

# STUDY ON THE FEATURES OF THE MANAGER (FROM THE ORGANIZATIONS OF THE MINISTRY OF INTERNAL AFFAIRS) RELATED TO THE CURRENT PANDEMIC TIMES

Sergiu, Șanta<sup>1</sup>  
Vlad, Govor<sup>2</sup>

## Abstract:

*People differ from each other in their possibilities of action, depending on how they approach the problem and what solutions they find to solve it. The success of an activity is conditioned by the way in which the activities are solved, as easily, well and efficiently as possible, this is given through skills. In this article we started from the following questions: To what extent do the dominant features of the manager in the units subordinated to the Ministry of Internal Affairs contribute to the achievement of the organization's objectives? Are the identified features appropriate in crisis situations, such as the current pandemic? In order to find out the answers, we carried out a qualitative empirical research, the result of which supports the ability of these traits to face the challenges and responsibilities imposed by the pandemic crisis.*

**Key words:** aptitudes, manager, leadership style, pandemic

**Clasificarea JEL:** M12

## 1. Introduction

Modern management gives a particularly important role to communication, which it considers a vital component of the management system of any organization, either belonging to private management or belonging to public management. The communication process in the organizations of The Ministry of Administration and Interior has the same components as the communication process in any other organization. However, for each type of communication there are specific characteristics of the led field (police, gendarmes, administration, etc.).

Vertical communication takes place between different levels of leadership and between commanders (bosses) and their subordinates. This type of communication is particularly intense. It must focus on the motivation of the recipient of the message (of the subordinate), taking into account from the beginning his values, beliefs and aspirations. In this case, the subordinate has access to experience, which gives him the opportunity to understand what he has to do about priorities, options, the selection between what he wants to do and the requirements of the situation. It is possible that he has a different vision than his boss, but he will gain the understanding that this situation is not the creation of his superior, but of the reality of the business environment.

Horizontal communication takes place between commanders (bosses) and subordinates at the same hierarchical level (services, offices). It ensures the interdependence of action of the members of the institution, as well as the establishment of good collaboration relations and a pleasant climate.

Oblique communication takes place between staff who are on different levels and operate with different activities (the office of preparation for the fight with the logistics office, etc.).

The essence of communication is important but in the same percentage are the manager's features important too. For this reason we have highlighted a set of seven skills which we highlighted in figure no.1. Now we will allocate a few paragraphs to detail these skills, necessary for the manager of M.A.I:

- Predictability - is based on the prospective thinking of the manager, his ability to predict the future. It is based on the collaboration of probabilistic thinking with the

---

<sup>1</sup>PhD student "Valahia" University of Târgoviște, [santas18@yahoo.com](mailto:santas18@yahoo.com),

<sup>2</sup> PhD student "Valahia" University of Târgoviște , [vladgovor@yahoo.com](mailto:vladgovor@yahoo.com)

imagination of the leader. In order to be effective, it is recommended to offer an absolute freedom to the imagination in exploring the distant future and in building approximate models, which subsequently require their passage through the filters of thought.

- Decision-making ability implies discernment and objectivity in the choice, the possibility to deliberate thoughtfully and based on the optimal alternative. The manager will select and prioritize the strategies and methods he deems appropriate to complete the optimal alternative. The application of the decision admits the commitment in terms of affectivity and will, the ability to assess the difficulties and to mobilize to overcome them. The manager will face a reasonable risk in the decision (decisions in conditions of relative uncertainty).

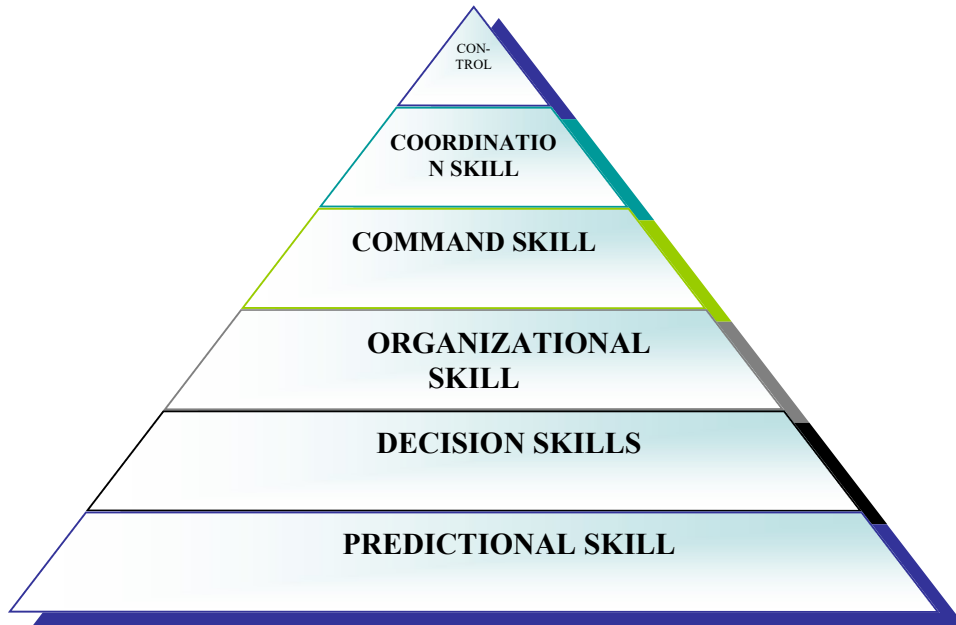


Figure no. 1. The skills of the M.A.I. , Source: Own vision

- The organizational ability consists in putting into functional conditions the logistical components and the human factors. It involves analytical thinking complemented by synthetic, supple and dynamic thinking. It presupposes a memory of detail and ensemble, a perception of the parts and the whole. At the same time, it implies availability in the temperamental energetic area, optimism, spirit of initiative, a good knowledge of people.

- The command ability involves a special clarity in thinking and expression, adapting the language to the level and requirements of the audience. The leader must have the will to democratically impose goals, to trigger emotionally motivational availability and at the same time the flexibility and the smoothness to accept opinions and even a correction from the group. He must be a fine and subtle observer of the group's reaction to the decision.

- Coordination skills consist of the ability to be a good conductor. Coordination implies a sense of balance and harmonization of the parties as a whole. This ability requires a special tact and sense of human relationships, a good knowledge of people, the ability to communicate with them rationally and emotionally. It involves the ability to harmonize the team, to gently remove obstacles and differences, to alleviate tensions and to know how to make concessions within the limits of fairness, when and with whom.

- The ability to control involves a spirit of fairness, severity and firmness, discipline, order, emotional balance, patience and tact, trust in people. The control requires that the

activity be carried out correctly, in the spirit of legal norms. It is very important to shift the focus from corrective to preventive control. These six skills, in managerial activity, can be classified as special skills, each corresponding to a number of basic skills.

After analyzing these skills we can outline the portrait of the efficient manager. Without claiming that we have absolutely selected certain traits, we further reproduce our vision, the peculiarities of the effective manager are: meticulous, optimistic, innovative, responsible, objective, critical, future-oriented, fine knowledge of human behavior, disciplined, patient, confident in people and in their own strengths, with clarity in thinking and expression, has an adaptable language, good observer, is in emotional balance.

To create the robotic portrait of the successful manager, in our vision we must use six skills: the ability to predict; decision aptitude; organizational skills; command ability; coordination skills, control skills.

A robot portrait of the manager from the MAI organizations, in our vision would include: firmness, tolerance, pleasure to have power (translated by respect, aplomb - communicate clear messages firm and easy to understand, appreciation, high IQ, vision, high EQ- Emotional capacity), decision, perseverance, empathy, resistance to stress.

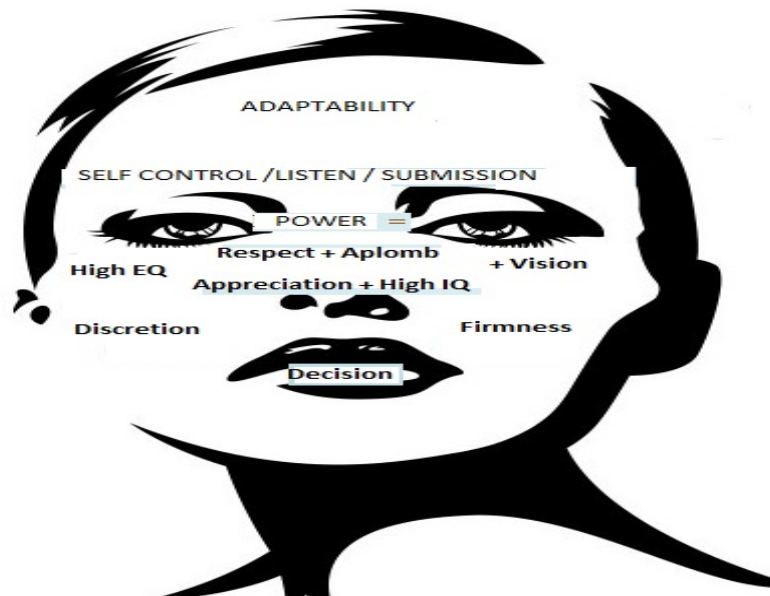


Figure no. 2. Robot portrait of the manager from M.A.I., Source: Own vision

Without claiming that we have absolutely selected these traits, we further reproduce 12 character traits considered important in this activity: justice, loyalty, initiative, self-control, determination, integrity, discretion, obedience or allegiance, forgiveness, compassion, patience, adaptability. It is ideal for all of these traits to exist within a manager, whether he or she is active in the public or private sector. For clarity on this portrait we created the following scheme (figure no.2.).

Chester Barnard believes that the manager's responsibility to influence the moral behavior of subordinates is a hallmark of leadership and executive responsibility.

In order to be successful, it is important for the manager to like what he does and to dedicate himself entirely to this profession.

Each type of manager, including those in M.A.I. organizations, corresponds to a certain managerial style, which transposes the manifestation of the qualities, skills and knowledge of the manager in relation to subordinates and hierarchical bosses.

## 2. Research questions

In the context presented above, we asked ourselves the following questions:

- To what extent do the dominant features of the manager from the units subordinated to the Ministry of Internal Affairs contribute to the achievement of the organization's objectives?
- Are the identified features opportune in crisis situations, such as the current pandemic?

We start from the premise that the dominant features of the manager (from the organizations of the Ministry of Internal Affairs) favour the achievement of objectives. At the same time, we believe that certain dominant traits are appropriate in crisis situations.

In order to find out the answers, we carried out a qualitative empirical research, the result of which supports the ability of these traits to face the challenges and responsibilities imposed by the pandemic crisis. Thus, the qualitative empirical research was carried out on a sample of 10 respondents from the structures of the Ministry of Internal Affairs, namely 2 from the staff employed at the inspectorate, 1 chief from the municipal police, 4 bosses and deputies from the city police, and 3 from the formations of rural police.

To the question: What is the degree to which the dominant features of the manager (from the organizations of the Ministry of Internal Affairs) favour the achievement of objectives ?, 90% of respondents chose firmness and decision, 80% chose emotional capacity (empathy) and high IQ, 70% chose appreciation and resistance to stress, 60% chose perseverance and 50% chose tolerance. We graphically represented these choices in figure no.3.

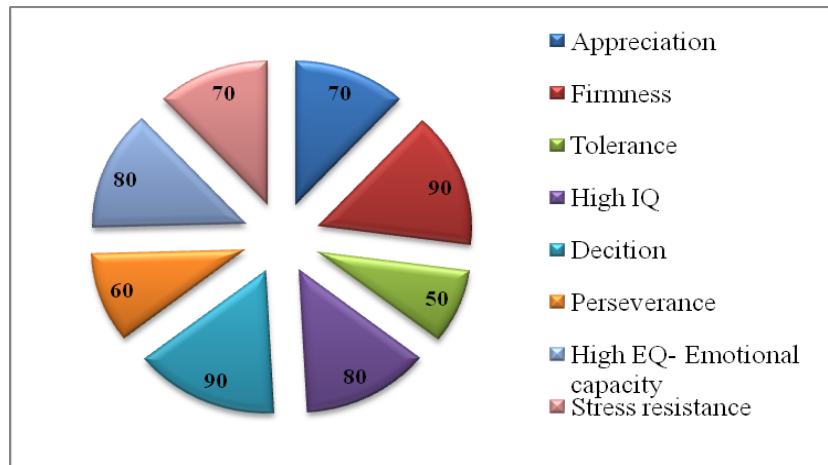


Figure no.3. The degree to which the dominant traits of the manager achieve the objectives

To the question: To what extent are the identified features appropriate in crisis situations (such as that of the current pandemic)?, the interviewees answered variously. Thus a percentage of 100% chose the resistance to stress and decision as being traits that help in this pandemic period. At the same time, appreciation and perseverance are chosen by 90% of the interviewees, and high IQ is another dominant feature considered opportune in the current period. Firmness and high EQ, followed in the end by tolerance are the least appropriate traits of the manager in the current pandemic context. We graphically represented these choices in figure no.4.

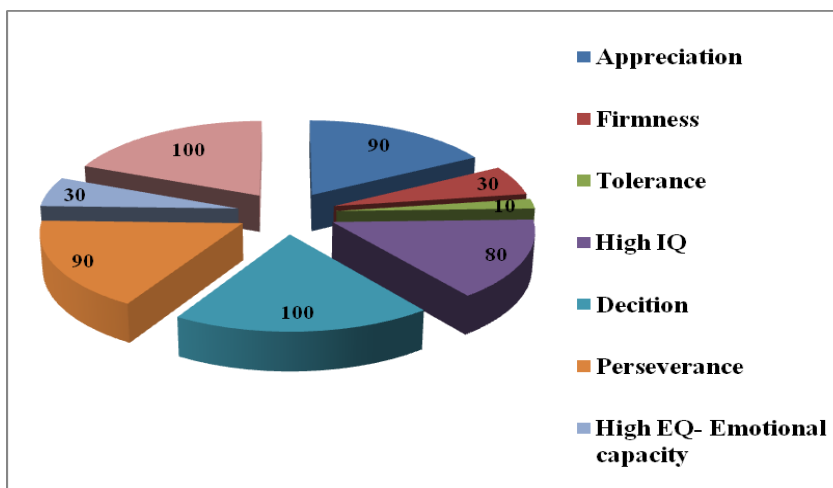


Figure no.4. Traits considered appropriate in the current pandemic context

Beyond that schematic portrait, proposed by us, it is good for the manager to have

- ✓ above average intelligence, but not at a brilliant level. A leader should be a little smarter than his subordinates. A high or too low IQ can have negative effects. Intelligence is defined as the ability to understand the relationships that exist between the elements of a situation and to adapt in such a way as to achieve your own goals;

- ✓ initiative, ie the ability to perceive the need for action and to do something about it, it designates the triggering of new actions, the detection and practical solution of a problem situation. The initiative seems to be closely related to energy and endurance and decreases, in many cases, with the age. The initiative is related to the strength of the individual, to the imposition of the new, to the capacity of the police unit to accept this new. The initiative involves at least three stages:

- a) awareness of the problem (getting acquainted);
- b) mental solving;
- c) practical solving (transposition into practice);

- ✓ self-confidence, that is, believing in what you do. This quality is correlated with the way people perceive their place in society with the level of their own aspirations. Self-confidence should not be translated into aggression and careerism, but it can be expressed in a discreet manner;

- ✓ “helicopter sight” - the ability of a manager to rise above a certain situation and to see it in the context in which it manifests itself and then to descend to deal with details. All these characteristics are influenced by certain factors that act both at the level of the unit commander and at the level of the micro groups that make up the unit. The most important factors are: experience and value system. In the experience we include the following components: education, training, occupation, family life, position, role played in the community. The value system is important in that it individualizes, it gives personality unicity;

- ✓ trust in subordinates or colleagues - a participatory managerial style requires that there be people able to fulfil their responsibilities. Trust in others is likely to increase cohesion at the unit level and increase responsibility through involvement;

- ✓ the need for certainty - individuals feel the need for stable "points", clear benchmarks to guide their actions. A commander must ensure this certainty at work. Many qualities that are required of the subordinate: loyalty, fairness, discipline, etc., start from these certainties;

✓ personal contribution is very important. To the extent that you know what to do, you know what to ask of collaborators or subordinates. On the other hand, subordinates want their boss to be an example, to know their job (technical skills), to know how to get out of difficult problems and to talk on their meaning. There are no good or bad commanders - there are efficient and inefficient commanders. Efficiency or inefficiency proves in a certain conjuncture, depending on the subordinates you have at your disposal and the nature of the activity. One thing is certain. The manager is the main pawn in an organization. The smooth running of the organization depends on his professional and managerial training. Charismatic managers are few. Most of them are the product of the effort made in training, in the development of abilities, skills and habits that make them respected by the people they lead.

As in any organization, in the structures of the Ministry of Internal Affairs, the leadership style needs to be adapted to the "age" and characteristics of the working group too. Thus, we can consider two styles, namely: a task-oriented one (the manager has the ability to cognitively define the situation, to establish and formulate credible objectives, to synthesize the problems that arise during the work process); and the other one, relationship-oriented (the manager is a key factor in preventing possible conflicts). An important emphasis is determined by the degree of maturity of the respective group, created following the correlation of the leadership style with the needs of the group. In this sense, members of an immature group will have better results with a task-oriented leader. As the group grows up, the leader can adopt a style characterized by both orientations simultaneously. In groups with a medium maturity, the relationship-oriented style is more effective, while for "aged" groups the most suitable is the laissez-faire style (or the low-scoring style in both orientations.) So, throughout the life of a group, it is advisable for the leader to adopt four successive leadership styles, characterized by the terms communication, persuasion, participation and delegation.

An employed manager stands out by the fact that he prefers to do what he has to do, to find suitable solutions and to optimize the use of resources. His style is distinguished by dynamism and increased flexibility, based on consciousness. Some authors point out that, although style depends to a large extent on how the manager perceives the requirements of a concrete activity, the influence of consciousness on style should not be overestimated. They also drew attention to the fact that not every mental trait is included in the composition of the style, but only to the extent and under the form necessary to perform an activity. The form and the degree of manifestation of the psychic qualities in the managerial style are very strictly regulated, the role of the manager having a special social significance.

Efficiency or inefficiency is proven in a certain conjuncture / context, depending on the subordinates you have at your disposal and the nature of the activity. One thing is for sure, the manager is the main pawn in an organization. The smooth running of the organization depends on his professional and managerial training. Charismatic managers are few. Most of them are the product of the effort made in training, in the formation of abilities, skills and habits that make them respected by the people they lead.

### **3. Conclusions**

Managerial personality and leadership style and are two characteristics that must be met by the specific requirements of each sector of activity. The manager must make others do it. The main function of the manager is to coordinate the efforts of a group, so as to ensure the optimal accomplishment of the task to be performed, and the achievement of the goal.

We believe that being an effective manager, ie proving a good managerial ability does not mean actually fulfilling the tasks or objectives that are subsumed to a certain activity, but on the contrary, it means the ability of that person to coordinate and lead a group of people whom to mobilize in order to obtain the expected results. This combines commitment and efficiency to achieve the goals of the organization in M.A.I.

From the category of dominant traits we tested through qualitative research shows that firmness, decision are the first selected in achieving the objectives. They are followed by emotional capacity, appreciation and resistance to stress. And in the end perseverance and tolerance are the last selected. What we notice is the recognition of the features proposed by us (according to the already existing classifications) as appropriate in achieving the objectives of the M.A.I organization.

In the case of the crisis situation (implicitly the current pandemic), stress resistance, the ability to make decisions, appreciation, perseverance, high IQ are the first five features considered appropriate by the interviewees of our study, and implicitly by us. Firmness and high EQ, followed in the end by tolerance are the least appropriate traits of the manager in the current pandemic context.

#### 4. References

- 1) Avram Eugen, Cooper Cary, (2008), Psihologie organizațional – managerială – Tendințe actuale, Editura Polirom, Iași
- 2) Cornescu V., Marinescu P., Curteanu D., Toma S. (2004), Management – de la teorie la practică, Editura Universității, București
- 3) Cojocaru V., Bretan F.I, (2018), Tipologia stilurilor de conducere și influența lor asupra eficienței organizației. În: Studia Universitatis Moldaviae, revistă științifică, seria Științe exacte și economice, Chișinău, Nr. 2 (112) 2018
- 4) David Rock, (2009), Quiet Leadership: Six Steps to Transforming Performance at Work, HarperColins E-book
- 5) Eli Cohen, Noel M. Tichy, (2009), The Leadership Engine: How Winning Companies Build Leaders at Every Level, HarperBusiness Paperback
- 6) Ion Chiciudean, George David, (2011), Managementul comunicării în situații de criză, București
- 7) Iulia Daniela Fodor, (2009), Inteligența emoțională și stilurile de conducere, Lumen, Iași
- 8) Vlăseanu Mihaela, (2004), Organizații și Comportament organizațional, Editura Polirom, Iași
- 9) Warren G. Bennis, Burt Nanus, (2003), Leaders: the strategies for taking charge, Harper & Row
- 10) <https://business24.ro/leadership/stiri-leadership/sfaturi-cheie-pentru-a-motiva-non-financiar-angajatii-partea-i-1311615>
- 11) <http://andreivocila.wordpress.com/2010/05/10/personalitatea-managerului-tabloul>
- 12) <https://www.business-to-you.com/blake-mouton-managerial-grid/>, accesat 10 iunie 2020, ora 12:00
- 13) [https://www.wulrich.com/cwc\\_bibliography.html](https://www.wulrich.com/cwc_bibliography.html), accesat 12 mai ora 17:00
- 14) <https://hbr.org/1991/05/teaching-smart-people-how-to-learn>, accesat 12 mai 16:30