

Original Paper

Management Styles - Management Combines

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Abstract

A manager who wants to be a good manager must choose a management style that suits him and the atmosphere that surrounds him so that he can match the situation. A good manager is a manager who handles the design and construction of the team that surrounds him, and he must also handle his organizational processes in order to achieve the desired goals. The characteristics of the manager that he must know how to produce a group atmosphere and cooperation. Also he should have a balanced self-vision. (Management of inadequate reasons and treatment, Edges, 1979). A good manager should be interested in having his organization run in a way that allows him the cooperation and the teamwork and it is important that the manager should be one of the team members. Research Question: How do care managers to combines people and tasks in different Organizations? The good and effective manager is the one who can manage his organization in cooperation between the employees and he needs to have an interrelationship between them and that he believes in his team, he must also provide them with the best professional conditions for the success of the organization and the tasks. Therefore, an effective and integrated manager will have the ability to cooperate and be able to lead people and motivate them instead of managing them and imposing tasks on them and carrying out the tasks out of subordination and fear.

Keywords

Manager, organization, style, team, combines

1. Introduction

I am a doctoral student at the Faculty of Management at the University of Timisoara.

At first, I would like to define a management style: it is an expression of how the management culture that participates in the daily experience of the system or business is realized.

In the organizational management of these systems. It is interesting to note how the management

culture in each of these systems is carried out. It should be noted that in the “how” investigation, we will achieve that the management of these organizations will have to believe in all the staff under its wings. An effective management organization is the result of applying a management style in its proper form that is appropriate to the circumstances, a style that must be flexible and change according to the changes in circumstances (Tenenbaum & Leadership Studies, Framework of Study, 1966). And the effective implementation of management tasks in these organizations, which requires the acquisition of specific skills, according to Drucker (Peter Drucker, 1973).

From the point of how, we will find that the manager must and must believe in his employees.

There is also a definition of administrative expression: the intermingling of people in organizations for joint action to achieve specific purposes (Encyclopedia of Social Sciences).

Every manager has to adopt a management style so that we can predict how he will behave in a certain situation. Each manager has his own management style. Of a team leader and not a manager, who at the end of the road will reach a joint success together with his team.

I chose a management style called the manager of the stage and that the manager will combine the people around him and the tasks, and how he can develop the reciprocal relationship between them, because if there is cooperation and mutual relations then we have success, and if there is a mismatch between the management style and the task this may Cause and become a cause for faulty management (Edges, 2001).

1.1 Rationale

In my research I will try to relate to management styles and choose from them one style that I will open. I will also explore the effectiveness of the manager who works in the team together with the workers and employees around him.

The impetus that led me to this study is the school case in one of the Villages, that the Manager was failed to fulfill his duty. And all the school staff was against him.

1.2 The Purpose of the Study

Is to develop a good and successful managing system in each success Organizations. In order to achieve best Interactions between the staff.

2. Literature Review

2.1 Description Management Combines

The management style that combines this interpretation is the principal that combines the goals of the individual within the organization’s goals and pushes tasks, and increases motivation and satisfaction among the performers (Ohio & Tannenbaum, 1966).

This management style is the level of involvement of the employees and is always highly involved and as a result there is a partnership in the area of responsibility, hence the interdependence that requires coordination and planning and active cooperation.

In comparison to other styles such as the manager or a separate manager, a “moderate management style” means a moderate bureaucrat who prefers simple, clear work that does not require thinking. This style of

management has indifference to the organization's interests and its employees. This indifference is to a certain extent (Tannenbaum, 1966).

Managerial style refers to the fact that the best interests of employees and their satisfaction are a higher priority than the need to achieve the objectives of the organization.

The manager is a mentor who guides and to direct, encourages and assists and always tries to keep the conflicts away from him. He always seeks security even at the expense of sacrificing the organization's goals.

But if we take the style of the manager combines we see how he emphasizes the high-grade goal and emphasizes the same people and the same degree. But the reference is to people of high rank and on the other hand does not relate to the goal and the individual is the two references to whether it is towards the people and if it is towards the goal is a low-grade. According to Ohio theory, it shows the independence of both indices and it emphasizes people and emphasizes a goal, and argues that managers can be one high index and the others are as low as in Appendix 1.

It should be concluded that a good manager must be sensitive to the circumstances of the nature of the task to the atmosphere and to the group, and he must also choose a management style that will suit the situation because he aspires to maximize the effectiveness of the staff working with him.

According to Radin, "leadership efficiency is the result of applying a management style in its proper form that is appropriate to circumstances, and this style must be flexible and change according to the changes in circumstances" (Tannenbaum, 1966). The team must be adapted to the circumstances and the manager will have a management style that connects them to achieve successful performance.

Effective Manager: From the point of view I reached in the description of management from a stage, you have to reach the subject and the second stage is the "effective manager". If a manager wants to be a successful manager, he must choose a management style that suits him and the atmosphere that surrounds him so that he can match the situation. In order to present the desired goals (Yizhar Uplatka, 2007).

The manager of an organization does not have to have a vision, charisma or clear direction to carry out the activity, but on the other hand managers aspire to high effectiveness, so the good manager will always look for a good atmosphere and cooperation with the team around him.

From the characteristics of the principal he is supposed to know how to create a group atmosphere and cooperation, and he also has to have balanced self-vision (poor management 1979). And because the organization is the employee's second home, the manager must trust the management and the employees. Because management has no escape from conflict, it must be capable of settling conflicts, respecting differences of opinion, and finding unifying strategies and bridging differences of opinion. A good manager can withstand the pressures typical of teamwork where workers and employees have different management styles (Organization and management methods).

But because there is no manager who is perfect, the manager must recognize and recognize the virtues of others and accept the opinions of others in areas that are superior to him.

It is important to note that this good manager is the one who will be a member of a team in his

organization (Edges, 1979).

According to Ralph Abelson, “the role of a competent manager is to create an environment in which the highest chances are that the most desirable things will occur” (faulty management, 1979).

A good manager can not be under any circumstances because there is no manager who can excel in all areas that characterize the good manager so always have a point or two he weak in others is strong but he also must understand that his actions are attesting to him.

There is no manager who is completely integrity and if a manager wants to be a good manager must gather and have information (poor management, 1979). Fiedler argues that “there is no ideal management style and management but the effectiveness of a manager depends on the circumstances in which the executive leader acts”. In other words, there are interactions between the qualities of the leader and the characteristics of the situation in which he operates (Streets, 1984).

A good manager should be interested in managing his or her organization in such a way as to enable collaboration and teamwork, and that he be one of the team members and be included (I).

Exclude a tool that allows good and positive performance of the functions of others.

Matching managing types to the condition.

Damaged management drags faulty management. And type is management and is a rearrangement of behaviors that occur in response to specific situations (Prof. Edges), and a mismatch between management type and assignment may be a cause for faulty and defective management.

According to Radin, “management style is a two-dimensional variable” which will having a task and also consider that the manager should emphasize the people who will be with him in the team. And so he will emphasize the effectiveness of the goal that he assigned to his selected team. Radin added “the dimension of efficiency in the leadership and the extent which the leader makes effective use in the management style it employs” (Schwarzweiler & Joseph, 1978).

According to Radin, leadership effectiveness is the result of applying a management style in the right form that is appropriate to the circumstances. This style must be flexible and change according to the changes in circumstances (See Appendix).

The manager introduced his new employees as inexperienced and with low professional knowledge and the task is mediocre in terms of complexity and time frame.

The style appropriate to the situation in which the manager is located is a manager style that combines “a highly directed character both for people and for the task.

If the manager wants to succeed in adapting the style to the situation and also having good management, his organization needs not just one good manager but a group of managers (Edges, faulty management, 1979).

This team will be able to perform the four roles and are:

1. Produce
2. Administer
3. Entrepreneur

4. Integrate

PAEI

According to Drucker (1973), “he recognizes the contradiction between the characteristics required by each of these types, since in his words these four temperaments will almost never dwell in the personality of one person”.

It is difficult for a manager to manage his own organization because it is difficult and impossible for him to always be an entrepreneur for some task. Rather, he needs the initiative of other employees to cooperate with him in creating the tasks and working in the team.

If a manager wants to have a career orientation in management then he should place emphasis on initiating and planning the task in the right way, and that there is a coordinated division between the staff members and the need to create suitable conditions for successful execution of the task.

There is no man and a manager who can move the organization alone, one person’s leadership will always fail. First of all, a manager must identify the task and then look for the people (the workers) whose style fits the task. And the result will allow for positive training (Edges). The manager should have a team around him that will include the four types because, according to Goel Ross and Michael Camus, they argue that this is what causes big organizations to fail being controlled by one person (Joel Ross, 1973). In conclusion to the success of the team adjustment must be able to settle disagreements with others. The members of the team must be able to meet the requirements of his task. And also serve as a complement to the other members of the team and of course be able to perform the four roles (Edges, 1979).

2.2 Teamwork

The team is a group of people who have come together to have a common goal shared by all members of the team (Ilan Rani, 2008).

Teamwork (Goel, 2007) is sharing information and sharing roles. A good team is a team whose members are aware of and recognize their ability and role and maintain a flow of information between them.

To make a right decision that can pick up or cast a chore on the team leader (manager) to get to know the team members well and the ability of each of them.

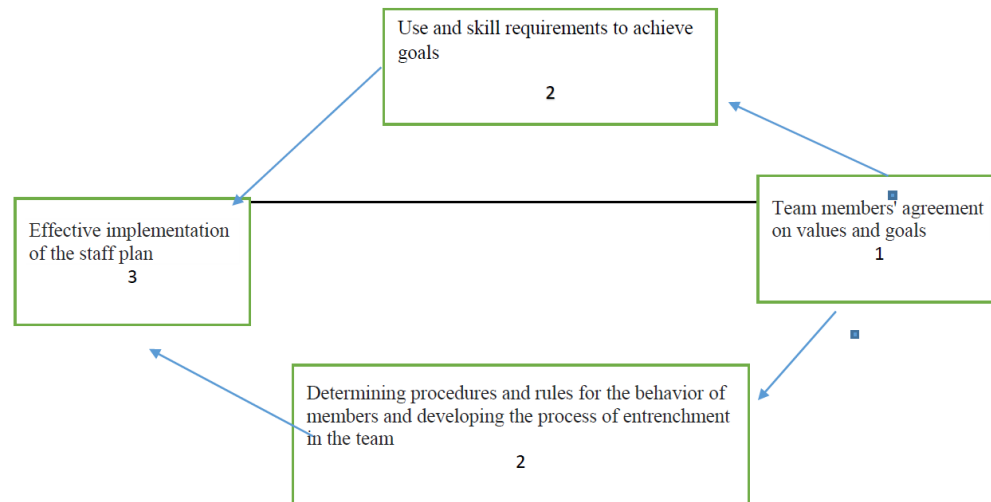
In teamwork each team member must be a good manager and each of them will complete the other and thus set off on a creature’s path PAEI. Successful teams consist of at least three types of roles 1. paei 2. pAeI 3. PaEI.

A team consisting of one type of manager PaeI it is a team that will always suffer from faulty management (Rensis, 1967).

We have 3 steps to organize teamwork. We start with the intention that the team that wants to work together must have an agreement on values, goals and a map. We set out to use skills to achieve a goal and to determine the rules for the behavior of the team members (Steers, 1984).

The steps are:

1. Intentions
2. Measures
3. Action



One must reach the conclusion that if we want to produce a better and more balanced decision, we must work in a complementary team rather than working in a single way.

There is also a need for interaction between the members of the team and also need to acquire mutual respect for each other and learn from the differences between them.

In summary: a perfect team is that its members honor each other and the team's composition and reciprocal relations must be in the right way and way (Edges).

3. Methodology

Research Question: How do care managers to combines people and tasks in different Organizations?

4. Results and Discussion

Highly targeted to both people and mission From the previous summary that showed us the interaction between the staff and the manager must feel and be a member of the team, I go on to discuss the ability of the manager to direct people and high-level tasks and this is the result of cooperation between staff members and each one learns from another and completes it.

The leadership of the principal is like a double-edged sword that works on opposite sides because it must unceasingly set forth a path forward and on the other hand must produce in its staff the belief in the correctness of the path it follows. This is justified by Ery Miller and he argues: The two essential components of successful leadership are: the ability to understand what needs to be done, and the ability to influence others in order to achieve results (Lester, 1989).

A leader who has the influence on the others that will ultimately lead to a positive outcome then a good leader and leader has a right to direct people and tasks that he requires of his team to work with him in partnership and not be subject to him. Obediently, we will have a better, more effective and efficient manager because he cooperates with the other staff around him.

Good leadership is what requires the ability to influence the activities of others so that he and his team will have positive results for the goals and tasks assigned by the manager to his team.

The style of the manager combines that the manager must know something about each of his employees. For example, what makes them happy and what weighs on them.

This identification is the basis for employee participation, according to James Miller, CEO of Lynn Stanford Court (Lester, 1989).

A manager combines this style requires true faith in others and great respect for others and if you can not and do not believe in it then it is difficult for you to take this style. If a manager intends to direct people and a task to a high degree must truly believe in the ability of his staff, and also believe in their good intentions and that there will be mutual respect manager.

According to Katz (1966), he argues that leadership exists when the subordinates cooperate willingly and not out of compulsion or fear.

Therefore, it is necessary to say whether the principal wishes to reach a high level of direction for the people, and the task must be mutual, not coercion, but rather that he must enjoy the cooperation of the staff. A high goal for people and tasks stems from the successful choice of the manager for staff that will cooperate with him and that everyone will feel that each of them is a manager who aspires to the success of his organization.

4.1 Manager Integrates People and Tasks

With the success of the director's intentions, he will also reach the point of integrating people into tasks according to Miirt and March claim, "decision making as a dependent variable stemming from the individual's purpose" (Aharon Kfir, 1997).

Organizational ability to integrate people and tasks should be anchored in evaluating each of the three dimensions that make up the organization:

1. Structure of the organization or team
2. Its surroundings
3. Execution

And all this in the face of the reciprocal relations between them (Kfir, 1997).

In order for a manager to succeed in combining people with assignments, he must be senior and have the ability to choose the staff to work with. There is interdependence between the manager and the employee. Therefore, the result is a cooperative effort to accept each decision, according to Smylie 1992 argument. Employees will tend to cooperate in decision-making processes if they define the relationship with the manager as open, supportive and cooperative. As soon as a manager manages to integrate his or her staff with the tasks in the right field, this point will lead to a sense of commitment among the employees they belong to. According to Kinnithard's argument, when people feel that they are part of the decision on a particular subject, they will be more committed and take more responsibility.

According to Firestone and Corbett (1988), a partnership increases the willingness of employees to invest and be involved and at the same time increases the chances of success. This is what every manager is looking for and that is the success. Therefore, the manager correctly combines his people with the tasks and will always cooperate with them. Will come to success. A manager style combines the fact that a

manager shares with the employee in setting goals and developing programs and achieving them. And from the map the manager's success with his team so that he chose them the right way and on their way achieved the necessary conclusions. A manager who combines people with tasks is the one who releases the knowledge, skills and energy of the employees he chose, and thus they will succeed in the tasks that he has imposed on them and thus develop a mutual relationship.

This basis will allow them to face failures and disputes without causing irreparable damage. Because if the manager knew how to successfully integrate people into a mission then they would be a cohesive mechanism that would enable workers to effectively resolve any problem and flow towards success.

The ability to lead people instead of managing them.

Leadership is a process of influencing the activity of the group. This is according to Bass's 1997 argument. And the leaders are directed to work towards the goal and the task. This is Fiedler's argument in 1997. Educational leadership is perceived as shaping the goals of the organization and working to achieve this, according to Inbar, 2000. With the employees, the manager is more concerned with the operation, planning and organization of the resources that can be defined as follows:

A leader is required to lead people.

He manages the existing goals and maintains the existing. This is according to Yizhar (2007).

If we want an organization to be successful then it must do both. To be leader and manager because they depend on each other and they are attaching it to the organization. He needs his leader to be visionary and on the other hand he also needs an effective manager who will succeed in implementing the policy and will be able to formulate this policy.

According to Warren and Bert Nannous, "a manager Doing the thing correctly while a leader does the right thing". From this argument, we understand that it is the manager who follows the existing thing and keeps it and does not try to change it, but on the other hand, the leader is the one who does the thing that is right, then executes it and does not follow an existing policy, but builds the policy with it.

According to an article by Dan Inbar, the principal differs from the leader: Management is perceived as part of organizational behavior with a normative emphasis, although leadership is perceived as part of extra-organizational behavior with a distinctly personal emphasis.

From this point I reached the conclusion that there is a difference between the two roles that a leader who has acquired a leadership role and also enjoys the cooperation of his employees. The manager is placed at the head of the group by external authority. But a good and effective manager is the one who will combine the two roles and will have the ability to reward and punish, and on the other hand to act as an extra activity beyond the actions dictated by external authority. Leadership must come from understanding the needs of those who will be affected by it.

5. Conclusions and Recommendations

The manager's combined style is a manager with a leadership ability who can mobilize his staff and create a team working together for the realization of a vision.

The good and effective manager is able to manage his organization in a way that allows for cooperation and therefore he also needs an interaction with the workers. This means that the manager will give up to a certain extent his power. Managers will do this only if there is faith and if they believe that the group is able to develop a better solution than anyone alone, my conclusion is that the manager must create a supportive atmosphere and enable and believe in his people and provide them with the best professional conditions for the success of the process.

From this study I came to the conclusion that management style is a recurring set of behaviors that occur in response to specific situations. And this good and effective manager is the one who combines his people with the task and he will have the ability to choose his staff because they have to be talented in carrying out the tasks.

So that each of them will complete the other and that the manager will be part of one of the staff and not only give and give them instructions outside the circle, but that he will enter into it and rotate it together in that they can achieve success to a greater extent.

Finally, the manager of this stage according to my opinion is that he will have a higher point of success in his position and organization and will also lead him to higher achievements with his team.

If I were instead of the principal of the school who failed in his managerial position I would work great on the style of the principal combining that I achieve with it a great success for me and for my team and especially success for my students.

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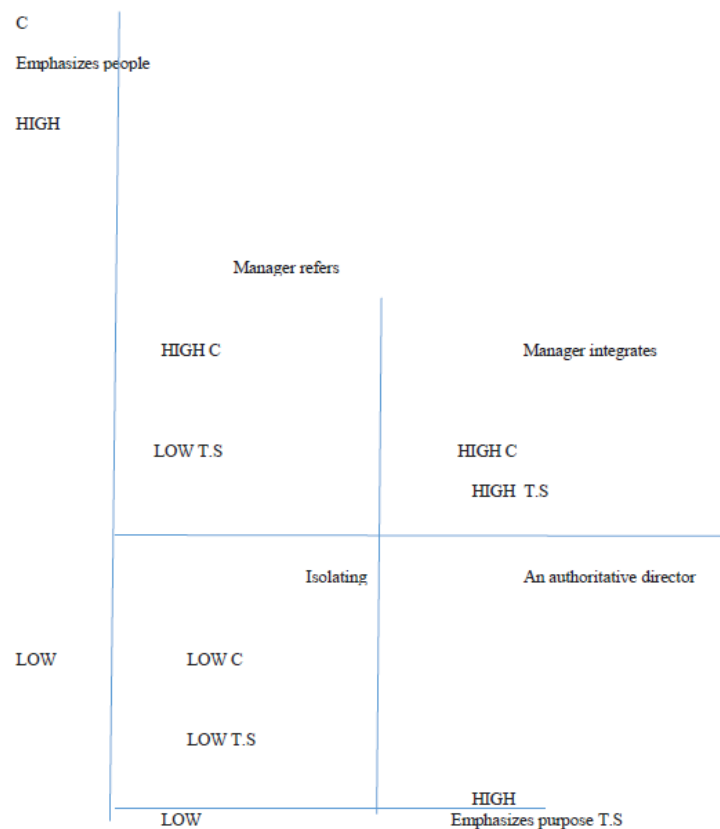
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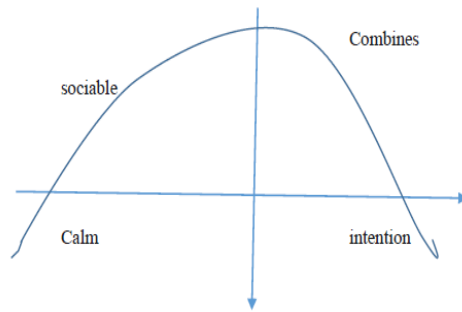
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Appendix





Employees without knowledge and experience need guidance
The task is complex and not routine but it is set in time

