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# THE ROLE OF LEADERS TO EFFECTUATE THE EMPLOYEES IN REALIZATION OF AIMS OF ORGANIZATION

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**Summary:** The role of the leader is to work with people through his cooperates in order to achieve the goals of the organization. For that aim, he has to understand the human behavior and to be capable of communication, in order to motivate and lead other peoples. The function of management consists of the capability to influence the behavior of individuals and groups on their work. Each leader must be aware of the influence he has over others. Due to the important role of manager-leader of organization, he must possess a value system of qualities, e.g.: knowledge, skillfulness, courage, pragmatism, common sense, love, wisdom, consciousness and dignity. All these components present a complex of values which enable a successful realization of the principles of management-philosophy. In this paper, some aspects of these characteristics will be presented.

**Keywords:** manager-leader, management, value system, leaderships, qualities, style of leading, aim, motivation, understanding, communication, leading, organization.

## INTRODUCTION

Management with human resources presumes an ability to influence other people, by personal example, in their conscious engagement in realization of business strategy of a company. Manager who wants to influence other people must behave the same way he expects from his cooperates and subordinates.

The present economic conditions require a creative approach to reconstruct the organizational culture, to change the values and to develop consciousness for increasing the quality of management and leadership. Successful manager-leader, in such conditions, is a man who uses his personal example, authority and value system to influence the employees for their more efficient engagement in realization of the aims of the company.

Our theoretical and empirical knowledge on the role of managers (leaders) in effectuation of human resources in the companies are presented in this work.

## LEADERSHIP IN THE ORGANIZATION

Capability for successful administration with human resources is one of the basic factors for successful management. Managing means to have an influence on a group of people, their direction and coordination. The realization of this role requires from the leader to possess a high value system with suitable values.

Therefore, the manager is a basic element and factor which has a key influence on the change of organizational culture and value paradigms in the company.

Although all employees carry with themselves the values developed according to their upbringing and social environment, they will still accept the new organizational culture and values, if they find them worthy of that.

It is very important to establish norms of behaviour in which the company will be regarded as a unit, with a sense for respect, cooperation and confidence among employees.

Manager should know that the greatness of managing lies in respecting the individual: man is always in the center of the organization (as a system). The fortune of the company is first in people and than in machines and objects.

Therefore, special attention should be paid to the effectuation of employees in the company and to increasing the contentment of the business partners, especially consumers.

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Good manager is distinguished by developed system of real values, professionalism and knowledge, respect and understanding for people; he must establish good interpersonal relations, communication, confidence and love and create a management team with competent staff with exposed real values.

For successful effectuation the manager should show the right directions to the employees, paying a good attention to his own management style, too.

Above all, he must bear responsibility for his acts and should not be too confident in his good luck. He must keep the unity of the firm, having equal criteria and approach for all employees and securing continuous information and distribution of duties according to their abilities.

The manager must understand that management and leadership in a team work suppose authority gained through knowledge and competence, and not through hierarchy and power.<sup>5</sup>

Modern economy implies a team work, based on the contribution of each individual. It means that the team is composed of individuals and each individual gives its contribution to the team, and vice-versa. Thus, the individuals through their teams give their contribution for the firm as well as for themselves.

The basis for this all lies in professional training, development and improvement of each employee, especially of company's leaders.

### **EFFECTUATION OF EMPLOYEES IN REALIZATION OF THE AIMS OF ORGANIZATION**

Basic factors for effectuation of the employees are: motivation, democracy, availability of information, the method of solving the conflict situations, interpersonal relations and contentment of the employees and clients.

*Motivation* - particular attention should be paid to motivators which have the strongest effect on the motivation of employees. Although there are many motivators, i.e. the motivation is a complex factor, it mostly appears as internal and external. The internal motivation is a long-term phenomenon which affects human's soul, causing internal satisfaction or dissatisfaction. Generally, it is something that comes from excitement, satisfaction and evocations of the man itself, in compliance with his senses and ratio.

Some of the components of internal motivation are: manager's behaviour, information, working atmosphere, interpersonal relations, engagement of the employees in the activities of the company through acceptance of their thoughts and suggestions. All other motivators, e.g. salaries, honorariums and other allowances make the external motivation.

*Democracy* is manifested through free speaking, thinking and giving suggestions, without any kind of pressure during the work, which enables the worker to become more creative, innovative and efficient.

*Communication* is expressed through an open and friendly conversation among colleagues. Solving of conflict situation is more successful if no bad consequences appear from it.

*Interpersonal relations* are also key factors for making creative ground for successful work of the company. Although each employee has its share of responsibility, the highest responsibility in establishing good interpersonal relations definitely lies on manager of the organization and its team.

### **EMPIRICAL INVESTIGATIONS**

Our empirical investigations of 34 companies in the Republic of Macedonia in the period of transition (2000-2002), showed that in over 72% of cases managers apply concepts of managing based on power, force, cunning, egoism, unpredictability, uncertainty, annoyance, etc. In very small number of cases (below 28%), managers prefer other methods of managing based on real values, like ratio, modesty, ethics, love, compassion, discipline and self-discipline, authority, professionalism, wisdom, cooperation, duty, democracy, etc. Despite

this, 96% of the managers in these firms consider that they apply methods based on real values, and only 4% admit that their conceptions are based on distorted values (Figures 1 and 2).

From the aspect of employees, 66% of managers rely their managing on distorted values, compared to 34% whose methods are based on real values. Therefrom, a general conclusion can be drawn that greater number of workers are not satisfied from the way applied by managers in leading their companies. This, however, in no sense means that they will not fulfill their working assignments. On the other side, the investigated managers find that 97% of their values belong to the group of positive values and only 3% to the distorted (Figures 3 and 4).

Knowing that manager is the basic factor for creation of a good working atmosphere in the company, we questioned some employees which values should be possessed by manager. Results obtained in our empirical investigation revealed that over 95% of respondents preferred *real values*, and below 5% *distorted values*.

The most preferred values that the manager-leader should possess were: organizational ability, correctness, professionalism, creation of good interpersonal relations, adequate valorization of competence, honesty, rationality, responsibility, humanity, cooperativity, vision, authority, discipline, interest for improvement, team work, objectivity, creativity, kindness, open communication, energy, learning, reality, consciousness, diligence, cultivated behavior, morality, optimism, experience, broad mind, etc.

Some respondents would approve if the manager sometimes applied distorted values (up to 5% of the total values), like: power given by position, skillful manipulation, criticizing relation, selfishness, cunning, aggressiveness, bribery, unexpectable rigidity, pressure, etc.

Similar or almost equal were the answers of polled managers, except for the fact that in 97% of the cases they considered that the manager should apply real values and in only 3% distorted values (Figure 5 and 6).

Empirical investigations showed that the investigated employees were insufficiently effectuated (about 27%). By sets of questions, their effectuation ranged as follows: motivation - 25%, democracy - 30%, information 24%, solving the conflicts 26%, interpersonal relations 25% and contentedness of the employees and clients 34%. In some of the investigated companies, the average effectuation was lower than the common one, and in others it was much higher, reaching up to 84% (Figure 7 and 8).

## CONCLUSION

To be a *successful manager* today means to be a *real leader*. Leadership is leading the others and giving help for their efficient effectuation.

This role of manager-leader is accomplished by his exemplary behavior, knowledge, competence and professionalism, by using the same principles toward all the employees, good organization of work, clear instructions, interest and understanding for the employees, etc.

The good leader is always present in every position in the organization: at the head of the group - pointing to the right direction, in the middle - encouraging all the others, and in the rear - collecting those that lagged behind.

Only proper leading of the employees will result in real activity, open cooperation, mutual respect, confidence, improvement of quality of work, morality, increased productivity and effectiveness of work.

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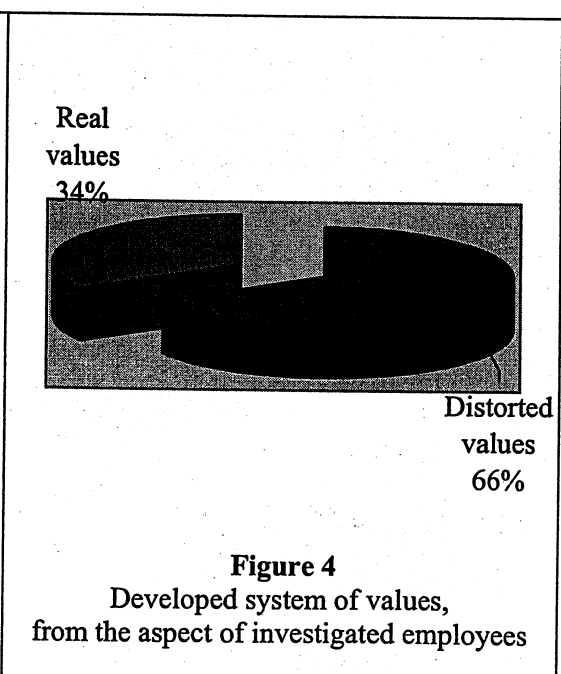
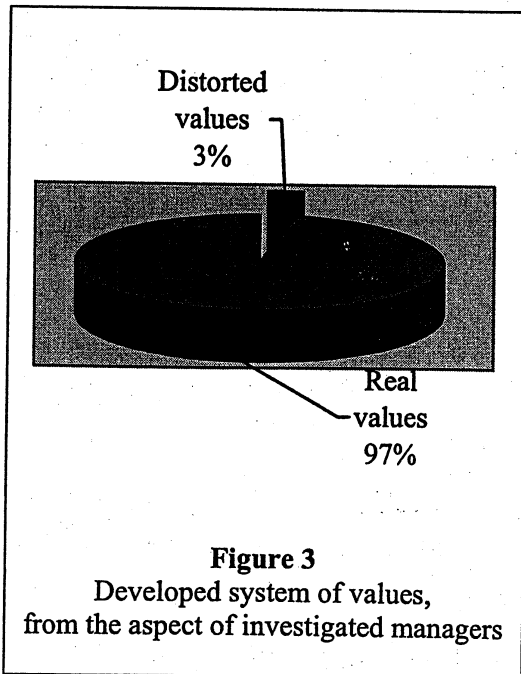
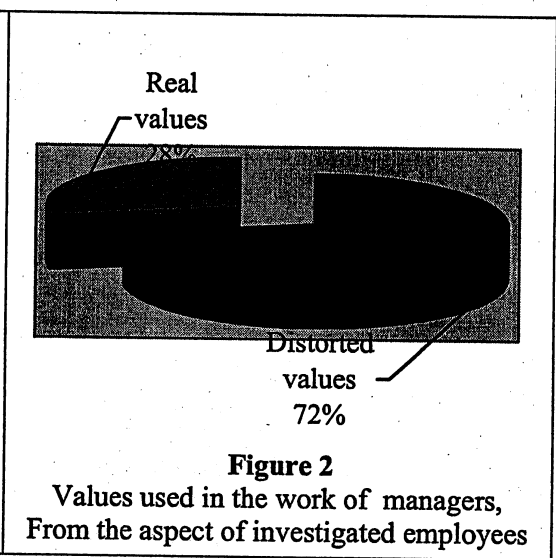
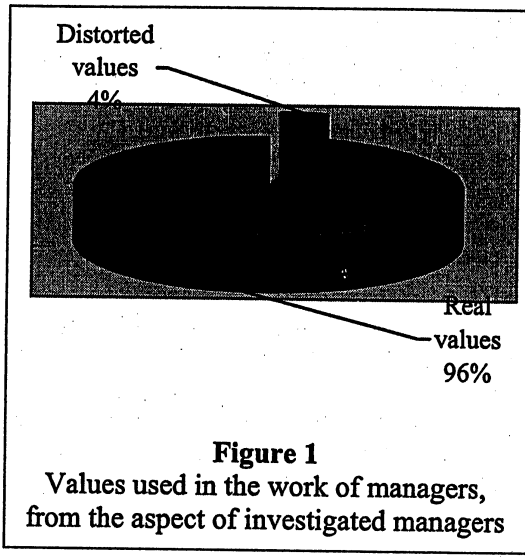
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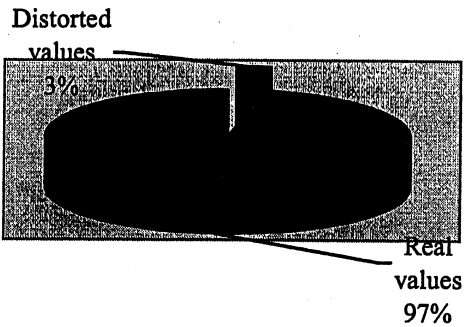
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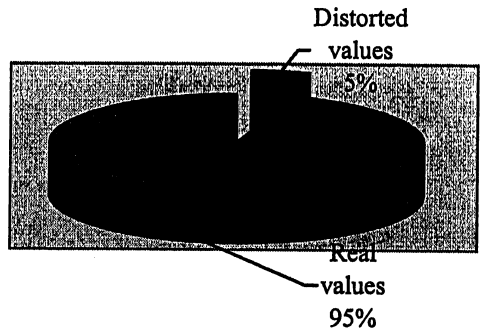
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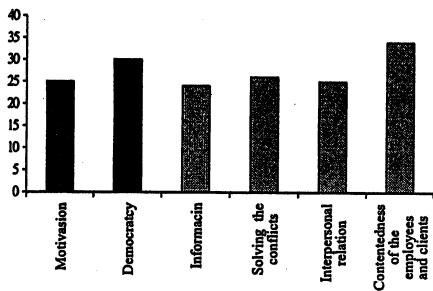




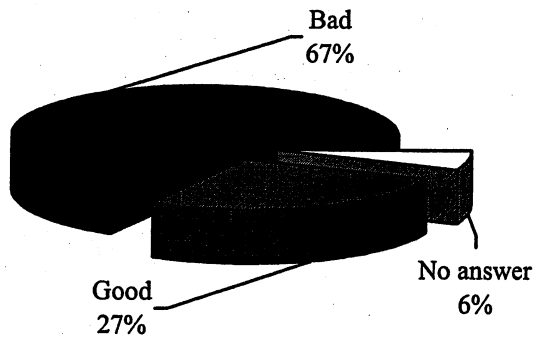
**Figure 5**  
Preferred values in management,  
from the aspect of investigated managers



**Figure 6**  
Preferred values in management,  
from the aspect of investigated employees



**Figure 7**  
Histogram of the common  
effectuation of investigated  
employees



**Figure 8**  
Common effectuation of investigated employees