



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A
ADMINISTRATION AND MANAGEMENT

Volume 14 Issue 5 Version 1.0 Year 2014

Type: Double Blind Peer Reviewed International Research Journal

Publisher: Global Journals Inc. (USA)

Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Need for Leadership Skills of Managers in Macedonia

By Konstantin Petkovski & Fanche Joshevska

University "St Kliment Ohridski" Bitola, Republic of Macedonia

Abstract- The modern management of the intellectual capital of an organization, as a determinant for efficient and effective operation of the organization has access of a teamwork. Teamwork means quality leadership which is essential for successful team leading. Basic foundation upon which is built the overall operation of the organization, are the functional culture and the „healthy“ work environment. The organizational culture is a determinant that affects the level of motivation of every member of the organization, its development and way of its managing. Depending on its structure and valid items, it represents the basis for creating a creative strategy for the implementation of the mission and achieving the organizational vision. Good organizational climate means properly constructed communication, mutual respect to level of cooperation and unity both within the teams and in the whole organization. It creates conditions for creative execution of the working processes in conditions of reliability and it builds an opportunity for innovative behavior of each individual who feels the organization as an opportunity to build professional and career development.

Keywords: *team leadership, organizational climate, organizational culture, efficiency and effectiveness.*

GJMBR-A Classification: *JEL Code: J50*



THE NEED FOR LEADERSHIP SKILLS OF MANAGERS IN MACEDONIA

Strictly as per the compliance and regulations of:



RESEARCH | DIVERSITY | ETHICS

The Need for Leadership Skills of Managers in Macedonia

Konstantin Petkovski^α & Fanche Joshevska^σ

Abstract- The modern management of the intellectual capital of an organization, as a determinant for efficient and effective operation of the organization has access of a teamwork. Teamwork means quality leadership which is essential for successful team leading. Basic foundation upon which is built the overall operation of the organization, are the functional culture and the „healthy“ work environment. The organizational culture is a determinant that affects the level of motivation of every member of the organization, its development and way of its managing. Depending on its structure and valid items, it represents the basis for creating a creative strategy for the implementation of the mission and achieving the organizational vision. Good organizational climate means properly constructed communication, mutual respect to level of cooperation and unity both within the teams and in the whole organization. It creates conditions for creative execution of the working processes in conditions of reliability and it builds an opportunity for innovative behavior of each individual who feels the organization as an opportunity to build professional and career development.

Keywords: team leadership, organizational climate, organizational culture, efficiency and effectiveness.

1. INTRODUCTION

The management of the human resources is one of the important determinants for proper management of the entire process of the organization, which achieves its efficiency and effectiveness. It is a need that represents a necessity in the various spheres of organizational activity. If in the past, and unfortunately even today, the traditional notion of capital refers to money and profitability of the organization and all the processes are turning to their increase, the modern approach in management suggests that the most significant capital is the intellectual one that provides a knowledge, skills and creative abilities that are provided to enhance the quality of the work and its products, which provides enhanced quality and increased competition on the domestic and the world market. It follows that any organization, whether it belongs to the public, the service or the economic sector needs a modern approach to the management of the human resources.

Often we are witnessing a situation in which prevails uncertainty in the business held, followed by

economic and political turbulences, leading to the need for a different way of managing the work which needs to be very different from what management and managing organizations were in the past. Management in the past was characterized by situations in which the role of the human factor was treated as something that does not need to be wasted time on and employees were treated as doers of certain tasks and activities without taking into account their intellectual potential, opportunities, needs and individual desires. The poor way of management has led to situations whose consequences can not be obsolete and improved even after a long period of time. The thing that represents our past, but unfortunately, our present too is setting managers who are not even close to what professionalism, competence and expertise mean. The way most of them do their work is characterized with a style of management that does not correspond to the needs and circumstances of the organization. The need for independent decision making and solutions that are posed in the form of orders, lead to conflict situations characterized by a high degree of destructiveness, which develops a sense of alienation and not belonging in the organization, for a great number of the employees. It reflects negatively on the organizational climate that does not allow opportunities for creative work, develops a high degree of demotivation among the employees and organizational culture is far from what functional means. This "style" of management is mostly characterized by situations in which the use of teams and teamwork do not create preconditions for team learning. The teams are made of people who lack the necessary features that are required to undertake and execute the appropriate role. Such teams are just a collection of people who share the same views, opinions and interests that are largely coincide with those of the manager. These teams are the place of cloned entities. This practice does not give the opportunity to develop the leadership that should reach the level of institution in a modern and successfully managed organization. In a word, there are usually placed managers who do not have skills that will enable transformation into team leaders.

It is a fact is that we live in a different way of social structure and the constant changes worldwide impose the need for different or modern approach of thinking related to management. Each country is part of the world and should adapt to it. The demand for changes is an opportunity that will be the basis for a

Author ^α : Full professor PhD, UKLO Bitola, Republic of Macedonia.
e-mail: ninopet@t-home.mk

Author ^σ : MSc, PhD candidate at UKLO Bitola, Republic of Macedonia.
e-mail: fjoshevska@yahoo.com

different approach in thinking to the organizational and the individual level. The development of the systematic way of thinking, the development of personal vision with built conditions for its transformation in a common and shared vision, the establishment and the proper functioning of the teams, will result in building an organization that is delivering healthy climate, functional organizational culture, and applying the leadership in the team. It creates conditions for constructive, creative and professional relationship on all levels of management and employees, which is the foundation for building, development and implementation of the organizational learning. The organizations that learn will always be under constant growth and development.

This paper aims to influence on the improvement of the current situations of the organizations that will help them cope with all the requirements arising from the process of globalization, as well as getting through and maintenance on the global and on the domestic market.

II. RESEARCH METHODOLOGY

The transition process in our country has left deep consequences from organizational and from communicational aspect resulting in poor economic situation, a lot of unemployment and social moments that are on a level very far from the European standards. The position in the organizational systems that have been established recently, and those who come from the period before the transition, are characterized by conditions of unhappy and unmotivated employees, and the financial benefits of such work are often on the margins of what means social existence. It can be concluded that there are dissatisfied managers whose organizational systems are far from the desired state as well as dissatisfied employees who work in organizations that are not even close to the desired. There was planning and implementing of a number of reforms aimed to initiate fundamental changes in the organizational life and work. The benefits of the same, in large part, did not give the expected and desired goals. It comes to the conclusion that these changes require a different way of management of the organizations.

It requires a different approach in the work which is based on modern processes of organizing the whole work and developing relationships within the organization that will lead to increased efficiency and effectiveness. Accordingly, the appearance in this research stems from the ability or the competence of the managers for team leadership, establishing a healthy organizational climate and building functional organizational culture as basic elements of the contemporary approaches to management.

The poor management affected and still affects the reduced efficiency and effectiveness in both business organizations and institutions that have implemented

social activities. Decision making by one person, the presence of conflicts, which often have the character of destructiveness, poor communication at various levels of hierarchy, the application of inappropriate management styles etc. lead to a state of poor interpersonal relationships and work atmosphere that is far from the desired for each member of the organization. The basic problem that enables persistence of such situations stem from the absence of managers at different levels in the organization structure, the ability to identify the needs and consistent implementation of team leadership as well as establishment of a healthy organizational climate and functional culture.

The process of transition and the occasional unsuccessful reforms impose the need for introducing and implementing the daily organizational learning which aims at achieving the highest form of organizational commitment as a source of energy for organizational efficiency and effectiveness. Based on this, the subject of this research is the need that every efficient and effective business organization should have a capable manager to develop, implement and institutionalize a team leadership, a healthy organizational climate and functional organizational culture.

The aim of the study was to test the views and opinions of the managers and the other employees in the commercial, public and service sectors, in terms of the need for competence of the managers to develop and implement the team leadership, a healthy organizational climate and functional organizational culture.

For the purpose of the research process was prepared a questionnaire in which were placed 54, i.e. 63 statements aiming to examine opinions regarding the ability of the manager as team leader for successful teamwork which is characterized with good climate and functional culture, aiming at achieving efficiency and effectiveness of the organization. The feedback was enabled with a given grading scale, which consisted of offered alternatives. The survey was conducted in three types of organizations: public institutions, commercial and service activities in which were asked 594 respondents. In order to meet certain standards and requirements, the survey covered 106 managers and 488 who were not managers. Gender representation was achieved by including 323 members female and 271 males.

III. EMPIRICAL RESEARCH

The research confirmed the hypotheses, but from the many examined issues in this paper will be presented only some of them, the most characteristic from which responses were received indicators as a basis for proof of the hypothesized frame.

The ability of the team leader to handle the assigned tasks implies an analysis of the current compared to the conditions that need to be achieved.

What will be the future of the team like, and therefore the organization as a whole depends on the present. The faster the current problems are identified, the easier will be exploited the opportunities provided by the following day. For this purpose in the questionnaire was set the statement: "The manager as a team leader should do a thorough analysis of the current situation and the ones that need to be achieved". Based on the processed data, it was concluded that 90% of the respondents think that it is a necessity that should be completely or very often applied by the team leader, 8% of the respondents have the opinion that it is a necessity that needs to be implemented occasionally, and only 2% of the respondents based their opinion that it is a need that does not need to be performed.

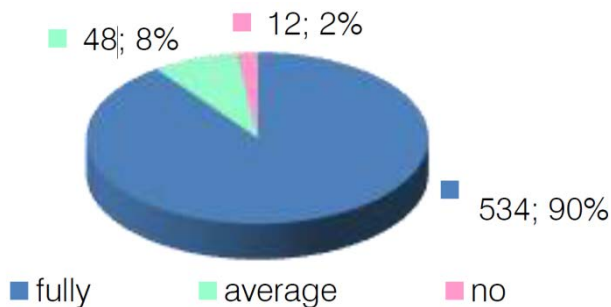


Figure 1 : The manager as a team leader should do a thorough analysis of the current situation and the ones that need to be achieved

The teams are places in which the change is accepted as an opportunity and a need for the development of the organization. At some point arise conflicts as a result of the various styles which derive from the team roles, as well as the various interests of its members. A proper way of solving and achievement of constructive feature is enabled by the achievement of the state "getting - getting", which is characterized by satisfying the various needs and interests of the parties in the conflict. This situation can only be achieved by skillfulness in the team leading.

The need for identifying the views and the opinions of the respondents on these theoretical findings was enabled in the questionnaire with the statement: "The manager as a team leader should solve the conflict situations by the principle "getting – getting". The processed data showed that 78% of the respondents believe that this is a necessity which the team leaders should apply on a daily basis or very often in their work, 14% think it should be an occasional activity for the leaders, while 8 % think that it does not need to be part of the characteristics of the team leadership.

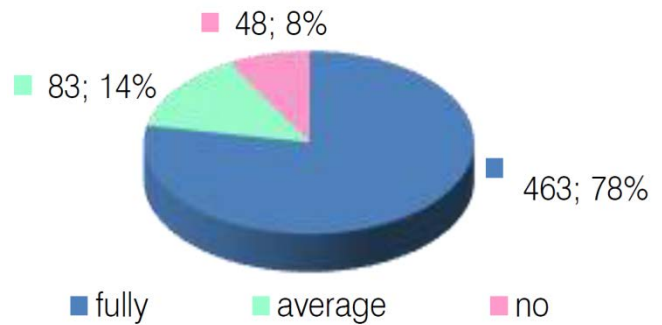


Figure 2 : The manager as a team leader should solve the conflict situations by the principle "getting-getting"

The basic need to develop the teamwork is building good interpersonal relationships within the team. One of the tools for achieving this situation is the need for honesty in the business. Honesty allows development of cooperation and unity in the team. To what extent this will be the practice by the members of the team depends on the leader. The only way that the interpersonal relationships within the team are founded on such basis represents the personal example of the leader. The manner of his behavior, within the team and outside of it, should be based on the principles and standards of honesty and integrity.

The need for honesty as a primary factor in building good relations in the team was studied with the following statement in the questionnaire: "The manager as team leader should develop conditions in which the honesty is the primary factor in the work". The processed data showed that 85% of respondents believe that honesty is the primary factor for successful team leadership that should be fully or mostly applied by the leader. On this question 11% of respondents have a formed opinion that it is necessary to be applied by the leader occasionally or rarely, while the remaining 4% did not consider it necessary to represent the feature of the leadership role.

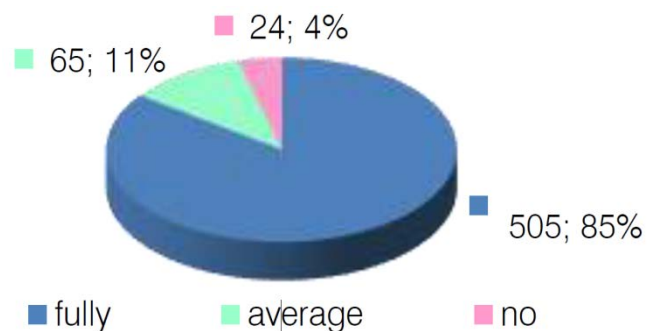


Figure 3 : The manager as team leader should develop conditions in which the honesty is the primary factor in the work

The efficient and effective leadership is accomplished by the realization of its functions in the

team as well as outside of it. The functions that apply outside the team, aim at building a relationship with the environment, which are accomplished by promoting the teamwork and its features, the negotiating support, the protection of the team members from all the negative influences from the external environment, assessment of the opportunities and the external circumstances as well as expanding information from the team to the organization and the external environment and vice versa.

In this context, came out the statement, in which was built the need to adapt the organization according to the socio-cultural factors in the social environment. The obtained data show that from the total number of respondents 81% believe that these relationships are the foundation for building efficient and effective relations with the environment and that it directly affects on the increase of the profitability and on the organizational development. The external environment is the one that by its needs affects on the behavior of the organization. If you do not "hear" their needs and suggestions, the organization develops bureaucratic relations, resulting in its aging or dying. The data from the survey show that only 14% of the respondents believe that this need should rarely be achieved, and 5% that the organization does not need to perform this type of customization.

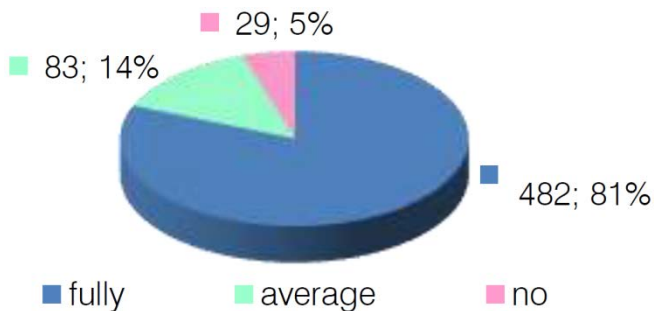


Figure 4 : The manager, as a team leader, needs to develop conditions in which perform adjustments according the organizational constructed socio-cultural factors of the social environment

The work climate represents the whole atmosphere in which the working process is realized. It is a unique set of material-technical, financial, personnel and organizational structural factors. During the realization of the workflow the individuals need to align their emotional reactions to those of the team or the organization. If this practice is not an everyday feature of the behavior of each individual appears a situation in which they with their differences in behavior and feeling, negatively affect the common organizational climate. With this is questioned the efficiency and the effectiveness of the organization.

In this context is set a statement which aims at the recognition of the views of the respondents in relation to creating optimal working conditions that develop a sense of belonging. Thus, 85% of the respon-

dents think it should be a feature that is completely or very often implemented, 11% are on the opinion that such conditions should occasionally or rarely be provided by the team leader, while the remaining 4% have an opinion that there is no need of it. From these data it is safe to conclude the necessity of building a sense of belonging, which, on the one hand, increases the motivation and unity, and on the other hand, the individual productivity, which is a prerequisite for organizational effectiveness.

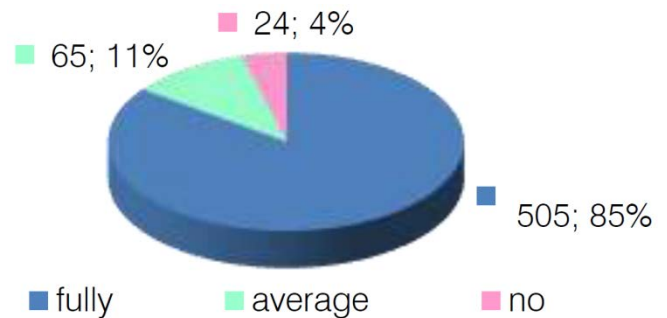


Figure 5 : The manager, as a team leader, needs to develop conditions in which prevails the sense of belonging to the organization in each member

Another factor, which is an integral part of the organizational climate, is the financial factor. The whole process of working in an organization is influenced by its available financial opportunities. Finances are necessity for the performers of the internal working processes, as well as for the external factors that are directly or indirectly associated with the organization.

In order to examine public opinion on the need for good management of the financial resources in the questionnaire was given a group of four statements. Thus, one of them was to give a picture of the views and opinions of the respondents regarding the ability of the team leader for a creative investment in new working processes. The processed data showed that 86% of the respondents agree that it is complete need or something that often needs to be implemented, for 9% it should be occasional or rare characteristic of the team leader, while only 5% that it is not necessary at all.

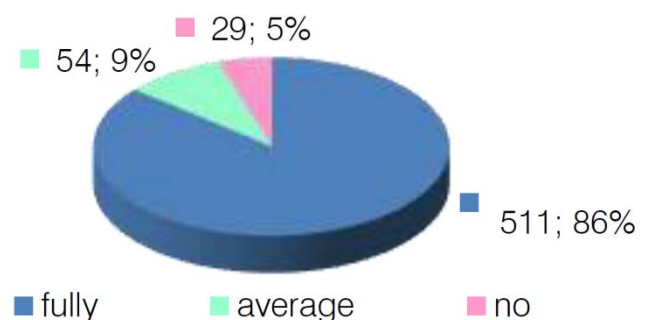


Figure 6 : The manager, as a team leader, needs to be able to invest creatively in the new working processes

A key factor in the overall work of the organization, in each and every segment is the man. What will be the process of selection of the workforce like, how much will the manager ensure training of the employees, which means specialization of their jobs, and how they will create conditions for a sustainable and fair progress of each employee in their career, are prerequisites to achieve efficient and effective operation of the entire process.

For confirmation of these theoretical findings in the questionnaire were presented seven statements. One of them which concerned the need for competence of the leader of the team for building objective criteria and instruments which are placed in the role of evaluating the performance of human resources, 80% of the respondents believe that it is a necessity to be an integral part of the leadership activities every day or very often, 14% of the respondents think that it is a need that needs to be applied occasionally, and only 6% have an opinion that there is not some great reason for it.

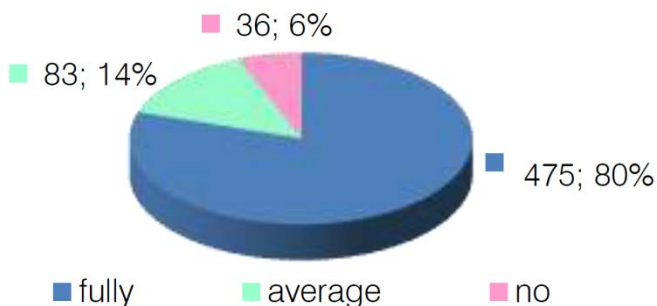


Figure 7 : The manager, as a team leader, should have formulated objective criteria and instruments for evaluating the performance of the human resources

In addition to this in the questionnaire followed the statement: "How much should the manager (the head) as a team leader, build organizational system in which is applied the concept of a career development under the principle of equality?" which represents a segment in the process of building a "healthy" organizational climate. The career development has developed a sense of belonging to the organization and complete dedication to the work. Equality is a factor that motivates, stimulates and develops a sense of internal competition in the individual. 79% of the respondents considered that this need should be fully or often a feature in terms of the organization, 14% think it should be an occasional practice, while 7% saw no reason that it should ever be applied.

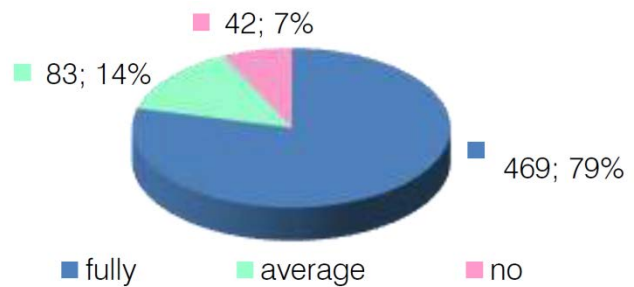


Figure 8 : How much should the manager (the head) as a team leader, build organizational system in which is applied the concept of a career development under the principle of equality

The third pillar, on which is based this scientific research is the organizational culture. It means (Schein, 2004) "a set of important conclusions, invented, developed or discovered by a given group, and facing the problems of external adaptation and internal integration, formulated well enough to be able to be considered significant and as such can be transferred to the new group members as a correct way of perception, thinking and feeling the same problems" (Vujić, 2012). Organizational culture (Brown, 1995) "refers to a specific form of beliefs, values and behaviors learned by experience that are developed through organizational history and are manifested through material objects and the behavior of the members of the organization" (Vujić, 2012).

Organizational culture means a system of standards, norms, beliefs, criteria, opinions and a number of other elements that are the basis for the proper functioning of the organization as a whole. On this basis in the questionnaire were placed four statements. One of them intended to allow consideration of the need for competence of the team leader for the determination of quality criteria that would be fully implemented in the work process. The data derived from the processing, point that 83% of respondents have a view that this is an absolute need or a need that often should be applied by the leader of the team, 13% think that it should be implemented occasionally, while 4% think there is no need of it.

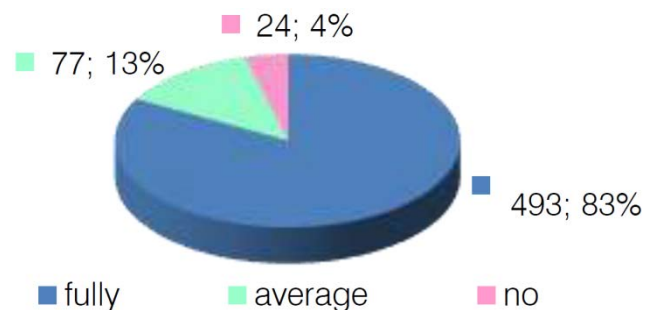


Figure 9 : The manager, as team leader, needs to define quality criteria implemented in the whole working process

The teams are a place where the conditions for initiating changes and their subsequent implementation and institutionalization. The changes cause appearance of different interests, which, if the team fails to create objective opportunities for their transformation into common or shared interests, occurs the process of destructive conflict which negatively reflects in the overall team and organizational performance.

Based on the data obtained, it is noted that 86% of the respondents have a clear view of the need for full or often applied need to build work policy in which there will be no conflicts of interests. The remaining 10% think it should be an occasional practice of the team leadership, and only 4% that there is not a great need.

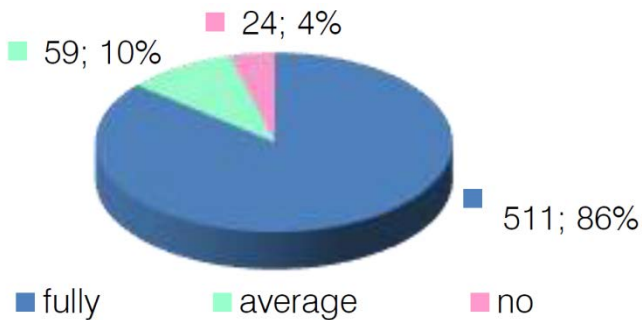


Figure 10 : The manager, as a team leader, needs to build work policy without conflicts of interests

One of the leader's ability is management or time management. The ability to manage your own time and the time of the subordinates allows completing the objectives in precisely specified time frames. For this assumption in the questionnaire was given the proposition aimed to perceive the ability of the managers as team leaders for appreciation of their own, and the time of the subordinates. The data indicated that 86% of the respondents have the opinion this is necessity and should be a feature of the team lead in whole or often, 9% of the respondents that it is a necessity that should rarely be used, while 5% that it does not need to apply to the work of the teams and their leadership.

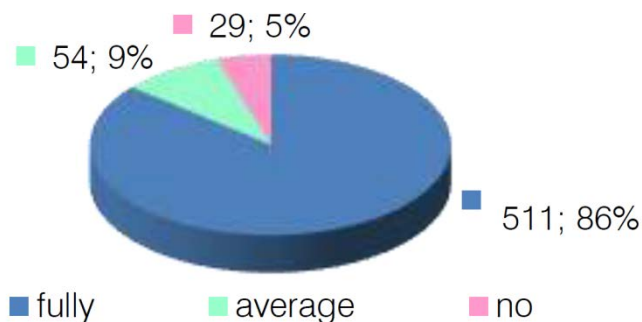


Figure 11 : The manager, as a team leader, should appreciate their own, but also the time of their employees

One way for a proper teamwork leadership, is the delegation of the responsibilities. This, on the other hand, is a tool for optimum time. The data showed that 88% believe that the leading role should possess this capability and that it should be fully or mostly applied in the everyday practice, 8% of the respondents - it is an ability that leaders should apply in rare situations, while only 4% delegation is a process that does not need to be part of every leader's behavior.

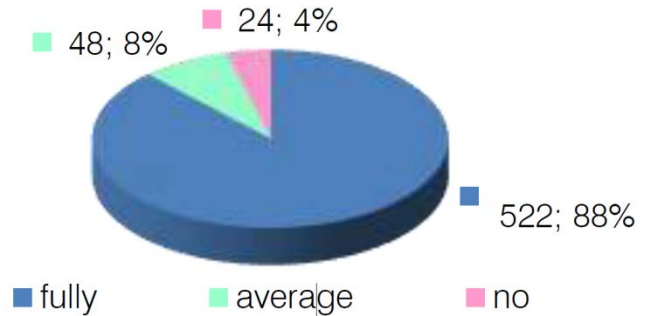


Figure 12 : The manager, as a team leader, during the time management, should delegate the obligations

Based on these data, it was confirmed that the efficiency and effectiveness of a business organization depends on the ability of the managers for team leadership, establishing a healthy organizational climate and building functional organizational culture.

IV. CONCLUSION

The team work is determinant, which allows modern approach to managing and running the organizations. How big will be the degree of success, depends on the skills of the leaders to guide the teams. Successful leaders, create and lead the team in a way that allows the development of synergy, which is the foundation of achieving a common or shared vision, which is based on the common ground of opinion. It is a condition characterized by a high degree of team learning, which represents the basis for developing organizational learning with all the attributes arising from it. These conditions lead to the occurrence, development and application of a "healthy" organizational climate which is imperative for building an organization that will satisfy each of its members. The established norms and values that are respected and applied create conditions for building an organizational culture that is "a panacea for all industrial, economic and social pain" (Petkovski, 2000). The organization, which was established on the basis of these three key pillars, provides the conditions for achieving and keeping its own efficiency and effectiveness.

REFERENCES RÉFÉRENCES REFERENCIAS

- Petkovski, K. (2000). Leadership and effective communication, Bitola: Kiro Dandaro, p. 115.

2. Vujić, D. (2012). Organizaciona kultura i kvalitet usluga u javnom preduzeću, Retrieved on 08.06.2013, 17:29 from <http://www.hrmvujic.com/img/pdf/ORGANIZACIONA%20KULTURA%20I%20KVALITET%20USLUGA.pdf>





This page is intentionally left blank