

PERFORMANCE EVALUATION OF MANAGERS IN BUSINESS SUCCESS

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Abstract. As a result of close cooperation between manager and entrepreneur, performance evaluation managers should become one of the cornerstones of the internal management of SMEs, this objective is defined and recognized in entrepreneurial education policy in general and specifically in the plans for efficient companies. Examination of the factors that determine success or failure of a business, led to the creation of specific methodologies for analysis and diagnosis of business activity by determining the performance of managers. Managerial competence is the category falling strongly motivated individuals who want a job but requires a high degree of responsibility. It stimulates the challenges and decisions in situations of uncertainty. Have good interpersonal skills, enabling them to initiate and coordinate others. Entrepreneurial creativity applies to innovative persons who develop new products, technologies or services in an area where money is a key element of success.

Keywords: evaluation, performance managers, success, business

1. Introduction

Manager satisfaction should be based on an assessment as objective, based on measurable indicators of how it performs on the position they occupy in the company [2].

In order to perform analysis of satisfaction from workplace managers were conducted marketing research whose results have resulted in findings that led to improved performance but managers and employees. A sociological study was conducted on entrepreneurship and management of enterprises operating in four areas of economic activity: manufacturing, information technology and communications, services and tourism [6].

Current economic environment characterized by recession has a direct influence on perceptions and attitudes of a group surveyed 1,200 managers. Analysis of survey data shows, however, that over a quarter of managers working in companies that are currently forced to reduce the number of employees. Most affected are employees of large companies, over 40% of those working in companies that are currently made and redundancies. Overall 26% of employees work in companies still fails to create new jobs in May, especially those working in ICT and tourism.

The data shows that managers in companies operating in general are stable (44% do not change the number of employees), are good managers can maintain and strengthen the company.

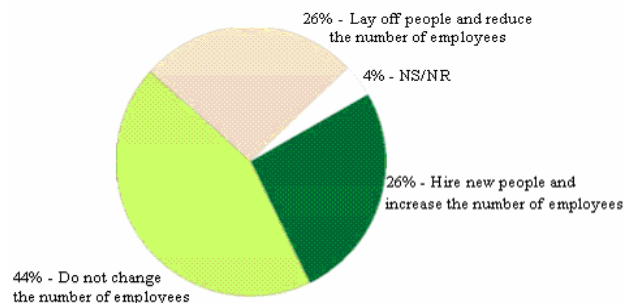


Figure 1. Satisfaction managers to business administration

In the context of negative expectations, satisfaction of managers to work recording a relatively high level. From this point of view, almost a quarter of employees surveyed said they were extremely satisfied with the current job but also the leading company managers, while a third of the sample evaluated their satisfaction on a scale 4 position 1 to 5, where 5 represented the maximum value. Most managers are satisfied with the ICT, followed by those in tourism, while the least satisfied are those in the industry. Managers of travel companies tend category in a relatively large extent to be more satisfied with their job. Also, managers who manage medium to large businesses express a relatively higher weight dissatisfaction compared to those of small firms. Managers and dissatisfaction is higher among those working in companies facing serious problems and are forced to reduce their workforce [5].

2. The motivation of managers and employees in their professional and business success

Professional training is a learning process, during which, employees acquire knowledge and practical carrying out their activities there. Training includes all training actions in order to exercise the profession, in the most efficient.

Professional development is a complex process and is intended acquisition of knowledge both now and in perspective.

A training program to give good results, must be based on a careful analysis of the organisation's needs. The training aims to develop new capabilities and the training that aims at improving existing capacity. Improvement can be seen as a study of vocational Training and professional development is intertwined.

Differences between them consisting in the fact that the first contains: qualifications and learning a new profession and the second includes: learning by employees already qualified in a particular field, new knowledge.

Developing clear goals can help verify if a person has benefited from a course. When the outside training is appropriate, the manager must help the subordinate in applying for the relevant lessons.

Manager needs to assess their competence compartment, which provides training and training

of staff.

Training can improve employee morale, can create good interpersonal relationships, employees can in still a sense of duty, loyalty to the organization and generate various advantages. Organizational climate of a firm that engages in regular preparations differ, in the right direction at a company that does this. Even only this advantage, justifying preparation costs.

It requires an efficient system for assessing the performance of managers. Is good opportunity for employees to attend training courses for career development, employee satisfaction is so directly associated with a high level of satisfaction of managers from business administration. The highest percentage of managers satisfied course of business and employees work in companies that fail to register go well over the economic crisis, creating jobs now, it can see in the chart after the question made respondents [1].

2.1. Employee motivation based on workplace satisfaction

In terms of employees of a company, they have reasons for and against to engage or work for a company manager and default company that it activates.

a) The reasons are represented differently depending on their job satisfaction in Table 1.

Table 1. Reasons for employees to continue working for the current office manager of satisfaction with work

| The two main reasons for the employee continues to work on current company | Satisfaction from work | | |
|--|------------------------|------------------------------------|--------|
| | Dissatisfied | Neither satisfied nor dissatisfied | Thanks |
| Salary and bonuses | 13 | 31 | 32 |
| Manager's reputation or career development | 3 | 9 | 10 |
| Working environment favourable conditions of work | 3 | 11 | 23 |
| Colleagues | 14 | 15 | 15 |
| Working conditions offered | 5 | 17 | 22 |
| Type activities, the work itself | 16 | 21 | 17 |
| Personal qualities of head straight | 4 | 8 | 11 |
| Lack of other job offers | 63 | 37 | 24 |

As can be seen from the data in Table 1, which distinguishes them most on the current content of the job so unhappy and how and who "neither satisfied nor dissatisfied", consists in the working environment positive career development. In terms of dissatisfaction, the strongest reason for an employee continues to work on the current job is the lack of other job offers. Thus, it appears that the manager's reputation or is not relevant in the analysis [5].

b) Analysis based on survey shows that it requires an efficient system of performance appraisal of managers, that is good opportunity for employees (employees are satisfied in a proportion of 23%) to participate in training courses for career development, so that satisfaction employees are directly associated with a high level of satisfaction of managers from business administration (Table 2).

Table 2 Satisfied employees to work according to a system of performance evaluation of managers and employees participate in training courses (%) [5]

| Indicators | Dissatisfied with work | Neither satisfied nor dissatisfied | Satisfied with work |
|--|------------------------|------------------------------------|---------------------|
| Share of employees working in a company that has in place a performance evaluation system managers | 27 | 49 | 53 |
| Share of employees participating in training courses | 24 | 26 | 40 |

From the table it is observed that 40% of employees satisfied with work the past 12 months have participated in, continuous professional training for adults while only 24% of those dissatisfied have received training.

2.2 The motivation of managers and employees in their professional and business success

It is advisable to project a positive image of employee training function. The need for training in new skills should be accepted as a normal feature of the activity.

It can give a good example by attending training courses (as manager). Motivation is one of the forms of stimulation used to stimulate the interest of institutions for training employees. As the motivation of employees is higher in rank increases both knowledge assimilation.

The choice of training strategy is to establish methods and training techniques.

To evaluate this material and human resources available and depending on conditions is established to identify and organize the content that begins with determining the difference between what participants must do "after" graduation program and what they can do "before" to be trained.

Employees who are recruited to improve through this form, no matter how organized practice, they must be highly motivated and be conscientious in carrying out training.

Changing employee behaviour is another objective of training and can be done in various ways:

1. A positive motivation occurs when the employee for fulfilling that asks correctly receives a premium service, so he gets the desired reward;
2. Two negative motivations occurs when an employee comes to work on time and full fill their duties to avoid observation. So his behaviour is determined by avoiding a penalty;
3. Penalty is applied in order to avoid repetition of acts or attitudes unwanted by one person;

4. Reduction of specialized knowledge created is a situation where an employee being unable to full fill their duties, they turn to peers or superiors. If you get answers to what you are interested, you will need to acquire knowledge is strictly necessary;
5. Practical strategies designed to enhance develop work process knowledge, dexterity and skills previously acquired.

Practice can be done in many ways. It can be active or passive, fragmented carried out or merged.

Skills and abilities of employees and especially managers is both a way to motivate them, but mostly be seen as a strategic development firm action.

In the next 12 months you are interested in participate in training courses and training? [5]

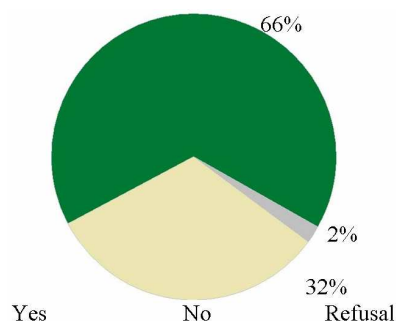


Figure 2. Participation in training courses and training

Interest in participation in training and training in the next 12 months is almost twice higher than actual participation in the last 12 months. Two thirds of employees surveyed have expressed interest in participating in such courses, the proportion of interest is significantly higher for employees in ICT and services (66%).

Category employees productive employees expressed a lesser extent interest to participate in training compared to other categories of employees [5].

Employees interviewed are primarily interested in specific training to participate in their field, but there is an interest very high and career

development courses or courses of efficient communication. Most people of those interested in training opportunities would like to develop managerial competences; the share was significantly higher among employees in tourism.

3. Conclusions

The data presented, have particular relevance for how companies in Romania, or at least those of the four fields studied, should organize and develop business in terms of human resources:

1. Involvement and commitment of employees in the companies they work for have a fairly low level, since the two main reasons why they continue to work for existing firms are no other job offers and money.
2. More than half of employees are not evaluated in terms of their performance at work, or are not aware that there is such a system for evaluating employees.
3. Only about a third of employees receive training and training opportunities while the poor results of some of their colleagues are made by the majority just due to lack of skills and abilities [5].

There is a widespread problem the companies in Romania related to employee motivation and emotional involvement especially within firms.

More than 1 in 3 employees in the company defines its role as one of performers or support, lacking such motivation given the importance of their work and on the other hand the share of those qualities mentioned colleagues or direct the chief reasons continue working in the same company is very low.

Lack of objective and transparent performance assessment also affects motivation and employee productivity. Each employee should be aware that is not rewarded for the position they occupy in the company, but for how performing in that position, rewarding employees is required to be in correlation with their results. [3]

develop some other skills and abilities and complementary to those absolutely necessary for the activity, and companies should consider investing in employee skills development beyond the specific field of activity. Communication skills, teamwork, time management and managerial skills covering self-realization needs of employees while motivating them to be more involved in finding solutions to business development.

Analyses carried out, show a decrease of initiative spirit, risk taking and independence in decision making among employees. On the other hand, is highly visible to employees in the four areas, market orientation, and customers the importance that they attach to their opinions towards the products quality provided.

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Many of the employees feel the need to