

THE ROMANIAN UNIVERSITY MANAGER, COMPLEX PERSONALITY

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Abstract: *In managerial-university theory and practice, in general, and, in the university manager profession in particular, managerial personality plays an important role. It mainly aims the transformation of the university management reality in view of obtaining teaching, research, economic, technical and social results within the university.*

Keywords: university manager, manager profession, training personality, personality orientation, personality traits, managerial skills.

JEL Classification: G₃₂, J₅₃, M₁₂.

1. Manager personality and imperative aspects of the Romanian university manager profession

1.1. Definitions

The term personality is used in philosophy, ethics, sociology, history, pedagogy and psychology with different semantic meanings. Its widest definition is given by psychology.

As fundamental personality attributes, we note: unity, hierarchical integration of functions, processes, states and behaviours, dynamism, orientation and the purpose of action.

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In terms of psychology, personality means a structurally stable set of internal psychological behaviours (cognitive, affective, motivational and attitudinal) and fundamental types of responses (behaviours), established during the interactions of the individual with social reality - culturally determined (Petrescu, I., 1997, p. 74).

The definition of the Romanian university manager personality shall comply with epistemological criteria of its own general psychology. Out of this perspective, we must take into account three categories of traits: (1) strong traits which individualize any type of personality, categorical or practically, including the Romanian university manager personality; (2) common traits which include: ability to teach or creativity which guides, drives and substantiates development, regardless of age or professional evolution hypotheses; (3) objective traits, having as essential feature developing internal resources at the level of external behaviours, embodied in different social roles.

1.2. Specific character and hypotheses

The characteristics of the university manager personality are numerous. We noted as significant:

- It is a functional, not a static unit, holding a multitude of components, which are obtained by a coordination mechanism;
- It is characteristic to a person and distinguishes it as individuality;
- It is a set of moral and intellectual characteristics that distinguish a person;
- It is unique and original;
- Drives every manager to its own way of acting, thinking and feeling;
- Comprises the system of attributes, structures and values available for the university manager.

2. Training and developing university manager personality

2.1. Influence environment

A part of the physical qualities of the Romanian university manager appear and develop within the university leadership and its structures. Within this process, the university manager tries a reverse influence of the

environment, teachers and students, which, the more active the subject is, the stronger it becomes. Manager personality is not a passive environmental product, but one formed while interacting with it. Within the management process, spiritual and moral physiognomy of university managers is formed, developing their mental qualities (Petrescu, I., 1997, p. 78).

2.2. Strategic vision as a basis of training and developing the university manager

In the process of training and developing Romanian university manager's personality, strategic managerial vision discerns and defines long-term objectives and goals of the university and means to achieve them, as well as necessary resource allocation (Eysenck, H.J., 1950, p. 38).

Strategic vision of universities refers to: (1) the scope of university knowledge and product, which gives university managers the advantage to focus on areas completely outlined, (2) growth vector, indicating the direction in which the University develops, specific orientation of strategic change, (3) competitive advantage, highlighted by the specific properties of markets and product knowledge providing academic strong competitive position, (4) synergy, which assesses materialized and university efficient output on university markets.

Strategic vision embeds the whole profession of university manager, namely the entire university management, based on strategy.

3. Orientation in university manager's personality

Orientation in university manager's personality reflects conduct goals and reasons, needs, ideals and interests.

The goals show where the university manager has directed their efforts. Such goals can be either close or remote, specific or general. Manager academic goals are also varied. The inner springs of university manager goals and their success lie in the grounds of conduct. Together with the goals, they reveal the personality orientation of university managers.

Behaviour reasons are particularly important in the academic work of a manager, in the sense that particular reasons, as well, can be driven to gain power of attraction. It is necessary to distinguish between reason, namely the system of internal pulse, blood pressure status or motives of actions and behaviour, and motivation to be understood as a set of reasons or as a process of reasoning, or as action-oriented.

Need is a manager's requirement in the field of university management. It causes desire, tension, emotion and it determines affective reactions of goals able to guide managerial action.

The personality of the university manager, especially, their orientation, depends as well, on interests. Usually, by interests, we understand preferential relations manifestations, focusing on works and phenomena attention and thinking. The expression of various interests characterizes personality, orientation, need and their degree of dynamics (Petrescu, I., 1997, p. 79).

4. Basic features of university manager's personality

4.1. Temperament

Temperament influences the speed of thought and speed for emotional processes development. By temper, we understand the mental feature of personality that characterizes dynamic evolution of mental processes. It is the decision-maker on all actions and deeds of personality. On the surface, temperament manifests itself in the speed and pace of university manager movements, speech, walk, facial expressions and gestures (Linton, R., 1968, p. 46).

Behind these surface manifestations, certain mental qualities are shaped: excitement, as degree of nerve cells and centre brain cortex functional activity, which ensure continuous update on conditioned reflexes, influencing the mechanisms of thought, memory, etc.; inhibition as a braking mechanism for brain connections, interrupting brain cell and centre cortex activity that causes memory loss, incapability of focus etc.

Since ancient times, we distinguished four types of temperament: sanguine, phlegmatic, choleric and melancholic. Therefore, a lively, mobile manager, who prefers change within the university, reacts quickly to any event and deals slightly easy with failure and inconveniences, is called sanguine. On the other hand, a manager taking decision with difficulty and slow in management actions, hardly troubled by management team members, academics and students, with constant tendencies and moods in the management process, hardly expressing his inner states is called phlegmatic. A fast acting university manager, impetuous, who conducts their activity with passion, but in an unbalanced way, subject to emotional

outbursts and sudden changes of mood is called choleric. And finally, a susceptible university manager, one keen to enjoy even the most insignificant managerial-university events, but weak in its external manifestations, is referred to as melancholic.

It is clear though, that not all university managers can be clearly classified into four temperaments. The majority have a combination of temperaments. It is important to notice here, that specific peculiarities are revealed, as well, in the managerial characteristics of another temperament, and by knowing temperament traits of university managers, we can better and correctly understand the features of their behaviour and activity (Popescu-Neveanu, P., 1969, p. 36).

4.2. Character

Another psychological trait of the university manager's personality is character. It is derived from Greek, which means "feature", "characteristic", "peculiarity".

Character is an individual and specific combination of essential personality features.

Speaking about the character of Romanian university managers, we disclose the relationship system with Romanian upper-graduate management and, at the same time, the appearance of normal and stable behaviour in a certain situation, as manifestation of managerial relations.

The character is multilateral. Character traits of Romanian university managers can be grouped as follows:

- Manifested in the attitude towards the university, managerial team, teaching staff and students among which we identify: collectivism, requirement, refinement, honesty and truthfulness;
- Manifested towards the profession of university manager, presented under many forms: enjoyment of the university manager profession and managerial-university work, integrity, personal initiative, economic spirit;
- Expressing attitude towards oneself by modesty, self-criticism, personal dignity;
- Voluntary character traits of university managers expressed through training, skill and habit to consciously direct one's behaviour and activities in accordance with certain Romanian principles, overcoming obstacles and achieving one's goal. They

include: goal orientation, independence, determination, perseverance, self-control, discipline, courage in managerial - academic actions (Zapan, Gh., 1984, p. 106).

The following types of character can be distinguished in university managers: action, active and having initiative. There are also passive characters. Character can also be open or closed. In terms of manager attitude towards oneself, there are collective and selfish characters. At the same time, character can be either strong or weak.

4.3. Manager skills

Managers can be distinguished not only by academic orientation, temperament and character, but also according to professional qualities. Thus, a university manager can make everything easier and faster, get good results or work slowly, encountering many difficulties. This appears due to such differences in personality traits, namely skills.

As features or system of university managers features, managerial skill is the ability to act and achieve managerial – upper-graduate performance, by facilitating knowledge, practice, technical development and communication in university management.

The university manager's skills can be always analyzed in terms of the manager's profession performance. Each managerial skill refers to something: self-leadership, self-awareness, goal setting, individual development, entrepreneurial skills, ability to work with teachers and students and of influencing the human factor, understanding features of managerial-academic work and adapting to them, detecting and influencing growth/decrease factors in managerial efficiency, management team training and development, etc.

Predispositions play an important role in the development of managerial-academic skills, namely anatomical- physiological features that represent innate differences. Each predisposition is versatile. It can help develop various managerial-academic skills, depending on the life of university managers.

Overall, for developing managerial - academic skills, creative application of knowledge, skills and abilities developed in the practice of management is required. In this process, learning skills are inseparable from character education. The most important character traits are the expressed

attitude towards the profession of university manager, towards the management team, academics and students (Petrescu, I., 1997, pp. 80-87).

5. The profession of university manager as efficient personality

Within the university managerial profession, the care for determining personality efficiency, its growth and development, are manifested with a lot of poignancy. Faced with the complexities of managerial-academic practice challenges, the university manager's personality is required to highlight its own potential. We intend, mainly, enhancing managerial personality forces, improving interpersonal relationships between university managers and management team, between them and teachers and students, as well as group life optimization.

Efficient personality condition represents mental maturity. After obtaining an upper level of psychological maturity, the university manager acquires a series of qualities: fully designs its attributing field and chooses the most rational ways of implementing them in managerial - academic practice, defines its safe and satisfactory behaviour, fully engages in exercising the profession of university manager.

The efficient development of the university manager's personality can be achieved only by self-awareness. This is valid especially since the only valuable academic manager has a creative and effective personality. This can be characterized by multidimensionality. The value of university managers is a successive integration of functional, physical, biophysical, psychosocial and cultural activities. Value, representing the depth of life university managers, develops, in the same time, the sub-layer of manager differentiation.

By creating value, the manager systemizes creative skills, articulated on the temperament and character structure and contributes to enhancing university manager personality (Petrescu, I., 1997, pp. 87-88).

6. Opinions of four Romanian university managers on their personality complexity

During certain conversations we had with four Romanian university managers, we received a "multitude of information and ideas" regarding their personality complexity, in search for new elements and encouraging

teaching staff and students to approach the same method in order to identify new possibilities.

We have systematized their opinions as follows:

(1) The place and role of personality in exercising the profession of university manager

More than two thirds of the respondents correctly defined personality, as an organization method that is superior at bias level (intelligence, affection and will power, properly harmonized and comprising the essence of managerial - academic phenomena) and subordinated to the needs of the academic community to create original values in different areas of university management.

Regarding the place and role of personality in exercising the profession of university managers, the persons interviewed were seeing a straight link between the profession of university manager and its qualities and personality. The latter, as the interviewed subjects assert, exerts a direct influence on the academic profession and establish a connection and inter-influencing elements between the profession and personality.

In presenting the relationship between the profession of university manager and personality, they insist on the need for exploiting acquired experience, self-education and learning.

(2) Particularities of personality in the development process of the Romanian university manager

Over 90% of the persons interviewed considered the Romanian university manager personality development process as significant. In developing their own personality, Romanian university managers place firstly: developing the capacity to effectively lead others; increasing influence and leadership potential by means of a learning tool designed to help managers understand the level of leadership achieved, so that they could amplify the level of influence; by developing integrity, the most important component of university managers, one that builds trust and brings a strong influence; giving rise to academic reputation and academic manager helps to be credible, the implementation of capacity building a climate change, starting the change by changing the manager himself/herself, by perceiving the difference between the change for the sake of originality and necessary changes, as well as by changing the attitude; developing the human factor as the most precious wealth of the university, by making correct assumptions about teachers and students.

(3) *Guiding the Romanian university manager towards performance*

By emphasizing that Romanian universities have powerful values and these values define the desired behaviours for the institutions, Romanian university managers whom I have discussed with, shared my belief. Values are the fundament of the universities they lead. These, due to the future acquired experience and a permanent process for improvement, have succeeded in acknowledging the importance of values and their need for change. Some of the managers I observed in action. I noticed that they get involved in everything they do, especially in their battle for perfection. They approach problems with competence, they are permanently oriented towards actions, they motivate others, revealing the best in them and achieving to create true teams, with the help of symbols, gestures and actions.

We have also noted that, during this difficult process, the investigated Romanian university managers act with courage on university facts perception and make a statement. They face the most difficult problems and take the hardest decisions.

Furthermore, we found them to be followers of the principle that successful management lies in the future. In other words, on short term, they prepare universities for change, and on a long term, they create efficient universities. Hence, my conclusion would be that Romanian university managers, whose personalities I have studied, permanently take into account the future of the universities they manage.

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