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The Projection of the Classification Systems of Management. Analysis and Evaluation

In this paper I want to make the analysis of management styles by applying the methods which allow the assurance of a comparator system, to make possible a calculation of some indicators to differentiate the managers.

The analysis conclusion – there aren't valid universal styles, only different and adaptable styles

1. Introduction

The evaluation of management styles presumes the application of some methods which allow the assurance of a comparison system, so that, on one hand all the criteris of clasification are considered, and on the other hand the analysis of some syntetic guides for different types of managers. This can be made with the use of multiple comparison which presumes the following stages:

- defining the variable of appreciation
- the enunciation of work hypoteses
- questionnaire
- procesising the rules of calculating

2. The analysis of management style based on attitude and behavior

In order to make the analysis of management's style I have initially elaborated the questionnaires based on atitude and behaviour. I have defined the dominant tendebcy of aitude and behaviour, as being tendency which manifests with a higher frequency.

I expressed 2 suppositions

- each persons has both democratic and authoritarian tendencise

- each persons posses a combination of characteristics which define the tendencies of accepting theory **x and y**

The x theory

Begins with the assuption that the human being is inclined to neglect work, which he would avoid if he could. Because of this tendency most of the people have yo be controlled, guided and threatened with punishments in order to make them achieve the objectives of the organisation.

Generally, the human being prefers to be led, wants to avoid responsibility, has a relatively small ambition and above all, the human being wants to be calm.

The authoritar way of leading often shown by dinamic managers who are capable of spending much energy becomes ineficient because uf the climate of tension, anxiety, and humiliation, which they create.

The authority cannot replace the guiding activity.

The Y theory

Begins with the assuption that the phisical and intelectual effort is a request as natural as rest and amusement, the threat with punishment is not the only way of making people achieve the objectives. People are capable of selfguidance and self control.

The middle-class people learn not only to accept but also take on responsibilities voluntary.The ability to show a high level of imagination, ingeniosity, cleverness and creativity in solvin the problems is highly spread among people.

The **y** theory has an idea (image) about the management which highlights the human resources, acording to which the way of leading has to accentuate these resources through team work and integration of the needs of the individual with those of the organisation and community.

The type of mangement described by the **Y** theory is the most democratic one which gives the most efficient managers.

Taking into consideration the work hypothesis which help the integration of the data and information given by thesee questionnaires, it was necessary to encode the answers.

Taking into consideration the answers chosen by the questioned people the scores and tendencies are calculated by the following relations rapports:

I – subject

Q- number of questions

Ti T(C)- the dominant tendency for the subject’s behavior

Ti T(At)- the dominant tendency for the subjects attitude

LM=S max pqc

LM SD= 6,92

LMTC=2,16

LMSA= 6,74

LMTA=2,03

LMSY= 4,69

LMSX= 4,69

Lm= s min pqc

Lmsd= 3,26

Lmtc=0,48

Lmsa= 3,18

Lmtat=0,49

Lmsy= 2,31

Lmax= 2,31

Table1

Position	Cod	The questionnaire with answers about behaviour and attitude									
		1	2	3	4	5	6	7	8	9	10
Executiv Director	C1	d	d	b	c	c	a	e	a	b	c
		b	a	b	a	b	b	a	b	a	
Assistent Executiv Director	C2	d	c	b	b	b	b	d	a	b	a
		b	a	b	b	b	b	a			
Assistent Executiv Director	C3	d	e	b	b	b	a	e	b	a	a
		b	a	b	b	a	b	a			
Audit Compartiment Director	C4	d	d	b	b	b	a	e	a	c	e
		b	b	b	b	b	b	a			
Financial Manager	C5	c	b	b	c	b	b	d	b	b	c
		b	a	b	b	b	b	a			
Human Resources Manager	C6	c	c	c	c	c	a	e	b	b	e
		a	a	b	b	a	b	a			

C o d	Scoruri și tendințe pentru nuanțele de bază										Scoruri				Tendințe			
	Întrebări										Comportament		Atitudine		T(C)	T(A)		
	1	2	3	4	5	6	7	8	9	10	S(D)	S(A)	S(Y)	S(X)				
1	P(D)	0,36	0,65	0,65	0,65	0,69	0,69	0,5	0,32	0,36	0,7	5,57						
	P(A)	0,64	0,35	0,35	0,35	0,31	0,31	0,5	0,68	0,64	0,3		4,34				1,25	
	P(Y)	0,67	0,33	0,67	0,33	0,67	0,67	0,67						4,01				
2	P(D)	0,36	0,5	0,65	0,5	0,64	0,65	0,36	0,32	0,36	0,36	4,4					2,99	1,34
	P(A)	0,64	0,5	0,35	0,5	0,36	0,35	0,64	0,68	0,64	0,64		5,6					
	P(Y)	0,67	0,33	0,67	0,67	0,67	0,67	0,67						4,35				
3	P(D)	0,36	0,65	0,65	0,5	0,36	0,69	0,5	0,36	0,36	0,36	5,08		2,65				1,64
	P(A)	0,34	0,3	0,35	0,5	0,36	0,31	0,5	0,64	0,32	0,64		4,92					1,22
	P(Y)	0,67	0,33	0,67	0,67	0,33	0,67	0,67						4,01				
4	P(D)	0,36	0,65	0,65	0,5	0,36	0,69	0,5	0,32	0,65	0,5	5,18						2,99
	P(A)	0,64	0,35	0,35	0,5	0,64	0,31	0,5	0,68	0,35	0,5		4,82					1,07
	P(Y)	0,67	0,67	0,67	0,67	0,33	0,37	0,67						4,36				
5	P(D)	0,65	0,36	0,65	0,65	0,64	0,65	0,36	0,36	0,36	0,7	5,38						1,64
	P(A)	0,35	0,64	0,35	0,35	0,36	0,35	0,64	0,64	0,64	0,3		4,62					1,16
	P(Y)	0,67	0,33	0,67	0,67	0,67	0,67	0,67						4,35				
6	P(D)	0,65	0,5	0,36	0,5	0,69	0,69	0,5	0,36	0,36	0,5	5,11						2,65
	P(A)	0,35	0,5	0,64	0,5	0,31	0,31	0,5	0,34	0,64	0,5		4,89					1,04
	P(Y)	0,33	0,33	0,67	0,67	0,33	0,67	0,67						3,67				
		0,67	0,67	0,33	0,33	0,67	0,33	0,33						3,33				1,10

In the projection of the classification system of the management style start from the graphic representation TC represent the behavior and AT represent the attitude. One line represents the dominant tendency of the behavior and the other line represents the dominant tendency of the attitude. The combinations are represented in the graphic in five different zones (Figure 1). **AY** zone represent the authority style .Taking in consideration the answers chosen by questioned subjects 50% of them have a leading style and they are situated in this zone. These subjects are c2, c4, c5.

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Also they have a constant tendency of constant attitude. The manifested attitude of these subjects present, that for them the work is a pleasure and their activities an obligation

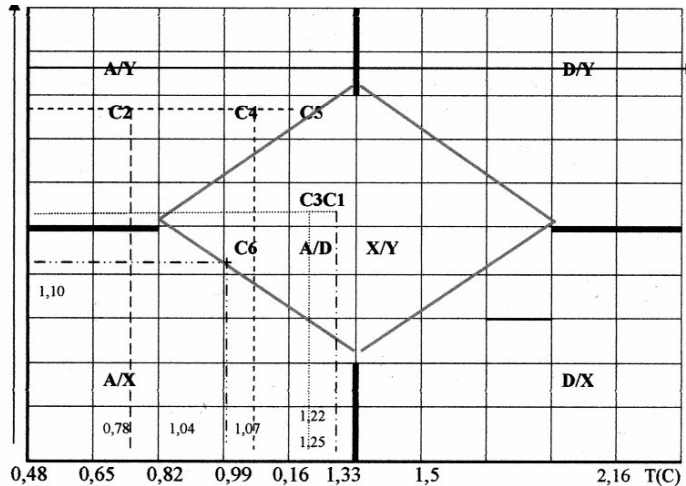


Figure 1

According to the discussion with this subjects I realised that , they are creative people and they always want to bring something new in their activity . Their conception is that ,the work represent the man and his activity represent his personality. These subjects consider that a leader must actuate his team and take the responsibilities on one's person.

Other factor in their opinion which also stimulate the employees to have more efficiency in their work is the adequete remuneration,as regards the way to do their jobs, they have better results when they have the liberty to solve the problems by their own solutions.

Concerning their capacity to colaborate with his inferiors,only two subjects accept to colaborate with them by consier their opinions in taking decisions abeit in unanimity more people said that the employee has an important roll in takin decisions about their work.

Regarding the preoccupation for a lader, the general opinion is that the preoccupation for tasks should be emphasized even if one of the subjects stated that the concernment should be for booth people and assignment .

Although the features (characteristics) presented so far tend to impose the behaviour rules in a company, only one of the questioned people thinks that he could be described as being a bassy leader.

The D/A, Y/X area refers to the balanced style which is characterised by leading the dominant tendencies of attitude and behaviour. The managers who practice this way show an attitude and behaviour which change according to the situation.The accomplished analysis shows thay 50%of the subjects have a way of acting which coincides with this area.

These people state that work is a pleasure.Two of the subjects acknowledge that they accept everyday work as a pleasure. This contradictory tendency can be explained by the fact that the questioned people are responsible and they are

used to taking responsibilities. They consider their presence as an agent which helps their subordinates have better results.

They consider that the way in which a problem can be solved depends on the company's needs at that moment, and the best results can be accomplished even if they followed the plan established by their boss.

Taking into account their attitude, C1, C3, and C6 subject have a dual behaviour. They believed that the human agent has an important part in the success of the organisation, but this happens only in a well-established pattern in which there are unviolated rules. The communication between the staff and subordinates is very important, the latter should be informed about the staff's plans concerning the problems they are confronted with.

The people who were questioned consider the implication of the subordinates as being essential in making a decision and give them the possibility of self control, but they don't give away the right to control, which they consider an important fact for management.

The subjects who are described by this style of leadership consider necessary the existence of a set of rules which maintain a formal relationship between leaders and subordinates.

As a result of their distinct behaviour the 3 subjects are differently regarded by their subordinates. The C1 subject is considered co-operant, C6 is considered to be through and the C3 bossy.

The way in which I described the six subjects is the result of their answers on the questionnaire as well as of the dialogue I had given intermediate answers and to choose the answer that puts them into a good light. This attitude is based on the fact that they don't have a well-defined style.

For a fully analysis the research was extended to several different managers from financial institutions. During the research the questionnaire was used combined with guided dialogues.

The predominant tendencies are those of a consequent democratic behaviour (28%) and democratic behaviour (25%) which shows that these people give the subordinates the chance to take part in the leading activities.

This way of leadership enforces changes in the managers' subordinates' attitude and behaviour. These changes require some time so I consider that this way of leadership can be applied in powerful institutions. The questioned managers expressed their options for the democratic behaviour (14%) and consequent emphatic behaviour (14%).

The dominance of the consequent democratic style in those institutions is explainable because they create the premises which put in the spotlight the human agent.

The Y theory is predominant at executive managers, at lower levels being less options for this theory, which shows that they carry out the control leaving the subordinates the possibility of self-control and self-perception.

It has been noticed that the type of management that follows the Y theory is found in big country institutions which have a higher possibility of simulating creative work.

This type of management can be efficiently practised only in certain cases and only on a short period of time, because it can become inefficient due to the climate of tension, anxiety and humiliation.

The global analysis of the answers concerning the attitude and behaviour in the four institutions having the same activity profile, reflects the variety of tendencies, of behaviours and attitudes, of the practised management styles. There is a sort of a balance between the options referring to the orientation for the democratic and emphatic style (101 options for the consequent democratic, 92 options for the democratic style, 81 for the emphatic one, 52 options for the supreme democratic style and 39 for the consequent emphatic style).

3. Conclusions

In the current situation the necessity of different management styles is explainable. Each of the presented style could be efficient or not, depending on the situation. In modern management these aren't universal styles, the management style being different from one manager to another due to differences in personality and knowledge.

The leadership style has been investigated through questionnaires and through the analysis of the information obtained from the dialogue with the subjects.

I consider that the means of evaluating management styles reflect the reality concerning the responsibilities, the abilities, the specific knowledge. The questionnaires regarding the management style have been considered by the subjects as exercises which incline to introspection and that is why it should be a priority in modern management.

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