved in decision making and to facilitate communication. Giving importance to relations between employees on the same hierarchical level will increase the accessibility to information and will be exercise a more intense control over the tasks related to lower levels.

Top managers include CEOs, presidents or vice presidents. They are responsible for the performance of the entire organization, through middle managers. They are not responsible to anyone, only to the owners of the resources used by enterprise. They are few in number and, usually, set strategy and general plan of organization, supports mid-level managers in implementing and controlling the entire business plan. Top managers should follow the changes in the external environment, to show vigilance against possible future problems and opportunities and identify appropriate ways to approach them. Top management can be defined by nine coordinates: values, vision, perspective, communication, strategy, decision, knowledge, subordinates, own person. [2]

Between managers and subordinates are the following relations:

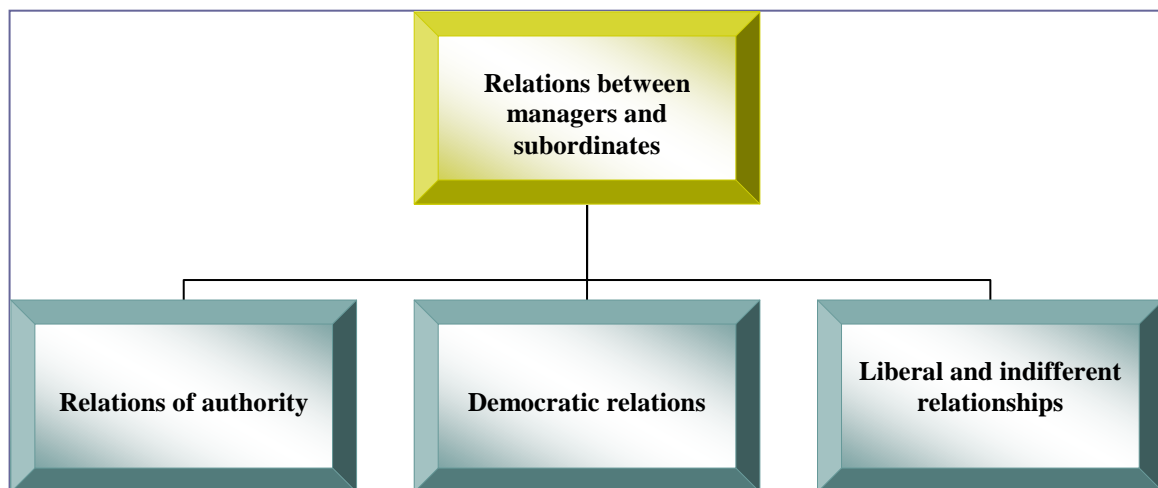


Figure 1. Relations between managers and subordinates

1. *The relationship of authority*, here the manager does not take account by the opinion of his subordinate and causes hesitation reactions and lead to instability, lack of initiative, lack of confidence, and sometimes an aggressive position.

2. *Democratic relations*, in witch the manager takes into account the opinions of subordinates and work with staff. These relationships produce a quick approach and mutual trust between manager and subordinate, which allow a creative final of

the actions and leads to autonomy and independence of personality.

3. *Liberal and indifferent relations.* In these relations the manager does not intervene at all, leaving things to run its course. Here are highlights non-vocation of manager in education process of the subordinate.

Letitia Baldrige highlights the main qualities of the manager as: patience, modesty, good taste, diligence, determination, discretion, forbearance, punctuality, spirit of sacrifice, personal example,

respect his word, concern for subordinates problems, self-control, the art of conversation. [3] Mintzberg's analysis shows that managers devote a large part of their time to meetings, telephone, work desk and resolving correspondence - in a word, communication. The conclusion of these studies was that the activities of a manager define three types of roles: interpersonal roles, informational roles and decision-making roles, each of these groups is divided into subroles. [4]

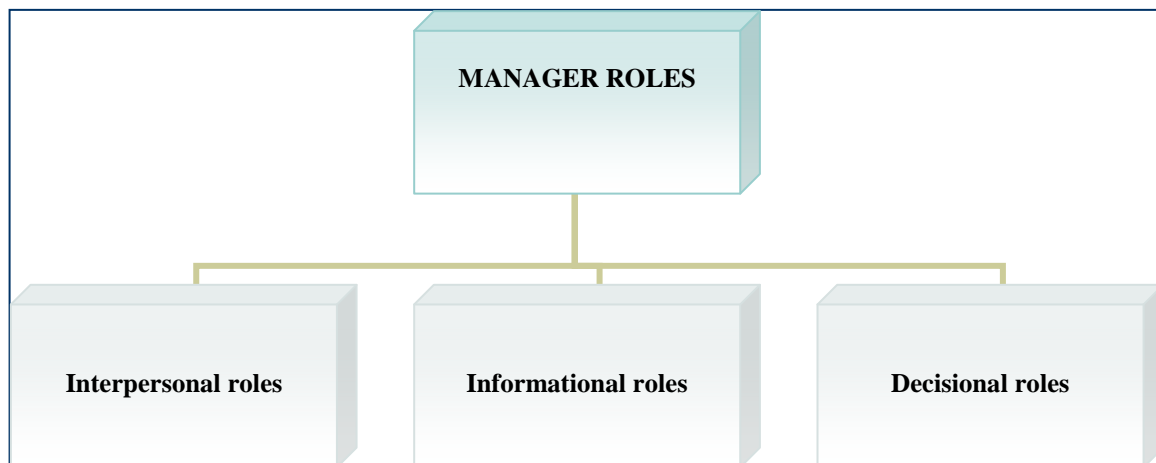


Figure 2. Manager roles

Interpersonal roles are divided in turn into representation role (at various events and occasions, the manager represents the company), leadership role (leading subordinates) and connection role (coordinate two or more units, departments etc.).

Informational roles are: monitor role (seeking important information for the organization), the role of disseminator (distributes in organization the information found) and the role of spokesperson (for example, speaks at a press conference in the name of the organization).

Decisional roles include: the role of entrepreneur (manager has the responsibility to seek and find opportunities), the role of negotiator (both within the organization, with department chiefs, for example, and in addition, with sponsors, suppliers, media etc.), the role of the person who solves various problems and the role of resource allocator (manager establish the distribution way of human, material, time, resources depending on the objectives established in the Operational Plan). [5] The manager decided some changes in organization course. He must initiate the changes

and has an active role in deciding what must be done. Usually, the manager acts from his own initiative.

A good manager takes care of each problem in part and intervene whenever it is necessary a decision adoption. He always has the final word, but must be able to motivate people with which he work, and must relax the atmosphere and make it enjoyable sending people a certain state, a certain experience that make them efficient in what they do and to perform properly their duties.

The manager must be trained daily to set goals as realistic, so the company he leads will come to occupy a leading position in the market. An important task of the manager is to discover problems as they arise and solve them before they turn into crises.

A good manager does not leave anything at chance. If something goes wrong, the manager must always have a backup plan to implement.

He must always seek solutions regardless of the severity of the problems faced. And no matter how many ups and downs he faces, he continues to insist until he achieves all objectives.

Managers are able to correctly identify the skills, knowledge and training level of an employee who needs to operate effectively within the organization and are able to individualize evaluate for each person, these necessary qualities.

Within an organization, managers take over the tasks identified during planning objectives and assign them to employees witch can fulfill them. However, they also establish the functioning rules of the organization and ensure its implementation.

In conclusion, we can say that the manager plays a key role in organization, this owns a certain authority, so as to establish and carry out the objectives of the organization.

3. Conclusions

The manager is the person involved in the organization administration as authority, in order to use and coordination of human, financial, material, informational resources in order to achieve the settled objectives.

Ability to work with people, to communicate with them, to understand, is particularly important for a manager. This quality is needed at all levels of

management, and honest relationship based on mutual understanding being absolutely necessary between employees and managers.

Manager, for obtaining performance, must find the best ways of communicating with others, so be understood and obeyed.

All managers must make decisions, to choose from several options the one that lead to maximum efficiency.

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