

# EUROPEAN MANAGERIAL PROFESSION AND BEHAVIOR

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## *Abstract*

*The European manager's behavior must be flexible and adaptable to the behaviors of various employees of the enterprise. Its flexibility enables the manager to act efficiently in the current, so mobile environment.*

*Keywords:* managerial profession, economic motivations, psychological – emotional motivations, social motivations, management guide.

## **1. Definition, guidance, requirements, practical rules and typology**

Broadly, behavior is a total reaction of an organism, through which he responds to an encountered situation, according to the stimulations of the environment and its internal tensions and whose successive movements are directed in a significant way.

In narrow sense, the behavior consists in all ways to react of the organism in his interaction with the environment. The manager's behavior can effectively be analyzed. From the viewpoint of the manager, two types are generally detached: an *inefficient* one, which gives dispositions and tasks without appreciating realities and efforts, which puts price on formal obligation to achieve tasks, while maintaining a formal look; the other, *efficient*, in which the manager does not always appear in a formal look, but in a friendly one, appreciating in a realistic way the efforts and achievements. The two types are not excluded but they complete each other, giving birth to a wide range of situations and opportunities of application, according to the circumstances and people. From their combination, it results the area of the manager's work, outlining by six key features: feedback, the dosage of freedom of action, the reality of work, orientation of achievements, mobility and personality.

In its work, the European manager is obliged to take into account the basic orientation principles of behavior: intellect, professional knowledge in the management field, the ability to organize former experience, flexibility in thinking, the ability to look inside oneself and to

the employees, understanding what is expected of himself, motivation to achieve expected results, participation in awareness of what the tasks that face the employees of the company, ensuring an organizational climate that will contribute to the achievement of a perfect communication, sharing his own experience and of the other managers, training employees, assignment of responsibilities, planning and decision-making through consultation and participation.

The European manager's behavior is related to some *practical rules*, namely: knowledge and appreciation of the employees of the company that he leads, creating the climate of discipline, getting the confidence of employees, collaborators and of the decision-makers as well as the trade union leader. A practical rule of behavior is self-knowledge. In this way, the European manager succeeds and contributes more quickly and more effectively to the implementation of the human and economic balance, to the adaptation of the best decisions, to promotion of the progress in the enterprise. The managerial work, the secret lies in the vitality and disposition of the mind, giver of positive results, united with determination and integrity of the manager. A tired, stale, crusty manager is a poor manager. For a manager to be calm is a quality that is easily transmitted to the collaborators and employees, a requirement to ensure the systematic nature of the work and prevent errors. A good manager regards with sympathy the motivation of his employees. This is the true measure of his capacity as a manager, with strong influence on the entire enterprise.

The European manager's behavior must be flexible and adaptable to the behaviors of various employees of the enterprise. Its flexibility enables the manager to act efficiently in the current, so mobile environment.

There are cases when the manager can be found in a position to defend by himself a single point of view unsupported by others. In such cases, it's best for the manager to avoid the state of concern, and to seek arguments with which to master the problem and in need, to adopt the method of mobility, of passing from a problem to another.

In the management of an enterprise, the manager must know *the factors on which depends the behavior of the employees*, after what they drive their actions. The employee, as a conscious being, orients his behavior, deeds and actions, aiming to obtain a certain objective.

Among the many behavior features of the European manager, manifested in style and in the process of exercising the profession, the specialists regard as essential the following:

- are targeted mainly towards trade and insist on avoiding contradiction between talking and taking action in the activity of the manager;
- the management perspective shows the consistency of behavior that reflects uniqueness and integrity of the manager's personality, manifested in the occupation of manager;

- the psychological differentiation, observable behavior related of the manager, employing individual management of his personality profile (Dumez, H., 1991);
- the manager's behavior can be explained by the attachment / remoteness of competence, in which purpose it can be called upon for proximal variables like reason, knowledge, emotionality, and the distal variables, like, for example, experience, managerial education, personality, the response of staff in the unity and retrieved partners by suppliers and beneficiaries, who, in their turn, may in influence the behavior of the manager;
- the field of managerial action of behavior is given by the acting situation of the manager, each managerial case composing, in principle, an emotional component, a cognitive component and a motor and sensory component;
- the training and development of managerial behavior is not a simple phenomenon of buying and neither can it be reduced to an amount of technologies, as refined as they may be, but it involves a profound transformation of the manager's personality and the gain of a new way to practice the management of the enterprise;
- in the behavior frame of being a manager, the value system occupies a central position, governing and leading the whole system of interactions with economic, technical-productive and social environment;
- the mobility of the behavior in the exercise of the profession of manager, generated mostly by the manager's personality, is characterized by the ability to adapt to the situations by adopting new ways of reacting.

## **2. Motivation behavior manager in Europe**

With the occupation of European manager and by the work style, the orientation and measures to achieve certain objectives is to be determined, through appropriate behavior. The adequacy of behaviors requires in-depth knowledge of the scientific bases of managerial action, the specific motivations that determine him to act for the purposes required and by the behavioral events imposed by profession and situations.

Scientific research reveals three main types of motivations that influence the behavior of the manager.

The three main types of motivations, valid also in the case of European managers are:

1. *Economic motivations* of material order, which expresses the requirement to ensure means of livelihood, to cover the needs of comfort and consumption. These reasons are most important for the individual, as they stand, in fact, at the basis of action in society;

2. *Psychological-emotional motivations* expressed which express the requirements of the individual human need, in addition to material means to satisfy them and other

components of human life in general. They relate to the psychological climate favorable to work, with no tension and stress, based on feedback from those with whom they collaborate, in particular from those who coordinate and run the business. In the process of integration and action inside the lead systems, the individual provides, in addition to labor, some of his feelings in the community where he works, and some of his emotions and affectivity. These emotional states are due to the fact that he receives an appreciation for the work he does and from the managers, the most important part, of which he feels valued for the way that he works;

3. *Social motivations* (in which we include the spiritual ones) are those that express the need that a person feels to meet certain requirements of manifestation, of social expression. This requires that the man, in the process of leadership, should not be considered a mere performer, but a social personality able to tell a point of view in matters concerning the team in which he has been integrated and assume a responsibility for orientation and its leadership.

About the specific role of each type of motivation in determining individual action, the European experience shows that, although the primary character of economic motivation exists, there are many cases where the psychological-emotional motivation or the social motivation comes first (Maslow, A., 1964).

From this comes the need for activity to increase efficiency style of leadership to take into account not only the economic reasons but also other reasons. On this line comes the obligation for the managers to conduct and practice a favorable work style, of cooperation, capable to lead to increasing the staff satisfaction and therefore to increase the efficiency of its action. The conducted study of human collectivities shows that the man brings with him in the system he has been integrated in, a load of feelings, expectations and psychosocial aspirations, which he wishes to satisfy. He brings a set of needs, the ideals (respect for his dignity, the self-evolvement of his personality, to be encouraged, etc.), which he would like to see as being achieved. This is the condition that makes the occupation of European manager impose the need for a work style as marked by fairness and efficiency as can be, devoid of red tape and rigidity.

Satisfying the growing of these reasons leads to increasing the integration of employees in the unit managed, to the acquirement of specific targets and goals, to the increase of efficiency of each individual action. At the same time, the behavior of employees should be considered as a behavior aimed at a particular purpose. In achieving this goal, the employees are led by their needs and psychological reasons arising from them, by the situation of their social reasoning and working conditions and of the system links and reactions, as well as by the requirements of social and organizational behavior towards them. In this context, scientific research is called for, so that in the process of knowledge of the employees, it can

find out about the problems of organizing processes and working to outline the availability in the efficiency plan in management production and employment, to contribute to the enhancement of the principles and procedures of organizing the application of modern knowledge and behavior and its motivation.

It follows therefore that a human collectivity, under management act is not an indifferent amount of items, the instruments of implementation norm bound by the mere authority to submit a specific activity, but a set of human systems, composed of personalities or in course of formation, equipped with a specific complex of motivations which acts only to the extent that, through the work, the style of leading, manages to respond favorably to those requirements. As such, the work style of the European managers will have to vary, with the nature and character of the organization, and depending on the requirements of the employees. On this basis, European managers are called to re-examine their own attitudes in managerial models of behavior and to experiment with different alternatives.

The above explained motivations may have a radical and long lasting effect on the changes in behavior and allow managers to take risks to improve perceptiveness and flexibility to adapt to different situations and contribute to the formation of a creative and effective work ambience.

The European manager profession, the difference between an efficient and a less effective behavior or between an appropriate or inappropriate behavior is expressed to the extent to which the style of the manager is adapted to the situation in the enterprise in the stage in question.

Adapting the work style involves sensitivity and flexibility to the requirements of the service, atmosphere of the unit and preferences of the heads and of the subordinates. And this is even more important as the fundamental factor of success is the personal behavior of the managers that is their special way to fulfill the role. Actual effectiveness of the activity of a manager consists both in the content of his behavior, and in his intellectual ability to assimilate modern management methods and change the style of leadership. This implies the existence of diagnostic tools with which the manager appreciates his qualities and minuses in his capacity as manager of the enterprise. In this very complicated process, it should be borne in mind that an important issue is how the staff under manager intends to react to a particular style of leadership. There are common situations when dealing with certain subordinates requires relying on clear and complete provisions, accompanied by an exigent control, while to others, managerial practices can be applied, lighter in content and in the form of presenting and tracking the implementation.

### 3. Behavior management guide

Peel, M. (1994), a specialist in matters of theory and practice of management behavior in business makes, the following recommendations:

- treat others as you want them to treat you;
- comply with each human personality and dignity; collaborators for this purpose should not be humiliated, but permanent helped, supported, advised and encouraged;
- get interested permanently, with sincerity and goodwill, of how the collaborators work and progresses;
- handle each individual seeking to understand him and know him better, to place yourself in his place, trying to see things from his point of view, to keep account of his abilities, tendencies, character, preparation and his particular situation;
- be fundamental;
- grant permanent clarification and guidance necessary to the employees;
- set the data base;
- show flexibility in applying its principles;
- use rational powers;
- ensure the maintenance of discipline in work and order. Prepare for that purpose, together with the personnel concerned, the basic principles relevant to the specific conditions of the enterprise and control how these principles are being respected;
- clarify the objectives you want to realize, prior to consulting your work;
- do not hold back from conflicts, but contribute to the removal of the causes and their clarification;
- regularly inform the team; the members of the collective may be aware of their responsibility only if they are well informed;
- creates within the team an atmosphere of sincerity and vitality;
- act knowingly and transmit decisions with certainty and clarity, claim strongly their respect, not living the liability gaps, apply sanctions when appropriate;
- create, by personal example, a climate of cooperation and mutual confidence;
- treat individually the problems of the subordinates;
- do not make any exceptions;
- let your collaborators know in time about the changes that concern them, showing them what is necessary and convincing him to accept those changes;
- improve your continuous and specialized training, and take care about the improvements of the staff preparation;
- check permanently on your behavior as a manager.

The European management practice proves convincingly that the appliance in the occupation of manager of sciences, the behavior appears as a normal phenomenon in the conception and completion, provided that the subordinates are given the opportunity to keep their dignity in the required dimensions imposed by the nature of their work and in the conditions of hierarchical subordination.

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