

ORGANIZATIONAL DEVELOPMENT AND THE PROCESS OF MANAGEMENT EFFICIENCY EVALUATION

A. Egerău

Anca EGERĂU,
Ph.D, "Aurel Vlaicu" University of Arad

Abstract: The complexity of the managerial process determines its approach in terms of efficiency and effectiveness. Management and motivation strategies are implemented on an organizational level in one form or another, as a means of transformation in their ability to induce change on an individual level, by processing multiple formal and informal influences that occur and can be analyzed from a managerial perspective. It is necessary that each manager set his own criteria of self-assessment in order to take the necessary measures at the right time.

Keywords: strategies, leadership, motivation, efficiency, effectiveness, evaluation, feedback, self-regulation.

1. Leadership strategies and managerial motivation efficiency coordinates

In the process implemented on an organizational level many managers are reluctant to introspect, and when they do, they refuse to admit to professional weaknesses and threats. Under these circumstances they do not want to admit that their defensive structures, practiced leadership and motivation strategies and some traits may negatively impact the organizations they are in charge of. They also deny that the psychological pressure they are subjected to can lead to the manifestation

of dysfunctional behaviors and decision - making, to their detriment and of their organization.

Leadership exercised in organizations was considered to be essentially natural, with managers solely involved for the good of the organization and its evolution. However, these values ignore the dark side of leadership (The Darth Vader aspect) which derives from the desire of acquiring glory and power, often resulting in narcissism, deception and abuse of power. Evaluating the relationship between leadership strategies and the organizational climate involves a series of steps aimed at:

- information about leadership and obtained results;
- processing information in order to select what is relevant;
- estimating the effectiveness of practiced management strategies;
- making decisions so as to correct, improve and optimize the relationship between leadership strategies and personnel motivation - organizational climate.

The complexity of the process of leadership determines its approach in terms of efficiency and effectiveness, exceeding the barriers of traditional division. Management and motivation strategies are implemented on an organizational level in one form or another, as a means of transforming their ability to induce change on an individual level by processing multiple formal and informal influences that occur and which can be analyzed from a managerial perspective.

Efficiency is, in the experts' opinion, a major problem in ensuring successful management within the organization. From the perspective of organizational and managerial psychology, it implies that the given objectives must be accomplished by optimal use of resources, and *effectiveness* lies in efficiency and adaptability to rapidly changing

external requirements. An organization becomes effective if you get high performance with stable or decreasing contributions and is still able to act in a certain manner deemed as being effective. The concepts of management efficiency and effectiveness have been joined by the term management performance.

It is necessary that each manager sets his criteria of self-assessment in order to take necessary measures at the right time. An efficient manager uses natural, human resources and time optimally, he organizes the staff and he supervises it, has an information system and provides horizontal and vertical communication, sets tasks, uses modern techniques of consulting and conducts objective assessments. Barriers to effective use of management strategies are:

- organizational communication jams, which can generate a tense organizational climate;
- the emergence of situations and unforeseen problems and delaying their solution;
- simultaneous involvement, which requires extra effort and can lead to exhaustion;
- belief that everything is known;
- not taking responsibility and wasting time.

Due to the evolution of these systems there has been a growing interest of theorists, but most of all of practitioners in the essential aspects of the quality and effectiveness of the organization's management. The current guidelines are generated by various causes:

- setting a series of complex criteria for assessing the success of management;
- assessing organizational effectiveness and management strategies implicitly;

- the need to address the effectiveness of management strategies from a psychological perspective, from the personal to the organizational efficiency, from singular to systemic, from economic to psychological.

Management and motivation strategies on an organizational level require a specific approach and entail complex and complementary activities of research. Thus, we conducted an observational research to determine the level of knowledge, skills and attitudes regarding the development of an organizational climate by implementing management strategies and managerial motivation, the degree of acknowledgement of assessment and self-assessment criteria of managerial effectiveness, both as far as the experimental sample and the control sample is concerned. In this stage questionnaires were administered to subjects from the experimental group and the control group in order to take improvement measures.

The sample of subjects consists of managers practicing in public and private organizations in Arad county. By using the *multiple categories project* (RAKreuger, MACasey, 2005) in elaborating this study, we created the opportunity for comparisons - between two groups within the same category (managers) and between two different categories (public and private). *The sample of subjects* was established according to the principle of random selection:

- *96 managers* working in public institutions, urban and rural, in Arad county. As a structure one can see the presence of 46 males and 50 females, aged between 28-52 years.
- *94 managers* working in private institutions, urban and rural, in Arad county. As a structure, we selected 54 males and 40 females, aged between 34-62 years.

For the selection of subjects involved in this questionnaire-based survey we used the *technique of parallel samples* (M.Bocoş, 2003) with equivalent properties in terms of *category of management personnel in public and private institutions*. There were 190 people selected, urban and rural, in Arad county.

Table 1.

Sample structure equivalent to the category of personal

<i>Sample of Subjects</i>	<i>Staff category</i>		<i>Total</i>
	<i>Managers in public institutions</i>	<i>Managers in Private institutions</i>	
<i>Experimental group</i>	49	48	97
<i>Control group</i>	47	46	93
<i>No. Of subjects</i>	96	94	190
<i>Percentage</i>	50,51%	49,47%	100%

Given the multitude of variables involved in this process a series of requirements shall be followed, aimed at achieving specific objectives of efficiency and effectiveness. Regarding the information content, we mention that we considered revealing the following key issues:

- Reliance on scientific criteria during the entire management process;
- Knowledge of organizational variables;
- Identification, selection and optimal utilization of human, material and financial resources;
- Adaptation to the specific socio-economic and cultural context;
- Constant interaction through the use of management and motivational strategies, which provides interactive involvement of the staff in personal and professional development;

- Attaining managerial efficiency and management performance self-assessment;
- Setting management process based on the information obtained.

2. Analysis of experimental data on the assessment of managerial performance

The scores of the *management performance assessment variable* comprises the following sub-variables:

- *effectiveness assessment - adapting of management strategies to the specific situation;*
- *focus on individual efforts to achieve organizational goals;*
- assessing the effectiveness of management strategies – completing the objectives and used resources;
- realizing the errors in the situational managerial approach.

Managers registered, on average, lower scores than anticipated, so the observed average differs significantly in the negative from the theoretical average.

Table 2.

Performance assessment variable scores – comparison between the observed and the theoretical average

<i>Variable</i>		<i>Theoretical score</i>	<i>Observed score</i>
<i>Management performance assessment</i>	<i>Minimum score</i>	3	3
	<i>Maxim score</i>	18	15
	<i>Average</i>	10,5	9
	<i>Average difference significance</i>	t= -3,186 significant for p<.01	

Based on these results we can say that managers show less interest for the initiating and implementation of monitoring procedures of

leadership strategies, and of deviations from the standards of management performance, predetermined on an organizational level (table 2).

As far as this variable is concerned - *assessing management performance*, it appears that most managers have achieved results close to the average, these being distributed on a normal, approximately symmetrical curve (figure 1).

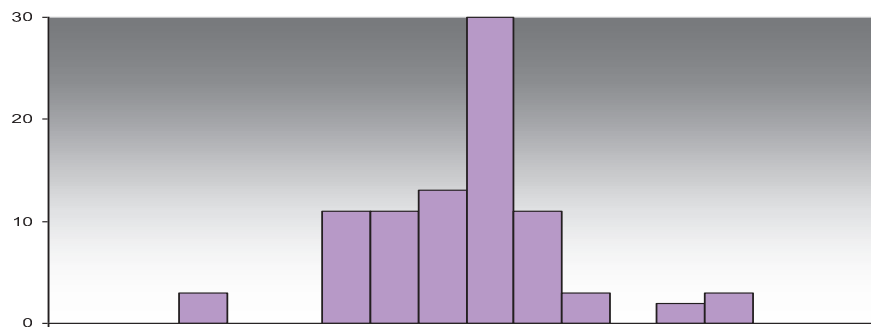


Figure 1. Performance evaluation variable - the distribution of scores

Regarding the – *assessment of management performance variable*, there is a significant difference between the theoretical frequencies and the expected frequencies, the negative differences being recorded especially for higher scores frequencies, above the average. Thus, we applied the test χ^2 to the *performance evaluation variable*, the results supporting previous findings (table 3).

Table 3.

Management performance evaluation variable - comparison between the observed and expected frequencies

	<i>Observed frequencies</i> <i>N</i>	<i>Expected frequencies</i> <i>N</i>	<i>Residual values</i>
3,00	5	19	-14
6,00	20	19	1
8,00	20	19	1
9,00	23	19	4
10,00	26	19	7
11,00	58	19	39
12,00	20	19	1
13,00	7	19	-12
14,00	5	19	-14
15,00	6	19	-13
<i>Total</i>	190		

χ^2 - PERFORMANCE ASSESSMENT	
Chi-Square(a)	54,558
Df	8
Asymp. Sig.	,000

For the components of the - *performance evaluation management variable* – records show low score values, for the adjustment of management strategies to specific situations, focusing individual efforts to achieve organizational goals, but also significant scores, above the average, for the efficiency management strategies and the degree of awareness concerning mistakes in situational management approach (table 4).

Table 4.

Descriptive statistics for managerial performance evaluation sub-variables

	<i>Effectiveness</i>	<i>Teamwork efforts</i>	<i>Leadership strategies efficiency</i>	<i>Error awareness</i>
<i>Average</i>	1,9715	2,2029	2,9401	2,9915
<i>Median</i>	2,0000	2,0000	2,0000	2,0000
<i>Module</i>	2,00	2,00	2,00	2,00
<i>Standard deviation</i>	,67230	,79650	,82116	,71456
<i>Minimum</i>	1,00	1,00	1,00	1,00
<i>Maximum</i>	5,00	5,00	5,00	5,00

Comparative analysis by t-test for pairs of variables, shows significant differences, at a significance level $p < .01$, between variable averages, except for the pair - effective leadership strategies and mistakes awareness.

Managers in large numbers said, when faced with the problem of restructuring leadership strategies to quick and effective resolution of problem situations, considering that sometimes they stuck to a superficial analysis of internal and external organizational context. It is noted that most managers were satisfied with their effort, alongside consumed resources, being aware of the extent of effort required to achieve strategic goals, showing a high degree of confidence in their management strategies. Since managerial performance indicators are poorly identified by managers, they underestimate the effort that has to be made to adapt leadership strategies to the specific situation.

2. Analysis of experimental data regarding the processes of feedback and self management practices

With regard to the *feedback and self management practices variable*, it comprises the scores of the following variables: *design, operational management, management performance appraisal*. The statistical processing of the descriptive data for the - *feedback and self management practices variable*, highlights the dispersion of results in relation to the average, in this case the value of the standard deviation is high.

It is noted that the average value is higher than the median, being disposed at the top marks of the series of data. Regarding the results it can be observed that they are normally distributed and relatively symmetrical (figure 2), which revealed the close values of the average, median and module (table 5).

Table 5.

Descriptive statistics for the feedback and self-regulation of management practices variable

<i>Average</i>	37,8944
<i>Median</i>	36,0000
<i>Module</i>	35,10
<i>Standard deviation</i>	7,3307
<i>Minimum</i>	20,00
<i>Maximum</i>	54,00

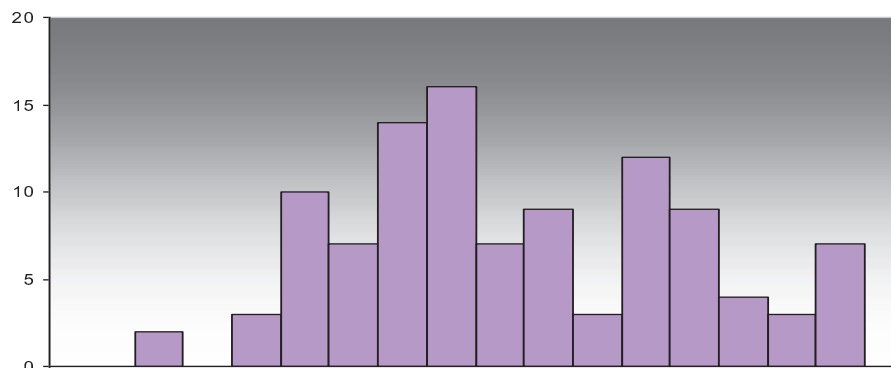


Figure 2. Feedback and self management practices variable - the distribution of scores

Calculated scores show that the observed maximum value is significantly lower than the theoretical one, and the minimum observed value is significantly higher than the theoretical one. It can be appreciated that the observed average did not differ significantly from the theoretical average, showing an average level for the process of feedback and self management practices (table 6).

Table 6.

Feedback and self management practices variable scores - comparison between observed and theoretical averages

<i>Variable</i>		<i>Theoretical scores</i>	<i>Observed scores</i>
<i>Feedback și self-regulation of management practices</i>	<i>Minimum score</i>	12	20
	<i>Maxim score</i>	61	54
	<i>Average</i>	36,5	37,00
	<i>Average difference significance</i>	t= 0,119 statistically insignificant	

It was noted that the frequencies between the obtained scores and the gender of subjects there is a significant association, revealed by applying test χ^2 . In *female subjects* positive differences can be noted between expected and observed frequencies, resulting in higher scores reflecting a higher level of awareness of the role and importance of feedback and self-regulation managerial practices.

For the *feedback and self management practices variable*, there is no significant difference between frequencies obtained based on the *level of professional development of managers* (table 7).

Table 7.

Gender variable - differences between observed and theoretical frequencies

<i>Variable</i>		<i>Total residual value</i>	<i>The value of χ^2</i>	<i>Significance threshold</i>
<i>Gender</i>	<i>Male</i>	<i>80</i>	<i>96.965</i>	<i>p<.01</i>
	<i>Female</i>	<i>110</i>		

2. Conclusions

The research conducted in organizations revealed multiple meanings and dimensions for the factors involved in the process of evaluation of managerial efficiency, but also key aspects of the dynamics of managerial behavior, with respect to the improvement of all the institutional activities. Managerial competence, as a synthesis of skills and attitudinal factors, thus becomes a complex and dynamic structure which implies certain psychological processes such as: a sense of observation, organization, attention, memory, imagination, thought, along with other non-intellectual dimensions: affection, motivation, will, the ability to influence.

All of these converge towards the social efficiency of the management process within the organization. The personality of an effective manager describes a perfect balance between empathy towards the staff as a whole and each person individually, reflecting the adjustment mechanism through empathic identification and detachment. Award mechanisms (own projections in reference to others), worked with, or different from empathy (identifying how others perceive certain facts), give a boost to leadership strategies.

Social skills in the hierarchical structure and the use of feed-back as response captures essential elements belonging to: *assertiveness* as the

ability to influence and lead the other (as opposed to aggression or passive behavior); *gratuities and support*, as the foundation of effective communication and interpersonal attraction, *empathy* as the ability to understand each other's point of view; *cooperation* as an adaptive behavior to achieve various goals, which involves a binary relationship that must take into account both their own goals that should be achieved as well as the objectives of colleagues, *the process of problem solving* as an attribute of social cognitive psychology, *the presentation of the self* as a whole self-image, self-esteem, a reception by the other.

Realizing the difficulties encountered while implementing systematic procedures for monitoring and evaluation of management practices, led the subjects to formulate a set of important requirements:

- Developing monitoring and evaluation tools and management performance practices, tailored for organizational need;
- Designing strategies for collecting relevant information from the perspective of various organizational actors;
- Implementation of operational plans for management monitoring and intervention;
- Linking management strategies to available or attracted resources;
- Systematic reporting on predetermined performance indicators;
- Ensuring transparency of information obtained from monitoring and evaluation processes.

Bibliography:

Bandura,A.,(2003), *Auto-efficacite. Le sentiment d efficacite personnelle*,
De Baeck, Paris

- Bocoș, M., (2003), *Cercetarea pedagogică*, Casa Cărții de Știință, Cluj-Napoca
- Cardon, A., (2006), *Coaching și leadership în procesele de tranziție*, Ed. Codecs, București
- Duks, S., (2000), *Relațiile interpersonale. A gândi, a simți, a interacționa*, Ed. Polirom, Iași
- Ionescu, M., (2001), *Cercetarea pedagogică și inovația în învățământ*, în *Pedagogie. Suporturi pentru formarea profesorilor*, Editura Presa Universitară Clujeană, Cluj-Napoca
- Ionescu, M., (2003), *Instrucție și Educație. Paradigme, strategii, orientări, modele*, Ed. Presa Universitară Clujeană, Cluj-Napoca
- Joița, E., (2000), *Management educațional. Profesorul-manager: roluri și metodologie*, Ed. Polirom, Iași
- Kramar, M., (2002), *Psihologia stilurilor de gândire și acțiune umană*, Ed. Polirom, Iași
- Miclea, M., (2003), *Psihologie cognitivă*, Ed. Polirom, Iași
- Livian, Y., (2001), *Organisation. Theories et pratiques*, Dunod, Paris
- Zlate, M., (2004), *Leadership și management*, Ed. Polirom, Iași
- Zlate, M., (2004), *Tratat de psihologie organizațional-managerială*, vol II, Ed. Polirom, Iași