

## **ANALYSIS OF MANAGERS BEHAVIOR IN INDUSTRIAL COMPANIES IN THE NORTH WEST REGION**

**ALINA NATALIA POP, GABRIEL RUS \***

**ABSTRACT:** *Managerial analysis is an important element in the development process of any organization, bringing to the fore the human resource and the results obtained by it. The behaviour of each manager depends on three characteristics that are determined by heredity, education, and mentality. Managers need to adapt their behaviour to the group or team of employees they lead in industrial firms to create a pleasant and effective workplace atmosphere. The behaviour of the manager can often be influenced by his membership of a particular organization. Some organizations have rules so strict that the manager cannot put into practice his own leadership style. In this situation, personal preferences are not taken into account, only what the organization considers to be fair behaviour is accepted. The rich and continuous data flow of information that is absolutely necessary for decisions is inconceivable in conducting activities in an industrial firm as well as solving problems. Managerial behaviour means knowledge, experience, data and ideas about business opportunities.*

**KEY WORDS:** *consumer, competitiveness, the human resource, industrial firms.*

**JEL CLASSIFICATIONS:** *A10, A23, B40, C10, C83.*

### **1. INTRODUCTION**

Man's ability to know is inseparable from his ability to evaluate, making selection and systematization of information possible. Whether it targets goals, phenomena or processes, placing a certain scale on a certain position usually determines attitudes, decisions and actions.

This spirit of innovation and entrepreneurial spirit, driven with integrity, devotion and ethics, was part of the vision of management within industrial firms.

Industrial firms are distinguished by ethical relationships within existing networks, being a strong feature distinguishing themselves from other companies.

---

\* Ph.D., "Nicolae Titulescu" Economic College, Romania, [alynanatalia@yahoo.com](mailto:alynanatalia@yahoo.com)  
Ph.D., IPJMM, Roamnia, [rgawrielle@yahoo.com](mailto:rgawrielle@yahoo.com)

Industrial firms believe that their results are incontestable due to their basic rules, of which the most important is ethics. Doing business properly is the motto of industrial firms, and each employee, managerial, has the responsibility to read and understand the principles of the Code of Ethics: law enforcement, integrity of registration and reporting of financial results, proper maintenance, accurate and complete records financial compliance, respect for human rights, quality delivery through quality services and products, ethical competition - competitive advantage through superior performance, respect for diversity and fair employment practices, avoiding conflicts of interest - avoiding relationships or behaviour that could compromise judgment create apparent or real conflicts between personal interests and loyalty within them, protecting goods and information, confidentiality of information and data about employees, integrity, compliance with laws, rules and special regulations that relate to government contracts and relationships with government personnel, the environment, health and safety becoming global leaders in defending the health and safety of our employees and protecting the environment.

## **2. PROBLEM STATEMENT**

The assessment of the managerial activity results within the industrial firms, the objectives and the relations developed, is a condition of managerial adaptation. The evaluation allows for the correct identification of the deficiencies and the means that led to their realization, as well as the possibility of improvement of each evaluated person. The performance appraisal system must always be linked to the company's specificity as well as to other human resources policies. It will not be considered as an activity in itself, but should be related to the identity of the industrial firms of certain organizational aspects: structure; values; benefits of evaluation, organizational development measures; training system, development of career plans; promotion and relegation system, etc. [6]

Most of the time, when we think about the role and impact of evaluating managers' performance on the other components of human resources management that they are developing, we ask ourselves the following questions: How should I make the assessment?; Where should I start?; Where do I need to go? In order to get answers to these questions, it will start from Ralph W. Tyler's analysis, which involves highlighting an axis that has the conception of activity at one end, and at the other end the objectives of the industrial firms. From this point of view, we notice that in practice we will meet five types of balance between the goals of the firms and the results obtained by the manager. The ideal model, results and goals are equal, the companies has proposed something, and the manager has achieved the following goals:

a) The ratio in which the objectives of the industrial firms are much higher than the employee's possibilities.

- b) Report against the previous situation.  
 c) Intersection model - when the employee achieves only some of the objectives required by the cluster, but there are goals obtained outside the employer's requirements.  
 d) The least desirable case - the ratio of the industrial firms' objectives and the employee's results are zero. [6]  
 In order to make these equilibrium patterns easier to remember, they are shown in figure 1:



**Figure 1. The five types of balance between the objectives of the industrial firms and / or the department and the results of the employee [6]**

Feedback can be considered as having only an evaluation purpose of the performance of individual attitudes and behaviours, but can also serve as a way of streamlining communication within the organization (setting goals, feedback, drawing up the action plan, implementing the action plan, evaluating results). [2]

### 3. RESEARCH QUESTIONS/AIMS OF THE RESEARCH

The notion of personality is all-encompassing, referring to the individual's behaviours and how this behaviour is organized and coordinated in the interaction with the environment. The personality of the manager is involved in all the hypotheses and roles within the industrial firms. It gradually builds, over time, effective practice with a particularly important role in shaping and finalizing it.

There are two categories of requirements requested by the manager:

1) Personality requirements: Constitution and temperament of the subject; Physical environment; Social environment; Habits and skills gained under the influence of previous influences.

2) Requirements relating to intellectual qualities: Intelligence; Ability to recognize; Ability to accept and apply the new one; The ability to think clearly; Memory; Imagination; Predictability; Practical thinking; Theoretical thought. [5]

The performance of industrial firms is the result of mobilizing the resources they have.

The characteristics of this assessment that distinguish it from the rest of the traditional assessments are:

- Operates with a set of evaluation samples.
- It can only be made by people or firms specializing in this.
- Assumes collaboration between the employee and the evaluator.
- The evaluation activity has a permanent carcass.
- Ensures interaction with the outside environment by reporting employees' performance to those profile firms.

Position analysis in a small and medium-sized enterprises appears in four assessment situations:

- 1) When defining the need for personnel of industrial firms.
- 2) For promotion policy within industrial firms.
- 3) When preparing the training plans.
- 4) To re-establish the salary scale. [4]

These principles are the directions of action to be followed throughout the performance management process, defined as follows:

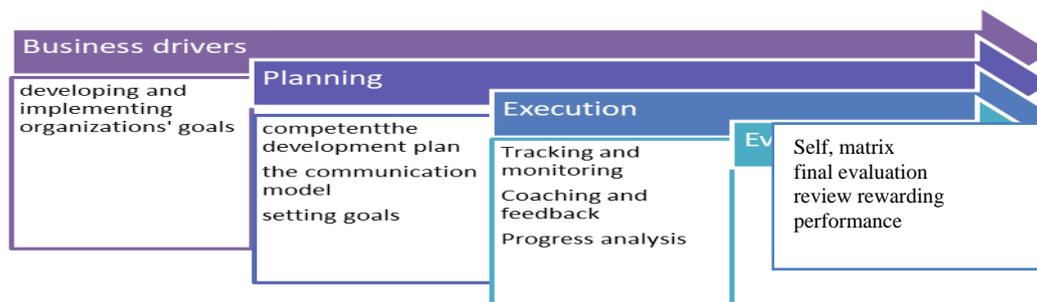
- 1) Excellency of services - each employee must contribute to the improvement of services and to the satisfaction of internal and external customers by identifying their needs.
- 2) Improving the quality and safety of work - each employee must be based on maintaining his / her activities of quality and security.
- 3) Support and development - each employee must have the resources to meet his / her goals within the industrial firms, be provided with the necessary assistance and support to continuously improve the results.
- 4) Responsibility - Every employee must use the resources he / she has in an efficient and timely manner.
- 5) Involvement - Every employee must continue to achieve the organization's goal. [2]

Performance evaluation is two ways:

1. Non-formal evaluation: whether or not it is necessary, the daily relationship between the manager and the employee.
2. Systematic evaluation: it is required to take place at certain intervals, once or twice a year. This type of assessment involves direct contact between the manager, eventually assisted by a human resources and employee, the recording of impressions and remarks on the performance of employees is done in writing. [8]

#### 4. RESEARCH METHODS

The APEX evaluation, reward and motivation model can be highlighted in Figure 2:



Source: own processing APEX

Figure 2. APEX process

### **Coaching and continuous feedback**

Business initiators:

- Planning - Execution - Evaluation - Excellent performance;
- Developing and evolving, organizational goals are the initiators of the business

Planning: November – January 1. Goal Setting 2. Competencies 3. Development Plan 4. Assessing the Leadership Execution: Throughout the year 1. Evolution and progress monitoring 2. Coaching and feedback 3. Verification of progress at the semester Evaluation - November - January 1. Own evaluation 2. Matrix and introduction of level 2 managers, 3. Final evaluation, 4. Evaluation session 5. Performance reward.

By using the APEX program, managers and employees plan and manage their performance so that they can achieve excellent performance from "do my job". Performance management and success in industrial firms.

Apex will help us: To be more valued on the market. This vision is determined by:

- What customers say: We want to do more business with this company
- What the shareholders say: This company is one of my best investments.
- What the employees say: I am proud to be part of this team.

Companies select the best and take responsibility for the quality of everything they do.

Removes all barriers to achieve goals, to accomplish them quickly and efficiently, without compromising quality:

- Health and Safety;
- Excellency;
- Involvement;
- Communication;
- Remuneration;
- Study, Responsibility;
- Innovation;
- Commitment.

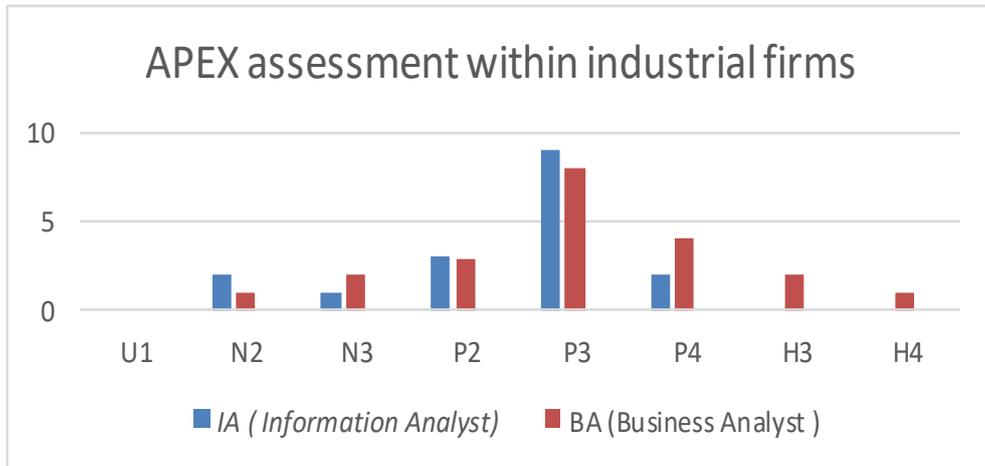
The basic steps for evaluating APEX include:

- Setting and tracking objectives;
- Choosing the necessary skills;
- Creation of the development plan;
- Granting and accepting coaching & feedback;
- Completion of performance assessments.

Evaluation results Apex MFG 2017

- Approximately 1250 direct and indirect employees (SCMs) were assigned and evaluated (including calibrated).
- Most supervisors have subordinated dozens of employees who received the objectives, were evaluated, calibrated, completed the evaluation sheet, brought to the knowledge, provided the copy of the card.

The quotations received after the evaluation was:



Source: own processing

Figure 3. Apex MFG 2017 rating

#### Categories of objectives offered

- Health and safety (wearing protective equipment all the time and reporting at least a near miss or observation)
- Quality (constructive participation in maintaining the rebuttal in the set target)
- Productivity (compliance, achievement of the individual efficiency indicator)
- Lean (respecting and supporting Lean tools applicable to the workplace - SW, TPM, improvement ideas)
- Customer Satisfaction (Ensuring good production flow, timely and correct materials preparation for internal and external customers to reduce the number)

#### *Requested skills:*

- Professional knowledge (knows the process and working well, does not require guidance, can work on several phases of work)
- Involvement-orientation on individual and team goals (most often agree with overtime and change of work)
- Labor discipline (complies with the rules, does not have disciplinary sanctions)
- Communication and teamwork (communicates well with positive relationships with others, helps when needed)
- Learning and development (maybe and wants to learn, ask questions, make an effort to learn)

#### *Improvements to the process:*

- Introduction of the Lean objective.
- Closer (individual) expression of objectives.
- Reforming skills descriptions to allow employees who know how to work on multiple work phases.
- Provide a copy of the 2017 Employee Assessment.
- Delivering goals to indirect workers from production

*Findings:*

- Offering new employees' goals, returning or changing jobs and joining another type of employee - within 30 days of hiring.
- Enhance the familiarization of employees with the objectives and skills required, their reminders at any occasion, given explanations and examples.
- Encourage employees to report near miss misses and ideas for improvement.
- Establish measurable indicators for assessing objectives and competencies.

Employees are assessed through APEX, the formal process of process performance management that supports the growth and progress of society by setting measurable goals, honest discussions and performance feedback. This annual process consists of ongoing performance feedback and performance coaching as well as a half-year performance discussion in the form of an assessment of progress and an end-of-year evaluation. APEX users are rated with a double performance rating, consisting of an alphabetical score for results and a numerical assessment for the leadership and demonstration of functional competence.

Evaluating the performance of the companies' managers is done according to the APEX process. Managing individual performance is important for corporate success and is practiced by everyone starting from the general manager to the last worker. Performance means both things, namely, how and how everything is done.

Responsibility implies acceptance of objectives that are challenging as well as open and constructive feedback.

Developing is not just the problem of those experiencing difficulties in achieving performance or those who want to promote in leadership positions.

Creating an annual development plan helps to focus on study and continuous performance improvement.

- APEX manager tasks
- Set cascade goals for everyone in the team.
- Explain what is expected from employees, emphasize the goals to be developed.
- Ensure coaching and continuous feedback.
- Identify remarkable contributions.
- Ensure that you have development plans that meet the highest level of satisfaction, contribution and give the team added value.
- Ensure at the end of the year a comprehensive assessment and performance appraisal that will be discussed with employees at a meeting.
- Finalize on time through the APEX process.

APEX means achieving the goal, performance and excellence.

By using the APEX program, managers plan and manage their performance so they can get excellent performance from "do my job".

- Basic steps include: Fixing and tracking goals; Choosing the necessary skills; Create your development plan; Granting and accepting coaching & feedback; Finalizing performance appraisals.

- Objective: The results for which they are responsible: They are measured and evaluated at the end of the year; It helps to distinguish between good performance, a good one or a higher one.

- Task: An activity that is required to achieve a goal; It is just "a way to end," not a plus of value in itself; It has no unit of measure; It is not included in the on-line personal evaluation form; Task setting in APEX is optional.
- Measure: What measures or checks will be undertaken to ensure that the target has been successfully achieved. They can be both quantitative and qualitative.
- Scope: Fix monthly, quarterly, or half-timer interim endorsements to help track the progress of a measure; Goal setting in APEX is optional; Competencies define the "how" of performance

#### A. Assessment of attributed competencies

- Employee individual competencies are important for the successful completion of any activity carried out in industrial firms.
- Competencies of senior management are important for successful completion of any management activity in industrial firms and will be automatically selected for managers and managers who have at least one employee subordinate. Competencies include the four dimensions of the leadership model:
  1. (Linke Dreiecksseite) Think & Act Strategically - Business Spirit; Vision and goal; Intellectual rigor.
  2. (Rechte Dreiecksseite) Get Results - Successful Skills; Change and adaptability; Effective use of resources.
  3. (Dreiecksbasis) Structuring the organizational capacity - Managerial Courage; Responsibility; Developing and motivating staff.
  4. (Rechteck unter dem Dreieck) Demonstrates leadership skills - Talent in interpersonal communication; Professional estate.

#### B. Apex Evaluation Process

- Achievements: Excellent; Extremely powerful; Performance; Requires improvement; Unsatisfactory.
- Conduct: 5 excellent skills - good model to follow; 4 very competent; 3 understands expectations; 2 proof of unconsciousness; 1 low – problematic.

#### C. Matrix of double evaluation

<b>O1</b>	<b>O2</b>	<b>O3</b>	<b>O4</b>	<b>O5</b>
<b>H1</b>	<b>H2</b>	<b>H3</b>	<b>H4</b>	<b>H5</b>
<b>P1</b>	<b>P2</b>	<b>P3</b>	<b>P4</b>	<b>P5</b>
<b>N1</b>	<b>N2</b>	<b>N3</b>	<b>N4</b>	<b>N5</b>
<b>U1</b>	<b>U2</b>	<b>U3</b>	<b>U4</b>	<b>U5</b>

Source: industrial firms

Figure 4. Matrix of double evaluation

O - Outstanding - Excellent Achievement of Service Obligations. Achievements and Outstanding Achievement Outcomes.

H - Highly Effective- Extremely efficient in performing service tasks. Taking into account the degree of difficulty of the objectives, the available resources and the changes made during the year, had an irreproachable conduct.

P - Performance - Good performance in fulfilling the responsibilities of the service to find ways to 'overcome standards' of their own performance (on in-service training) and taking into account the difficulty of the proposed objectives, the available resources and the changes that occurred during the year, achieving the objectives were particularly satisfactory.

N - Need Improvement - Needs improvement with regard to continuous service tasks and / or needs for improvement and achievement of objectives. She can be responsible, but she needs to come up with more initiative and find a way to continually improve. It could be improved through coaching, feedback and a refinement plan.

U - Unsatisfactory- Unsatisfactory - it has shortcomings in terms of performing the service tasks and / or obtaining results. It is strict, requires a long-term improvement.

## **6. CONCLUSIONS**

Within industrial firms it can be noted that the level and training of human resources is very important for a good day-to-day process. Their assessment of both employment and well-defined time is essential. Emphasis is placed on both the professional qualities and the character of the staff, trying to create a favourable climate, considering that, in a pleasant environment, favourable results are increasing.

The evaluation method used is Apex. This was chosen due to the potential of establishing the evaluation criteria. The study highlighted the fact that a function should be evaluated in its entire complexity, each feature being extremely important for a company to function properly in terms of its structure.

Motivation and attitude towards work is of individual importance, reflecting his attitude towards work, but also at a collective level, which must be an example in this respect.

In conclusion, the method and way of assessing human resources in industrial firms are chosen in order to facilitate the execution and management processes, following the personal and professional development of their employees, in order to benefit from the highest level of performance.

The goal of performance management within Romanian industrial firms is to achieve better results for the organization by improving individual performance. Performance appraisal within industrial firms is one of the most important parts of performance management.

The performance appraisal system must always be linked to the company's specificity as well as to other human resources policies. Managing individual performance is important for the success of industrial firms and is practiced by everyone starting from the general manager to the last worker.

Proposals: Introducing a feed-back questionnaire on employee expectations related to the work of general manager and management team, if they are in the company's new philosophy, if they think they are heading for a good direction.

**REFERENCES:**

- [1]. **Andrew, D.** (1981) *Personnel and Human Resource Management*, Van Nostrand eds., London
- [2]. **Bocean, C.G.** (2015) *Managementul Resurselor Umane*, Editura Universitaria, Craiova, pp. 90-101
- [3]. **Cucos, C.** (2002) *Management*, Editura Polirom, Iași
- [4]. **Dorel, U.** (2001) *Managementul Resurselor Umane*, Editura Colecția Universitaria, pp.126-128
- [5]. **Gabriela, M.; Cibela, N.** (2009) *Fundamente ale psihologiei manageriale*, Editura Tritonic, Oradea, pp. 70-82
- [6]. **Pânișoară, G.; Ion, O.** (2017) *Managementul Resurselor Umane*, Editura Polirom, Iași, pp. 139-146
- [7]. **James, M.** (2004) *Management*, Tenth Edition eds., Munchen
- [8]. **Liviu, G.; Maria, G.** (2004) *Managementul Resurselor Umane*, Editura Casei Corpului Didactic, Baia Mare, pp. 208-216
- [9]. **Mihuț, I.** (1993) *Management General*, Editura Carpatica, Cluj-Napoca
- [10]. **Russu, C.** (1993) *Management strategic*, Editura Expert, București