

# MANAGERIAL PRACTICES VERSUS THE ATTITUDES AND BEHAVIORS OF EMPLOYEES

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## **Abstract:**

*Relationship's represents an integrated part of our lives as human beings and will be always part of our own conscience. Their objectivity will be as much as possible uncertain. Recent studies of the labor market shows that one of the reasons why the employees' are leaving the company is the direct relationship with their upper management level. Efficient management communication helps to better connect with the employee, to create positive relationships but also frame behavior and attitude. Managers represents the organizations and their way of communication can influence the employee behavior. Despite the fact that relationships were considered pillars of management research for decades, the meanings of communications between the management and the employee became more and more essential. The organizations can train supervisors to develop set of good practice ways and tools, to communicate with people, to implement flexible labor contracts, to improve job designs, to involve the employee into important decision taking and to offer important and provocative tasks, having as aim to create the frame for the employee to reach the highest potential and to become an integrated part of their organization*

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**JEL Classification:** J5, M120

## **Introduction**

There is a change in the way managers communicate with the employees'. In the 50's the companies have putted a lot of effort into reduction of birocracy. From the end of 50's until the 80's the efforts moved into the area of motivation and people involvement to reach employee highest potential. The end of 80's beginning of 90's the organizations have started to consider people as their biggest plus, as they became more and more multinational. But know, this reality is again upraised to a new level. Organizations have started to recognize the employee's as keepers and investors of human capital (Devenport 1999).

Despite the fact that relationships have been a pillar of the management research during last decades, the meanings of communication between managers and employee have become even more important. While emotions role has been underlined in organizational research, the emotion exposior has become even more important research topic in the last years. Increased competition forced organizations to focus more of the way employees' are treated during work.

## **Management communication – key factor of the employee motivation**

The result of the various studies conducted in few of the most important multination companies have revealed that managers are communicating in passive- aggressive and assertive style. The assertive style of the superior develops the most sustainable labor relationship. The support of the supervisor (SS) can fulfill communication needs of the employee and grows up their self-respect to the organization (SRO). While SS grows affective implication – emotional attachment, which can reduce the level of absenteeism, SRO, can improve working performance. (Dasgupta, Suar, and Singh, 2013).

While passive managers, can be week mentors, assertive managers, take into consideration the needs and the wrights of everybody (Arredondo 2003). They have the ability to support and connect with the employee rational and emotional, which helps them to

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be relationship efficient. Assertive managers have offered more support in comparison with the passive ones. Aggressive managers, due to their self-centered behavior couldn't succeed to create positive relationship with their team.

The communication centered by support from the supervisor, builds positive relationships, and as result SS level and satisfaction towards is growing, because their needs are fulfilled (Madlock 2008). Also SS helps the development of the employees SRO by facilitating the participation to the decisions and developing the filling of autonomy in the position they have in the organization. Employee SRO reflects the way they see themselves within the organization (Pierce et al 1989).

Organizational commitment (OC) is the will to stay within the organization. OC has three dimensions: affective, continuing, ruler( Allen and Mayer 1990). Affective commitment represents positive emotional attachment to the company. Continuing commitment represents the will to be part of the organization because of the perception as great loss if they will not be part of it anymore – economic by losing the labor working period- and social, by losing the friendship with the colleagues.

The employees are developing a strong emotional attachment to their organization when they are pleased with the communication with the supervisors. This attachment helps them to avoid the absenteeism. On the other hand the simple fulfilling of the employees needs might not be sufficient enough to increase the performance. It is also possible that an employee stays within the company even if he is unsatisfied of the way he communicates with the manager if he doesn't have an alternative job offer. The employees in that situation don't have a constant performance level.

There are a lot of studies which measure the management practices and offers a lot of opinions about defining, area of application, also the impact of different practices, even debates regarding the existence of “the best practice” or if one of the practice id depending on another one. If we have to choose a list of the best practice, we say that key factor is choosing the wright persons in key positions of the company as well as empathic communication, permanent training and coaching, motivation and offering permanent recompense to all employees even to the ones that are in a lower position within the personal scheme, flexibility and encouraging innovation.

A real challenge for the modern organization is the development of the employee. In the future, together with the speed the information and technical innovation is spread, only the quality of the human resources will make the difference between the highly efficient companies and the medium ones. In this context, human resource development is the best way to keep the people and to enroll the best competences available in the market. This task becomes even more important today in a society which the loyalty to the company is not anymore a value for the new generation of employees. Big companies have their own human resources development department, as part of the HR department.

To integrate better those concepts, we have to talk about training, developing and education, as part of the professional life of individuals. So, training helps the employee to be more efficient in what he is doing, professional development represents the way he can be promoted. Higher educational level sustains the individual to succeed in his career not matter what is his domain of activity.

Training is a good opportunity to develop the communication within the company. Usually, the number or participants are high, and this brings the opportunity to know each other better, and have the chance to create for themselves a holistic image about their company. For the company it has the same importance because the reactions and behaviors of the colleagues can be analyzed by comparison.

Development action has al list three components: general formation, professional formation, working experience accumulation.

Another distinction can be done between general and professional formation at initial stage and any type of continuous formation. We can also at here linguistic stages – including trips in countries where the locals speaks the language- team building, and recreational – educational activity, etc.

Any type of formation, have to develop the employee knowledge – general or specific, practical abilities – measurable competences which implies skills in real situations etc., and capability to communicate, to take responsibilities, to be able to handle stress and conflict situations, to have initiative and to be able, if the situation asks for that, to take action by taking over the technical operations. Results of the formation can be seen in growing of the individual as well as group performances and also in growing of the salaries and promotions. Bernard Gazier in 2015, shows that approximate 50% of salaries increase are coming during the years of formation and experience, the fact being extremely important in career evolution.

The benefit of the training are increasing of the efficiency, customer satisfaction, employee motivation and satisfaction. Training brings benefits only if the way of organizing it and content, are focused on competences necessary for job requirements- knowledge, abilities and attitude. With other words, the training produces effective results, when meets ne needs both of the employee and company. The same importance has in modern management, the formation of the managers. Learning the science of management has as main components developing the leadership skills, sensibility of the leader to human problems, developing of the interpersonal communication skills, formation of efficient behaviors in respect with leading activities. The training modules for leaders, are using complex technics and has as aim balanced development of all of this competences.

In regard of employee motivation, the growing of motivational level, we can see different ways of handling from one management style to another. Even thaw any one has some knowledge, cannot determine a behavior without being oriented to an aim. Behavior – as general term – is used to define the entire group of mechanisms which determine the starting point of a behavior, orientation to an aim, or, the opposite, the rejection or running away and intensity of the energetic mobilization.

Motivation represents the engine of each human action and, as result, its level is extremely important. Not everybody can be determined to be inspired to reach the aims, as well as not everybody can reach high standards.

The level of the aspiration is defined as the standard that a person expects to reach by solving a task. In motivation of behaviors, the level of aspiration has an important role, because the efforts we are making to fulfill a task are in connection with this level. On one hand, the aspiration level is inspiring us to achieve different tasks, on the other hand, the results is influencing the level of aspiration. Success is growing the aspiration level, and in-success is getting it down.

There are also individual differences. Very ambitious persons do not quit their aims even thaw they had a failure. Those atypical reactions are due to the personality characteristics, the environment within the family and the education.

For having results within expectations, communicational management basis on the treating the partners and the employees as rational free people and fully responsible of the assumed tasks.

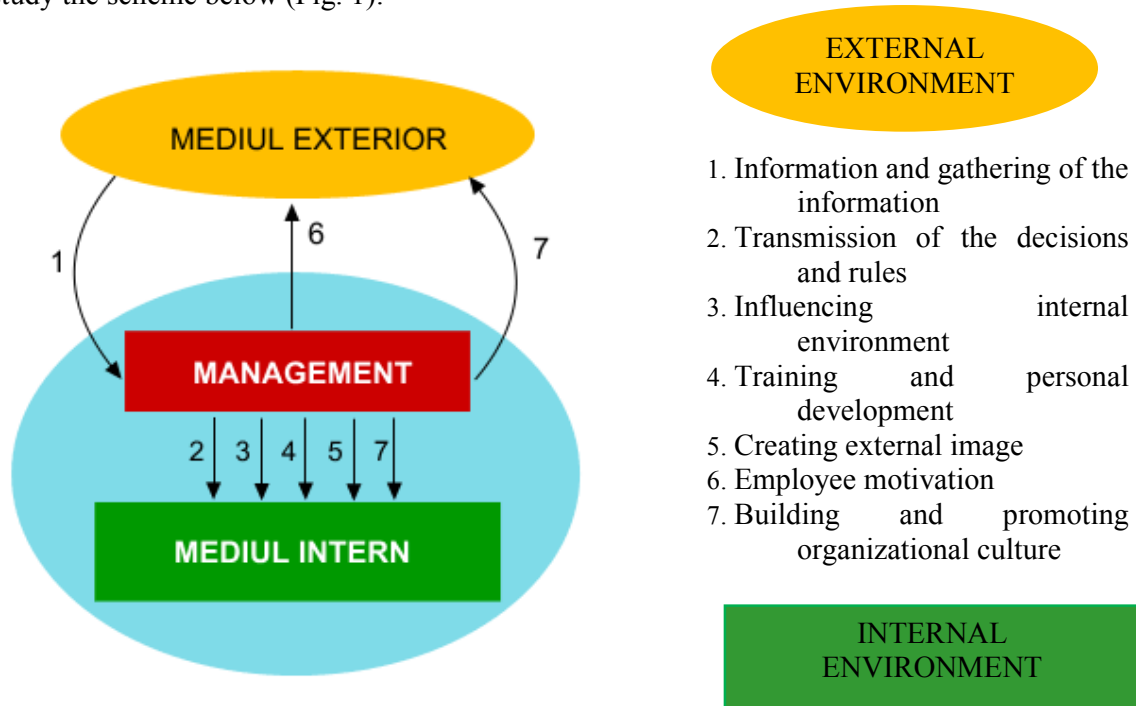
The motivation is based on the positive acknowledging on the capability to reach the proposed objective, and not on the noticing of the weaknesses observed during the process. Developing of the other will to do something, is based on the motivation to show who he is and what he can do.

To encourage means, first of all, to accept the other level, and then, to show him the way to develop, assuming the fact that he has the motivation to accept the challenge. To encourage means to be able to communicate what is not functioning or what need

improvement, without making him feel badly about it, and then asking him to get to the next stage. To encourage implies also not to over cross the limit of the half way, not to spend more effort than he is willing to spend.

The factors that influence management communication are: positive qualities of the individual which communicates such as credibility, integrity, loyalty and respect, keeping promises, personal example of the manager in top, rightfulness of the information supplied.

To see more accurate how the communication works within an organization, we will study the scheme below (Fig. 1):



**Fig. 1 Communication within organizations**

As we can see, the function of the management is not only to inform employees or external environment (customers, potential customers, mass-media), but also to collect information from this environment and processing it. The manager has to analyze the information, take decisions and create rules, but he has also to be preoccupied by influencing positively and developing of the internal environmental structure.

Moving on to the image-making function in the external environment we should mention it is very important first to create the company's image internally and it needs to be cultivated in time.

Very important to note is that promoting organizational culture is not only a responsibility of the management , but also the internal environment can directly influence the image created by the management , knowing that employees of companies represents the first multipliers company's image in the external environment .

### Conclusions

The theory claims that all personal effectiveness and psychological processes of change it operates by changing individual behavior beliefs, about environmental mastering and personal effectiveness.

Efficiency expectations determine the choice of actions, the effort we make, our persistence when we face of difficulties and our emotional experiences. According to the model personal effectiveness, three basic cognitive processes are fundamental in explaining

and predicting which individuals initiate behavior and the extent to which they persist actions difficulties and obstacles. The same cognitive mediators can be seen as some important components of psychological problems and effective clinical interventions:

1. Expectations and personal efficiency, believes of own capacity to execute a behavior.
2. Expectations towards results, believes of the probability that this behavior to bring consequences or results
3. The value of the results, the subjective value which an individual applies to a result or a category of results. We have to mention that main contribution of the personal efficiency theory to the added value of it is the distinction between the three processes

A pleased employee is an important factor of business development, his energy cannot be lost and can be focused on future initiatives and actions for bringing added value.

A strategy focused on people is an important source of competitive advantage because, in comparison with the technology, cost or developing of new products, it is difficult to copy.

Great leaders creates through communication “connections cultures” which fills the emotional needs of people they rule. The managers who are able to connect with the employee at human level, are minimalizing the differences between superiors and subordinate and in this way they are creating a comfortable environment in which everybody can use and develop their abilities. This is the Darwin-ism of the leadership – survival of the happiest one.

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