

The Roles of Management to Increase Efficiency for Employees and Interconnected with Good Leadership

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Abstract: In this paper its try to find the good correlation between the roles of management and employees. How satisfy to increase the efficiency and performance of employees to reach the good leadership with higher performance of management. Management is the process of reaching organizational goals by working with and through people and other organizational resources.This paper study about the good leadership in management to find the best definition of management and tools of good leadership and coordination between manager and employee to reach the optimum management and leadership. This work is considered to development of the country in direction of happy future.

I. Introduction

Management's primary function is to get people to work together for the attainment of an organization's goals and objectives. Management is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Since organizations can be viewed as system, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to manage oneself, a pre-requisite to attempting to manage others.

1.1 Management Functions

The four basic management functions that make up the management process are described in the following sections:

Planning, Organizing, Influencing, Controlling.



Fig. 1.1 Functions of management

Planning: Planning involves choosing tasks that must be performed to attain organizational goals, outlining how the tasks must be performed, and indicating when they should be performed.

Planning activity focuses on attaining goals. Managers outline exactly what organizations should do to be successful. Planning is concerned with the success of the organization in the short term as well as in the long term.

Organizing: Organizing can be thought of as assigning the tasks developed in the planning stages, to various individuals or groups within the organization. Organizing is to create a mechanism to put plans into action. People within the organization are given work assignments that contribute to the company's goals. Tasks are organized so that the output of each individual contributes to the success of departments, which, in turn, contributes to the success of divisions, which ultimately contributes to the success of the organization.

Influencing: Influencing is also referred to as motivating, leading or directing. Influencing can be defined as guiding the activities of organization members in the direction that helps the organization move towards the fulfillment of the goals.

The purpose of influencing is to increase productivity. Human-oriented work situations usually generate higher levels of production over the long term than do task oriented work situations because people find the latter type distasteful.

Controlling: Controlling is the following roles played by the manager:

1. Gather information that measures performance
2. Compare present performance to pre established performance norms.
3. Determine the next action plan and modifications for meeting the desired performance parameters.

1.2 Management Resources

There are several different resource types within management. Resourcing encompasses the deployment and manipulation of:

- Human resources
- Financial resources
- Technological resources
- Natural resources

1.3 Different type of Management Styles

There are different types of management styles, and the management process has changed over past years. The addition of work teams and servant leadership has changed and it is expected from managers, and managers expect from their employees.

1.3.1 Traditional Management

There is a hierarchy of employees, low level management, mid-level management, and senior management. In traditional management systems, the manager sets out expectations for the employees who need to meet goals, but the manager receives the reward of meeting those goals.

1.3.2 Team Management

In a team management arrangement the manager is a guiding hand to help the members of the team work together to solve problems but doesn't dictate policy and the entire team receives the reward of meeting those goals.

1.3.3 Servant Management

With this approach, the manager helps supply resources the employees need to meet company goals. In servant leadership, the organization recognizes employees as experts in their field and work to help them work efficiently. No matter which type of management style is used by an organization, the main objective of managers is to help employees reach company goals and maintain company standards and policies.

1.4 The managers and leaders differences

Leadership works through influence, while management works through decisions and facilitation. Leadership must be restricted to selling the tickets to the journey. It can't take followers to the destination. This is the only way to account for a number of otherwise odd kinds of leadership such as leading by example, green leadership and bottom-up leadership. Take green leadership for instance. If a green leader promotes green policies in Norway and is followed by an organization in any country, then leadership is not a two-way relationship between leader and follower and leadership stops once the target audience buys the proposal. This is important if we want to explain how leadership can be shown bottom-up. All the old clichés about management are wrong, on this view. Our negative attitude toward management arose following the success of Japanese business in the West. This led to a great hue and cry to replace managers with leaders. Management has had a bad name ever since, totally undeserved.

1.5 Management Today

We can't survive without good management. Nothing would get done without it. On a personal level, how could you make best use of your time and your life if you didn't set priorities and invest your time wisely. Similarly, the world is so complex that nothing is possible without the coordination of large numbers of people. This takes good management. Management today, is about facilitation, enabling others to act, being a catalyst and coach.

1.6 Management verses Leadership

While management and leadership have a great deal in common, such as working with people and accomplishing the goals of the organization, they do differ in their primary functions. Management's main function is to produce order and consistency through processes, such as planning, budgeting, organizing, staffing, and problem solving. While leadership's main function is to produce movement and constructive or adaptive change through processes, such as establishing direction through visioning, aligning people, motivating, and inspiring.

1.7 Boss or Leader

Although position as a manager, supervisor, lead, etc. gives you the authority to accomplish certain tasks and objectives in the organization (called *Assigned Leadership*), this power does not make you a leader, it simply makes you a boss. Leadership differs in that it makes the followers want to achieve high goals (called *Emergent Leadership*), rather than simply ordering people around. Thus, you get *Assigned Leadership* by your position and you display *Emergent Leadership* by influencing people to do great things.



Fig. 1.2 Boss or leader

1.8 Total Leadership

People want to be guided by leaders they respect and who have a clear sense of direction. To gain respect, they must be ethical. A sense of direction is achieved by conveying a strong vision of the future. When people are deciding if they respect you as a leader, they do not think about your attributes, rather, they observe what you do so that they can determine who you really are. They use this observation to tell if an honorable and trusted leader or a self-serving person who misuses authority to look good and get promoted. Self-serving leaders are not as effective because their employees only obey them, not follow them. They succeed in many areas because they present a good image to their seniors but at the expense of their workers. Good leadership is honorable character and selfless service to your organization. In your employees' eyes, your leadership is everything you do that effects the organization's objectives and their well-being.

1.9 Performance Management Analysis

A technique that can be used to assess the impact of performance management in an organization is the Performance Management Analysis (PMA) (de Waal, 2010). The PMA makes a distinction between structural and behavioral aspects of performance management. The structural aspect refers to the system's architecture, which needs to be in place in order to use performance management. This usually involves determining Critical Success Factors (CSF) and Key Performance Indicators (KPI) as well as designing a Balanced Scorecard. The behavioral aspect refers to the organization's members and their use of the performance management system. The PMA is based on the principle that the two aspects of performance management, structural and behavioral, need to be given equal attention in order to establish a performance-driven organization. There are many things that can be measured and reported in an organization, but they will be of little value if organization members do not use this information to improve performance. Conversely, goodwill of organization members does not count for much when they cannot access the performance information needed to display performance-driven behavior. The PMA enables an organization to actually assess the degree of performance-driven behavior. The PMA is a comprehensive survey instrument currently divided into nine dimensions.

Responsibility structure (structural dimension): A clear parenting style; tasks and responsibilities have been defined and are applied consistently at all management levels.

Content (structural): Organization members use a set of financial and non-financial performance information that has a strategic focus (e.g., CSFs and KPIs).

Integrity (structural): The performance information is reliable, timely, and consistent.

Manageability (structural): Management reports and performance management systems are user-friendly, and more detailed performance information is easily accessible through ICT systems.

Alignment (structural): Other management systems, such as the human resource management system, are aligned with performance management, so what is important to the organization is regularly evaluated and rewarded.

Accountability (behavioral): Organization members feel responsible for the results of the KPIs of both their own responsibility areas and the organization as a whole.

Management style (behavioral): Senior management is proactive and involved in the performance of organization members and stimulates an improvement culture. At the same time, management consistently confronts organization members who are under-performing.

Action orientation (behavioral): Performance information is integrated into the daily activities of organization members in such a way that problems are immediately addressed, and corrective or preventive actions are taken.

Communication (behavioral): Communication about the results (top-down and bottom-up) takes place at regular intervals as well as the sharing of knowledge and performance information between organizational units.

II. Method and Methodology

As a manager, it has a responsibility to recognize and reinforce strong performance in your employees, and identify and encourage improvement where needed. But to begin with, you need to view performance management as a two-way discussion that goes on throughout the year. Employees should never be surprised by the ratings and feedback they receive in their formal performance reviews.

As a manager expected to:

- Use the performance management process as a valuable tool for supporting employee development and improvement.
- Determine an appropriate schedule for regular performance conversations with those you manage directly.
- Deliver regular positive and constructive feedback.
- Check-in on goal progress
- Communicate and revisit performance expectations.
- Improve your management and leadership skills.
- Acquaint yourself with the different management needs of the different generations.
- Coach your employees in a way that strengthens two-way communication and reinforces desired behaviors.
- Support your employees' professional and career development while making them accountable for it.
- Submit your completed employee reviews by the designated deadline.

2.1 Simple Ways to Improve Management Skills

What makes a good leader is the use of effective management skills such as spending 50 percent or more of their time listening carefully. Great leaders understand that some of the best leadership qualities entail listening to others with undivided attention. So those executives who were smart enough to leave lots of time for Q & A got better grades than those who lectured. And those managers who encouraged a dialogue with the team came out on top. Great leaders with excellent management skills encourage input and change, and the best way to measure them is based on feedback they get from their best people. People usually give the best scores to leaders you trust and to leaders who listen.

2.2 The Most Essential Leadership Qualities

Integrity is perhaps the most valued and respected quality of leadership and one of the most important management skills you need to attain. By saying what you'll do and then doing what you say, you will build trust around your team. What makes a good leader is the ability to stay calm and in control, especially when everyone around them is wondering whether it's the right decision or if it was a mistake to commit to a particular course of action.

When manager exude confidence in the decision, and in the people around you, you instill the same feelings and attitudes in others. Leaders have what is called "*courageous patience*." Between the decision and the result, there is always a period of uncertainty when no one knows if the effort is going to be successful. To be a successful leader, you must strive to have these essential leadership qualities. If you have lived with this feeling many times in your career, you're in good company.

2.3 Good Leader

To be successful as a leader, you need a combination of two ingredients: character and competence. If need to be a person of integrity. Someone people trust and are willing to follow. To be trusted in business, it

must be *trustworthy*. It must *believe in yourself*, your company, the essential goodness of your products and services, and in your people. You need to believe that you are offering an excellent product or service in every way, one that makes a difference in the lives of your customers.

You must lead by example and obtain management skills that inspire others to join you in the exciting project of building a great company. At the same time, you must become excellent at the key capabilities and functions of leadership and set a course of continuous improvement throughout your career.

“You need the humility to remind yourself that you’ve got to get better at everything you do,” insisted Amazon founder, Jeff Bezos. *“I don’t know about you, but I’m never done growing my company or myself.”*

2.4 Believe in Yourself

Management guru Jim Collins uses the phrase “Level 5 Leadership” to describe the characteristic of the best leaders, those who build great companies. Out of all the existing leadership qualities, the most fascinating and distinguishing characteristic of level 5 is an often misunderstood trait: *humility*. People, who are crazy enough to launch businesses as the economy is falling apart and then fight Goliath-size adversaries, are not exactly humble.

“Humility simply means you have a burning, driving, relentless ambition to serve and to win,” Collins told me, *“Without the arrogance to delude yourself into believing that you are all knowing or always right.”*

As a Level 5 Leader, you don’t believe you are perfect. You must, however, believe in yourself, and be convinced that you have what it takes to succeed and that you can get *better*. You are always looking for new ways to develop your leadership qualities and take your game to the next level.

2.5 The Two Most Important Keys to Effective Leadership

- Trust and confidence in top leadership was the single most reliable predictor of employee satisfaction in an organization.
- Effective communication by leadership in three critical areas was the key to winning organizational trust and confidence:
 - Helping employees understand the company's overall business strategy.
 - Helping employees understand how they contribute to achieving key business objectives.
 - Sharing information with employees on both how the company is doing and how an employee's own division is doing.

So in a nutshell — it must be trustworthy and you need to be able to communicate a vision of where the organization needs to go.

2.6 Improve Employee Engagement

Take time to listen and learn about your employees’ interests. This helps build relationships between employees and managers and can have an important impact on employee motivation and engagement. Provide your employees with proper job training to help them excel in their career. Ensuring employees complete tasks accurately helps them achieve goals and provides motivation which leads to higher levels of engagement. Employees are more engaged when they understand their roles and responsibilities within their position. And, an understanding of job responsibilities results in higher levels of performance and commitment to your organization. Developing your people is important to your success as a manager. Opportunities for growth and development are a key driver of employee engagement as well as organizational success. Employees who grow and develop their skills are more likely to stay with a company and recommend the company to others. This helps the overall company build the talent and teams needed to be successful. Recognition from a manager is a very important motivator for employees. It encourages positive behavior and helps promote long-term top performance. Teamwork grows out of a culture of openness and trust between managers and employees. When employees feel they are part of a team within their company, they invest more time and energy into their job.

2.7 Employees' responsibilities

The role as an employee in this performance management process is to:

- Work towards achieving your individual goals, which help the organization reach its objectives.
 - You and your manager should have set these goals collaboratively as part of your performance management activities.
 - Keep track of your progress on your goals and regularly communicate their status to your manager, especially if you're facing challenges that could prevent you from achieving your goals.
- Take responsibility for your own professional and career development.
 - Be clear about how you would like to grow professionally.
 - Know what knowledge, skills and experience you want and need to develop.

- Actively seek opportunities for professional and career development, both in the organization or through external learning resources.
- Be open to feedback
- Accept constructive feedback and take the initiative to improve.
- Complete any development plans assigned to you and apply the learning to improve your performance.
- Seek support as required
- Work to establish and maintain a healthy relationship with your manager.
- Ask your manager for feedback and guidance, especially when you encounter challenges.
- Solicit feedback and guidance on your performance from others you work with.
- Keep a record of your performance achievements, successes and challenges.
- Keep a performance journal and share things like your successes, and the feedback and recognition you receive from others with your manager.
- Give others feedback.
- Just as you need feedback and recognition to improve your performance, your co-workers need it too. Give feedback verbally, as well as using online communication and social collaboration tools available to you. And don't be afraid to copy managers on your written feedback so they can gain more insight into their employees' performance.
- Complete your self-appraisal by the specified deadline.
- Reacquaint yourself with your job description, critical competencies for the role and performance expectations as defined by the organization.
- Understand and correctly use the organization's rating scale.
- Be honest about your performance but don't underestimate your abilities.
- Be objective and have quantitative/qualitative facts ready to substantiate the ratings you give yourself.
- Provide details on how you demonstrated the core and job specific competencies you are being rated on.
- Provide details on how you accomplished your goals, the milestones you met and work products you delivered.
- Consider your current knowledge, skills and abilities as well as your career aspirations and identify learning activities that could benefit you and your organization.
- Draft your goals for the coming period, making sure they in some way contribute to the organization's goals, and are appropriate for your role.

III. Result and Discussion

Management has the following three characteristics:

1. It is a process or series of continuing and related activities.
2. It involves and concentrates on reaching organizational goals.
3. It reaches these goals by working with and through people and other organizational resources.

3.1 Managerial Leadership

1. **Know yourself and seek self-improvement** - In order to know yourself, you have to understand your *be*, *know*, and *do*, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others.
2. **Be technically proficient** - As a leader, you must know your job and have a solid familiarity with your employees' tasks.
3. **Seek responsibility and take responsibility for your actions** - Search for ways to guide your organization to new heights. And when things go wrong, as they often tend to do sooner or later — do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.
4. **Make sound and timely decisions** - Use good problem solving, decision making, and planning tools.
5. **Set the example** - Be a good role model for your employees. They must not only hear what they are expected to do, but also see. "*We must become the change we want to see.*" - Mahatma Gandhi
6. **Know your people and look out for their well-being** - Know human nature and the importance of sincerely caring for your workers.
7. **Keep your workers informed** - Know how to communicate with not only them, but also seniors and other key people.
8. **Develop a sense of responsibility in your workers** - Help to develop good character traits that will help them carry out their professional responsibilities.
9. **Ensure that tasks are understood, supervised, and accomplished** - Communication is the key to this responsibility.
10. **Train as a team** - Although many so called leaders call their organization, department, section, etc. a team; they are not really teams... they are just a group of people doing their jobs.

IV. Conclusion

Roles are the positions that are defined by a set of expectations about behavior of any job incumbent. Each role has a set of tasks and responsibilities that may or may not be spelled out. Roles have a powerful effect on behavior for several reasons, to include money being paid for the performance of the role, there is prestige attached to a role, and a sense of accomplishment or challenge. Relationships are determined by a role's tasks. While some tasks are performed alone, most are carried out in relationship with others. The tasks will determine who the role-holder is required to interact with, how often, and towards what end. Normally the greater the interaction, the greater the liking. This in turn leads to more frequent interactions. In human behavior — its hard to like someone whom we have no contact with, and we tend to seek out those we like. People tend to do what they are rewarded for, and friendship is a powerful reward. Many tasks and behaviors that are associated with a role are brought about by these relationships. That is, new tasks and behaviors are expected of the present role-holder because a strong relationship was developed in the past, by either that role-holder or by a prior role-holder.

Great leadership includes:

- Challenge the process - First, find a process that you believe needs to be improved the most.
- Inspire a shared vision - Share your vision in words that can be understood by your followers.
- Enable others to act - Give them the tools and methods to solve the problem.
- Encourage the heart - Share the glory with your followers' hearts, while keeping the pains within your own.

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