

MANAGERIAL PRACTICES AND BEHAVIOURS HAVING A NEGATIVE INFLUENCE ON ORGANIZATIONAL MANAGEMENT SUSTAINABILITY

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Abstract: *As change in various areas has become more rapid and compelling, the issue of sustainability, in general, and the problem of organizational management, in particular, is more and more pressing for human society.*

Thus, there is an urgent necessity to deal with the challenges regarding sustainability, by using different means and methods, as well as by seizing opportunities. As a starting point, it is therefore essential to know the main managerial practices and behaviours that do not support the sustainability of organizational management.

The present paper begins with the brief presentation of the necessity and content of organizational management, and with the presentation of several points of view belonging to experts in the field, and then it presents our own opinion concerning certain managerial malfunctions and flawed practices which do not support the sustainability of organizational management, so that they should be recognized and eliminated in the future.

Keywords: management, the sustainable development, organization, resources, organizational change, management practices

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1. Introduction

Today's society is more and more confronted with the urge of efficiently handling all the resources necessary to our lives. That is generated by the fact that resources keep diminishing, whereas consumption increases.

Hence, in order to solve the problem of the correct usage of all the resources, there is the opportunity to take sustainability into account, a very popular trend already, in all fields.

Within them, economic organizations have a very high potential to facilitate social reactions to the numerous challenges meant to ensure sustainability, an issue that communities from around the world have to face.

Therefore, managerial practices within economic organizations have become more and more important, and their main aim is to establish and consolidate some serious, pertinent, permanent and responsible solutions so as not to compromise the chance of the generations to come.

It is nevertheless from this perspective that the responsibility of organizations and managers is not fully understood in accordance with social requirements, which causes certain malfunctions of the managerial system. These are obvious if we look at certain flawed practices and behaviours that do not support the sustainability of organizational management and of the entire society for that matter.

It is for this particular reason that we will present several defining aspects of organizational management sustainability, as well as some inadequate managerial practices and behaviours that suppress people's opportunities to achieve performance and even threaten the survival of the organizations these people belong to.

2. Organizational management sustainability – content and necessity

Initially defined as being *that type of development capable to assure the satisfaction of nowadays needs, without compromising the capacity of responding to that of the future generations*, the sustainable development has fascinated the world of the specialists and has excited the public opinion, offering hopes regarding the evolution of mankind in the close future. (<http://uefiscdi.gov.ro/Upload/3b4536fb-56c5-46fd-b5a5-776c8e5f71f8.pdf>).

The concept of sustainability has imposed increasingly more complex approach in a time where environmental problems caused by human activities require serious, efficient and accountable solutions.

Definitions and explanation of sustainability vary depending on the view and interest of the definer, but each emphasizes that activities are ecologically sound, socially just, economically viable and humane, and that they will continue to be so for future generations. Historically, the term "sustainable" arose among those with environmental concerns, and most definitions reflect this emphasis.

In 1988 Lester Brown wrote sustainability "the concept is used by biologists for a long time, but until now was only rarely considered by economists" (<http://www.dolceta.eu/romana/Mod5/spip.php?rubrique92>, 2009).

As a consequence of the importance of the problems of durable development, in 2000 was adopted in Friibergh (Sweden) the declaration regarding the promoting the Statement of Sustainability Science which proposes to improve substantially the interactions between nature and society, taking into consideration the fact that in the last decades the direction of development of mankind is not sustainable, like the necessity of reconciliation of the purposes of social evolution with the ecological limits of the planet on long term (Sim, Viorel, 2011).

The Sustainability Science differs radically from the actual domains of science in which the structure, method and content is regarded.

It is about new approaches concerning non-linearity, complexity, huge time disparities between the economic-social actions and their consequences, development of specific theories and significant models. The solving of the challenges of sustainability science needs a clearer settlement of the responsibilities of the government, improvement of the democracy, stronger consciousness of the citizens, new styles of institutional organization for the consolidation of interdisciplinary research, on the long term, including the developing countries, the implication of scientists, and citizens in establishing of priorities, creating new scientific knowledge, evaluation of possible consequences and their practical testing (<http://uefiscdi.gov.ro/Upload/3b4536fb-56c5-46fd-b5a5-776c8e5f71f8.pdf>).

Sustainability is being able to endure and survive in an environment into the future. In terms of business, sustainability management is about incorporating social, economic and environmental factors into your business decisions. It involves placing an emphasis on future, long term goals for your business rather than focusing on short term profits.

Being a sustainable business doesn't mean you need to sacrifice your bottom line. In the long term, sustainable businesses prove to be more profitable as they adapt and grow with the changing market (Willard, 2005).

The organization's sustainability admits the fact that corporative increase and advantage are important; these also require profit in order to fulfil some social objectives, especially those concerning solid development – environmental protection, social justice, economic equity and development. (Sim, Viorel, 2011).

A review of the relevant literature suggests that the concept of organization sustainability and management sustainability takes elements from four concepts highlighted in the figure below.

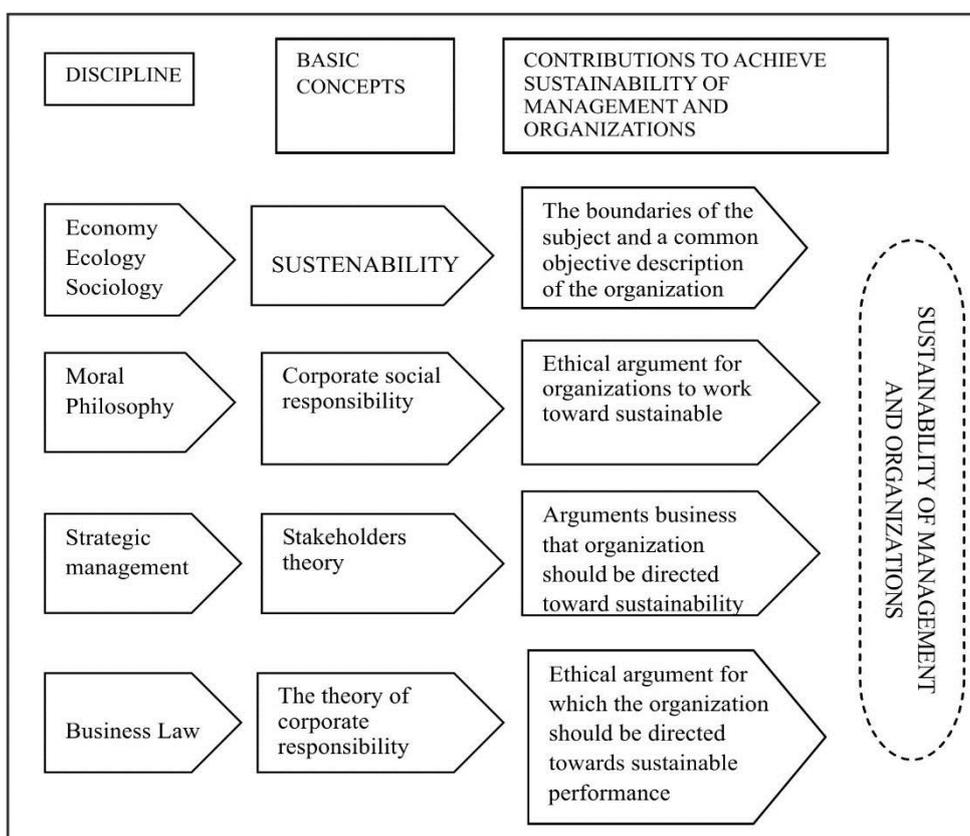


Figure no. 1- The evolution of management sustainability and of the organization

Source: adapted from Wilson, 2003

In order to identify and use this convergence, managers need strategic vision to assure, on the one hand, the congruence of the internal factors meant to lead to success and, on the other hand, their alignment with societal determinants..

Obviously, there are also major deficiencies that may appear within the organization's managerial system regarding the assurance and maintenance of the organization's sustainability and management, some of these being presented in what follows.

3. Critical limits of management sustainability within organizations

A powerful organization with sustainable management, continuously contribute to understanding the origin of environmental degradation, motivating its employees to find environmentally sustainable practices.

Even if the way in which organizations understand and approach sustainability is not identical, we would expect, at the level of the essential limits of the economic space, the presence of a real involvement in the creation of a sustainable future (example: in the written declarations regarding the mission and aim of the organization so as obtain a suitable type of management, in the energetic and consumption practices, in the mobilisation of the available resources, in the development of the involvement programme at the level of each department of the organization).

The discourse about sustainability refers to a change in the human social trajectory which will make us reconsider our old suppositions and re-ask the great questions about human condition, although some practitioners claim to have found the final answer.

The things that cannot be sustained are clear. The ongoing militarization of the planet along with the greed and hatred that feeds it is not sustainable. Sooner or later a roll of the dice will come up Armageddon whether in the Indian sub-continent, in the Middle East, or by an accidental launch, acts of a rogue state, or terrorists. A world with a large number of desperately poor cannot be sustained because they have power to disrupt lives of the comfortable in ways that we are only beginning to appreciate and would not be worth sustaining anyway. The perpetual enlargement of the human estate cannot be sustained because it will eventually overwhelm the capacity and fecundity of natural systems and cycles. The unrestrained development of any and all technology cannot be sustained without courting risks and adversity that we often see only in hindsight. A world of ever

increasing economic, financial, and technological complexity cannot be sustained because sooner or later it will overwhelm our capacity to manage. A world divided by narrow, exclusive, and intense allegiances to ideology or ethnicity cannot be sustained because its people will have too little humour, compassion, forgiveness, and wisdom to save themselves. Unrestrained auto-mobility, hedonism, individualism, and conspicuous consumption cannot be sustained because they take more than they give back. A spiritually impoverished world is not sustainable because meaninglessness, anomie, and despair will corrode the desire to be sustained and the belief that humanity is worth sustaining. But these are the very things that distinguish the modern age from its predecessors. Genuine sustainability, in other words, will come not from superficial changes but from a deeper process akin to humankind growing up to a fuller stature(<http://uefiscdi.gov.ro/Upload/3b4536fb-56c5-46fd-b5a5-776c8e5f71f8.pdf>).

Thus, we see a series of problems of society, organizations and default management system. They do not converge towards sustainability and performance. Some of them have been presented in specialized literature; they are negative behaviours of managers, presented in Table no1.

Table no. 1 - Forms manifestations of the managerial activities that affect the organization's sustainability

Negative behaviours of organizational nature	MANAGEMENT PRACTICES AND BEHAVIOURS
PRIDE	<ul style="list-style-type: none"> ▪ Building a “show room” instead of a company ▪ Manipulation of management reports to ensure good external perception of organizations ▪ Revealing widely signs of organizations richness ▪ Arrogant positions and behaviours
ENVY	<ul style="list-style-type: none"> ▪ Simple copy of other company's strategy ▪ Show that its company is doing the same things better than a competitor instead of developing its own core competences ▪ Practices of favouritism and influence within decision-makers ▪ Search for appointment to relevant positions ▪ Lack of transparency in actions and behaviours
LAZINESS	<ul style="list-style-type: none"> ▪ Involvement in minimal economic activity ▪ Gain of privileges to ensure profits instead of competing in the markets

Negative behaviours of organizational nature	MANAGEMENT PRACTICES AND BEHAVIOURS
	<ul style="list-style-type: none"> ▪ Negligence and professional malpractice ▪ Irregularities in accounting ▪ Power abuse to influence businesses ▪ Dishonour of others
ANGER	<ul style="list-style-type: none"> ▪ Aim to get rid of competitors at any price ▪ Ensure about competitors problems instead of building its own competitive advantage ▪ Revenge on third parties ▪ Rebellion against official institutions ▪ Defamation and insults over third parties
GREED	<ul style="list-style-type: none"> ▪ Involvement in informal and manipulative activities to earn extra profits ▪ Ambition and power struggle ▪ Active corruption ▪ Handling of influences ▪ Money laundering
GLUTTONY	<ul style="list-style-type: none"> ▪ Overwhelming pursuit for profits ▪ Profits gained by illegal activities ▪ Illegal practices to increase heritage ▪ Disguise of earnings ▪ Cover-up of information ▪ Privileged use of information ▪ Illegal enrichment
LUST	<ul style="list-style-type: none"> ▪ Spent of company's money in products and services unnecessary for company development ▪ Spent of company's money in luxury products to managers and others ▪ Forgery of documents and information systems ▪ Economic and policy promiscuity

Source: Santosa, Svirinab, Anunciacaoa, 2015

The financial and economic attitude implemented by some companies, focused mainly on short-term earnings and surpassing a humanist and social vision of businesses and society, many times reveals a lack of ethic and corporate responsibility in transactions development and in the relations with stakeholders, incompliance with legal obligations and sometimes the manipulation of financial and other corporate data in order to boost company's valuation (Santosa, Svirinab, Anunciacaoa, 2015).

According to several authors, firms and managers will have to abandon the traditional strategic view, focused essentially on profits and

financial performance, and present an alternative vision that is based on the interaction with diverse stakeholders, to their interests and to the environmental impact of their activities according to a triple bottom line approach (Oliveira, 2007; Almeida, 2007; Donaire, 2006; Santoro, 2003; Elkington, 2001; Santosa, Svirinab, Anunciacao, 2015).

In view of the above, and essential ideas presented in the studied literature, we built our own views about certain negative behaviours of managers, that do not lead to achieving sustainability (table no. 2).

Table no. 2 Forms of manifestations of the managerial activities that affect the organization's sustainability

Negative organizational behaviour	MANAGEMENT PRACTICES AND BEHAVIOURS
Pride and arrogance	<ul style="list-style-type: none"> • Handling management to build and promote a good and very good perception about the organization; • Highlighting the wealth of the organization through a specific symbolism; • Managers behave superior to other managers.
Envy and helplessness	<ul style="list-style-type: none"> • Copying strategies used by other organizations; • Concern for obtaining products of the same type, better than the products of the competitiveness organizations, instead of grounding and develop their economic skills; • The existence of favouritism and bribery practices among policy makers; • Subjectivity and influence peddling to obtain relevant function.
Laziness and disengagement	<ul style="list-style-type: none"> • Minimal involvement in economic activity; • Professional negligence and malpractice; • Privileges to achieve profits instead of performance and efficiency, in terms of competition on internal and international markets; • Mismanagement of financial resources; • Misuse of power and unfair business influence; • Denigration and dishonour managers of other organizations.
Anger and aggression	<ul style="list-style-type: none"> • Use any means and methods to escape any price competition; • Prime concern to know the competition problems instead to base and build competitive advantage of the organization; • Use vengeance in relations with other organizations and

Negative organizational behaviour	MANAGEMENT PRACTICES AND BEHAVIOURS
	institutions; <ul style="list-style-type: none"> • Action of force, rebellion against official state institutions; • Misinformation, defamation and insults in relations with other organizations and managers.
Avarice	<ul style="list-style-type: none"> • Ambition, desire and strength to fight for promoting the interest of managers and organizational management; • Use manipulation to influence the behaviour of managers, organizations and partners of the organization; • Involvement in the money laundering.
Lust	<ul style="list-style-type: none"> • Give particular attention to obtaining profits; • Conduct illegal activities to obtain profit; • Use of illegal practices for organization patrimony development; • Collection and resorting to compromising information to facilitate the objectives of the organization; • Use of privileged information by organization managers to increase their income; • Adopt a behaviour directed towards enriching the managers, even illegally.
Gluttony	<ul style="list-style-type: none"> • Use the organization's money to buy products and services which are not necessary for the development of that organization; • Acquisition of luxury goods for managers and others in the organization or outside it; • Use of documents and information systems for obtaining benefits, especially financial; • Creation of a corrupt relationship that benefits the interests of the organization's managers.

The aspects presented in the table above show the fact that sustainability cannot become a model of development if the managers of the organizations do not realize, acquire and use the principle and specific competences meant to substantiate and achieve it.

The managers of the organization are invested with special responsibilities, considering that their behaviour and the model they offer to the other members determine the creation and maintenance of a favourable or flawed organizational environment regarding the presence and manifestation of positive or negative consequences from the point of view

of sustainability. Conceiving and promoting negative elements during the managerial mission, as a result of individual factors, personality traits or social factors characterizing the institution, as seen in table no. 2, is achieved through various actions that affect the internal and external environment of sustainability performance.

The danger of these characteristics and actions, with obvious impact on sustainability, has an effect on the level of performance of the respective organization, which by maintaining this type of organizational behaviour can cause severe damage not only to the organization and its members, but also to the social environment with which it interacts.

Therefore, in order to establish and consolidate sustainability, with positive results for its future and for the future of its members, it is important to know and interfere reasonably and constructively in order to diminish and eliminate the causes that can generate the emergence of such managerial behaviours.

Thus, the contribution of managers to a promising future has to be the result of their increased favourable impact on the organization, and this objective can be achieved only if the manager becomes, in turn, sustainable. In order to face such a challenge, more and more organizations have to integrate sustainability within their strategies and actions.

4. Conclusions

For organizations, sustainable development means adopting strategies and activities that fulfil the needs of the organization and of the parties involved, while protecting and consolidating the human and natural resources, which will be necessary in the future.

It is also important to avoid certain flawed managerial practices and behaviours that can generate failures as far as the development of economic activities and management sustainability are concerned.

As shown in our study, the presence of some negative moral traits and behaviours from the part of the manager become essential causes of a flawed and unsustainable management within organizations.

These elements are important to know and analyze since they can become reference points when elaborating strategies and practices in order to assure a type of sustainable management within organizations.

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