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Empirical review of the performance of the managers

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Abstract

In case of the organizations, performance in managerial roles also greatly effects to the product and services of the organization. As explained by Henry Mintzberg in 1960s, managers in organizations perform managerial roles, which are categorized into three main groups as interpersonal roles, informational roles and decisional roles. This paper sets out to understand the performance of managers (special reference to Mintzberg's Managerial roles) and identify the possible relationships and to give recommendations for the future similar studies based on the identifying managerial performances and the relationships. Desk research was conducted by the preliminary literature survey to investigate the existing managerial performances and the related relationships with the influencing factors. Accordingly the researcher has identified the existing managerial performances related to the Mintzberg's managerial roles and the other performances and the associated relationships with the influencing factors. The existing relationships were identified in between the managerial performance and the influencing other factors such as gender, marital status, age, emotional intelligence, organizational politics, organizational conflicts, personality, organizational culture, skills and expertise, environment, job functions, nationality and personal characters of the managers. It is recommended to have further investigations based on the identified managerial performances and the related relationships with the above stated influencing factors in by using different samples under the wide number of local and global contexts.

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Introduction

Performance of manager depends considerably on how well his or her multiple roles are played and how well these roles are played by managers of organization influences the performance of organization (Khandwalla, 2004) ^[17]. Performance of managerial roles of Managers (Administrators) is important factor in any organization related to several aspects. Cheng and Kim (2018) ^[3] explained that the performance improvement in public organizations has become a worldwide phenomenon and one of the most important topics in public administration and the process of performance management in public organizations can achieve a better quality of functionality and it can contribute to enhancing the accountability of public organizations. As stated by Mahmood *et al.* 2013 ^[23], the managers of the educational field have several responsibilities in educational sector such as development of policy to development and review course curricular and teaching materials and the best decision can be taken if the managers are psychologically in good condition. As defined by Henry Mintzberg (1973) ^[25], there are 10 managerial roles which the manager has to perform in their duties. They are as figurehead, leader, liaison, monitor, disseminator, spokesperson, entrepreneur, disturbance handler, resource allocator, and negotiator. These different roles were also divided into three main categories as interpersonal, informational and decisional.

Table 1: Mintzberg's Management Roles

Group	Role
Decisional	Negotiator
	Resource Allocator
	Disturbance Handler
Informational	Entrepreneur
	Spokesperson
	Disseminator
Interpersonal	Monitor
	Liaison
	Leader
	Figurehead

Source: Rüzgar & Kurt (2013)

Managerial Roles encourage managers to work to delegate and create development initiatives, empower and supervise groups inside the improvement method (Mintzberg, 1973) ^[25]. As explained by Altamony H *et al.* 2017 ^[4], the decisional roles revolved around making selections. Facts and sources that are accumulated and collected by way of the interpersonal make a manager capable of playing the decisional roles or obligations that he is obligated to. The negotiator represents the company in primary negotiations affecting the supervisor's areas of duty is a selected assignment this is fundamental for the representative (Laud *et al.*, 2016) ^[20]. The resource allocator distributes assets of all kinds, consisting of human resources, investment, equipment, time and describes the obligation of overseeing allocating and financial, personnel assets and material (Mintzberg, 1973) ^[25]. The disturbance handler takes corrective motion when the company faces critical, surprising problems.

Informational roles contain disseminating facts, gathering and receiving. The three informational functions consist of a spokesperson, disseminator, and a monitor. These informational roles are all approximately transmitting and receiving facts so that managers can function the nerve centers in their agency (Mintzberg, 1973) ^[25]. The spokesperson transmits facts about the company to stakeholders. According to Mintzberg (1973) ^[25], the disseminator transmits facts internally this is received from both internal resources and stakeholders. Highlights value or genuine based stakeholders views totally into the company and to subordinates. This requires each delegation abilities and filtering. The monitor seeks internal and stakeholders facts approximately problems which could affect the company (Oliveira *et al.*, 2015). The interpersonal roles relate to the manager's behavior that specializes in interpersonal contact interpersonal roles that contain humans (subordinates and people stakeholders the company) and different responsibilities that are ceremonial and symbolic in nature. The three interpersonal roles consist of being a liaison, leader, and figurehead Mintzberg (1973) ^[25], these three interpersonal roles derive from standing and the authority related to managers' post.

Research problem

Managerial performance is important factor in the organization due to various reasons such as effective and efficient smooth functioning of the organizations, organizational goal achievements, organizational conflict management, service or product development of organization and other many more aspects. A performance of manager depends on how well that manager plays a multiples roles (Kahandawala PN, 2004). As explained by Indeed Editorial

Team (2022), Management roles are important because they provide a framework for understanding the different activities that managers perform. By understanding the different roles, managers can ensure that they're performing all of the activities necessary for the success. This can help to improve efficiency and effectiveness of organizational goal achievement. Performance of the managers influences the productions and the service of the organization. This matter is equally valid to the services and productions of any organization such as manufacturing organizations, hospitals, higher educational institutes and such other organizations. Underpinning the secondary data it is revealed that the managerial performance is influenced by different factors such as organizational conflicts, personality traits, educational level, work experience, gender and the socioeconomic characters of the administrators. In present day context managerial performance in the organization is important due to several reasons. Several researches were conducted in relation to the managerial performance in the world. So the research problem was identified as to conduct the review of the performance of the managers in the world and identify the relationships with the related factors, which could influence to the managerial performance.

Objectives

To conduct the empirical review of the performance of managers (special reference to Mintzberg's Managerial roles) and identify the possible relationships

To give recommendations for the future similar studies based on the identifying managerial performances and the relationships

Methodology

Desk research was conducted to collect the secondary data by literature survey in this study. Accordingly the literature based secondary data were collected in this study related to the Managerial performances. The secondary data related to managerial performances were obtained from the local and international literature sources such as JSTOR, Emerald, Sedge publications etc. for the past period of 10-20 years. Similarly the text books related to the same matter were referred.

By using the gathered data related to the performance of managers (mainly referring to Mintzberg's managerial roles) were analyzed. Performance of Managerial roles was analyzed and conclusions and recommendations were made. The main steps followed in this desk research was literature based secondary data collection, Analysis of the literature evidences, identification of the existing status of performance of managers, making conclusions and recommendation for the future studies.

Results

Review of the performance of the managers

As explained by Cynthia M. Pavett and Alan W. Lau, 2017 ^[7], the present research examines the importance of Mintzberg's roles to a sample of middle and lower level managers. These roles, along with eight skill areas, were related to measures of managerial performance. Results indicated that several managerial roles and decision making skills were correlated with effectiveness. There are a number of applications of Mintzberg's model in the hospitality literature, most focused on (generally successful) attempts at replication of his findings (Suchada and Roy, 2002).

Activities of sport managers comprised strong communicative and social aspects. This must be considered more strongly than hitherto by including corresponding interdisciplinary management aspects in training and education courses. The interviewees particularly emphasized the importance of interpersonal communication as indicated by several of Mintzberg's managerial roles as well as competencies like public relations, advertising and techniques of personal management (Heinz-Dieter and Norbert, 2003).

In 2009, Henry O, stated that Manager should resolve conflicts properly in their organization for the sake of increasing organizational performance. Improving the performance of government organizations is the one of the most important concerns in the public sector and effect has been made to assess factors that affect organizational performance. Author further said that the organizational politics and conflicts have negative effect on performance of government organizations. As explained by Holt JL and De Vore in 2005, in performing managerial roles related to the conflict management, males are using forcing style with their superiors than females. Fernando (2006) ^[11] explained that managerial innovation leads to change the existing working pattern, systems, and procedures more efficiently and effectively to deliver public service. Similarly to the other public organizations, universities in any country are committed to play a vital role in creating and dissemination of knowledge through teaching, research activity and producing quality graduates for the job market, contributing to the national development as well as economic development (Fernando, 2016) ^[11]. Further he explained that it is necessary for public managers to perform in innovative ways in supplying goods and services. The results showed that EI (emotional Intelligence) within public organizations has an impact on job performance (Shuh and Susabto, 2008) ^[2]. Further the same author stated that the related researches revealed that there is a positive relationship between EI and Job Performance. Further the organizational politics and conflicts have negative effect on performance of government organizations (Cheng and Kim, 2018) ^[3].

The study conducted by Estler in 1987, revealed that women demonstrated higher perceived competency demands across administrative roles. Also women scored significantly higher people related and cognitive competencies and attributes, while the few areas in which men were higher related to the conflicts. A study conducted related to leadership performance of employees in Sugar factory in south India revealed the following results (Kotur and Anbazhagan 2014) ^[4]. It says leadership qualities are not equally shown in the employees. Demographic leadership style is more dominant among employees. The significant difference shown in between male and female leadership styles. Study further revealed that the age of employees also significantly affect for the leadership performance of the employees. Mahmood (2013) ^[23] explained that for attaining objectives of higher education, academic managers are of supreme importance and manager's job is highly orchestrated. He further explains that academic manager has to deal with number of areas at the same time, be patience, visionary and need conflict management ability. He said that the personality of the manager could effect for the effectiveness of managers and they can take best decisions if they are psychologically healthy and strong.

The study conducted at North Sumathara educational

academy Indonesia revealed that conflicts negatively affect employees work performance and the leadership, organizational culture and work ethic have positive effect on employee work performance (Ferine *et al*, 2021) ^[12]. A study conducted in the physical training and sports academy (PTSA), stated that most of the administrators use the integrating strategy followed by compromising strategy. The non-managerial lectures preferred the avoiding strategy after competition in the conflict management process (Sarpkaya, 2014) ^[31]. Further the same study recommended that both academic and admin staff of PTSA should improve their management abilities.

A study conducted by Mech 1997 ^[8], in higher education institutes revealed that the skills and expertise of chief academic officers (CAOs) may not leads to the managerial performance of CAOs. He stated that more CAOs understand about their jobs, the more sensitivity they can be to their organizations' needs and the result of that is the better managerial performance and the improved institutional effectiveness. Mech, 1997 ^[8] stated that, the performance of the managerial roles by individual managers is influenced by the variables such as environment, the job functions, personal characters, the situation and all the managers perform all roles but in different levels. He further stated that the influence of a university service, size, complexity, span of control is influenced on managerial roles and the CAO as an internally focused senior level team manager in an organization trying to develop and maintain a smooth running. Mech (1997) ^[8] further stated that CAO scan their institutions and their environments for new opportunities and help organizational response. Finding of this study on CAOs managerial roles contribute to the picture emerging from earlier research that organizational rather than personal factors have more influence on the roles of managers. Further the study revealed that the time managers spend in selected managerial roles is related to their performance and organizational effectiveness and the managers whose role performances match their organizations needs and expectations are more successful than managers who do not. Mech, 1997 ^[8] recommended that knowing the managerial nature of CAO's job, the search committees may be better to match the candidates' attitudes and attributes with the job's managerial roles and should look the candidates who are comfortable being motivators and the team builders. Further he recommended that the CAO should be better able to serve the needs of their organizations, reduce job related stress while increasing the leadership implementing the managerial techniques required to solve higher education challenges.

Darling and Fogliasso (1999) revealed that it is impossible to eliminate organizational conflicts totally and the manager who try to eliminate conflict will not last long, while those manage it well will typically experience both institutional benefits and personal satisfaction. A study conducted by Adam and Daniel (2020) ^[1] found that in their conclusions that the present research treads new ground by investigating whether and how mindfulness facilitates constructive conflict management in the workplace. Further showed that the mindfulness increases the collaboration and reduce the conflict avoidance, Results further showed that the cognitive reappraisal explains how mindfulness increases the collaboration.

Conflict management is a managerial role and AI Hamdan (2009) ^[2] showed that education level has a significant effect on the conflict management style used. Sally (2014) ^[34]

explored that effective conflict management encourages enthusiasm, boosts morale and stimulates individual and organizational development, while ineffective conflict management produces more conflict and destructively affect the whole organization. Decision making is regarded as the backbone for any work organization because without taking the right decision at right time the organizational goals will not be attained and it is one of the most indispensable functions of any executive (Maruff, 2018). According to Obi and Agwu (2017) ^[29], the success or the failure of a business organization depends to a large extent on the effectiveness of management's decision making. Decision making is the act of making choice among the available alternatives. Managers' decisions can be personal or organizational. Personal decisions are those which are taken by managers concerning their personal life matters and the organizational decisions are taken by managers in the context of organization according to the objectives of the organization (Maruff, 2018). The same author stated that the variety of decisions made by the managers have the significant impact on their performance, success and subsequent goal attainment. Scott and Bruce (1995) ^[35] reported five decision making styles of managers' namely rational, intuitional, avoidant spontaneous and dependent.

The decision making style of manager is directly related to organizational outcomes like job satisfaction (Kreitner and Kinichi, 2014) ^[19], turn over intension and job performance (Certo, Connelly and Tihanyi, 2018). The study conducted in Nigerian public universities showed that institutional goal attainment was significantly correlated with academic administrators' directive, conceptual and analytic decision making styles (Maruff, 2019) ^[22]. Further the same study revealed that managers make a variety of decisions that will have a significant impact on their performance, success and subsequent goal achievement.

According to Obi and Agwu (2017) ^[29], on daily basis, executives and leaders make multiplicity of decisions involving the exchange of information, data review, generation of new ideas, evaluation of new courses of actions and implementation of policies. Scott and Bruce (1995) ^[35] reported five decision making styles of managers as rational, intuitional, avoidant, spontaneous and dependent. Liphart (2014) ^[21] stated the decision making styles of managers as directive, analytic, conceptual and behavioral styles. Maruff (2019) ^[22] explained that institutional administrators possess appropriate skills and competencies required for them for the effective decision making. As explained by Mignot-Gerard (2010) ^[27], in determining the dean's roles most studies have used similar frameworks distinguishing between broad tasks, such as academic administration, financial responsibilities, managing staff and leadership, while smaller set of studies has looked at university cases.

The study conducted in Canadian universities, prevalent qualifications were identified in performing deans role as administration, communication, fund rising, leadership, personality, problem solving ability, scholarships, sector knowledge, values and vision. Further the same study identified the main prevalent roles of the deans such as administration, fund rising, leadership, quality, research, strategic direction, student experience etc.(Eric, 2019). Regarding the leadership of the Deans, the same study explained that the structural leadership was associated with collegial or supporting collegial processes while being creative or innovative or having consultative style of

leadership.

Effective conflict management is a vital skill that can be learned by managers (Bartol *et al*, 2001). A study conducted by Zaid (2009) ^[36] in Oman related to Nurse Managers, revealed that the conflict management styles varied according to the nationality, gender, age, marital status and the experience of the nurse managers. According to the study there was a significant relationship between the age and the dominating and obliging styles. The study further explained that male nurse managers favored compromising, dominating, obliging, integrating and avoiding styles. Female nurse managers on the other hand preferred avoiding, integrating, obliging, dominating and compromising styles. Among the nurse managers widows and divorcees preferred the integrating style and only used the obliging style when necessary. Single and married managers did not show specific style preference.

As explained by Azhar *et al* 2013 ^[3], in his study related to the academic managers in higher education institutes in Pakistan, the higher education contributes the country's development in different ways and for attending the objectives of the higher education, academic managers role is very important. As he explained in his study, academic manager has to deal with number of areas at same time with patience, vision, crisis management ability etc. further the study revealed that the management effectiveness could occur due to personality of manager and he or she could get decision, if they are psychologically healthy and strong.

As explained by Fernando, 2016, the university administrators motivation to achieve is the significant determinant of the managerial innovation and supportive environment, which is mainly supports the academic staff and external environment are significant determinants of managerial innovation in the administration of selected universities in Sri Lanka. Further Fernando, 2016 explains that improving performance of the public service is the key challenge faced by managers. This research explains that it is necessary for the public sector managers to perform in innovative way in supplying good and services, as it enhances the managers to play the role in different way leading to efficient and effectiveness public service of the staff.

Identified relationships

According to the review and analysis of empirical data, it was revealed that following relationships are identified related to the performance of managers.

1. The managerial roles and decision making skills were correlated with effectiveness of management (Cynthia and Alan 2017).
2. The results showed that EI (emotional Intelligence) within public organizations has an impact on job performance (Shuh and Susabto, 2008).
3. The organizational politics and conflicts have negative effect on performance of government organizations (Cheng and Kim, 2018.).
4. There was significant difference shown inbetween male and female leadership styles. (Kotur and Anbazhagan 2014).
5. The age of employees also significantly affect for the leadership performance of the employees. (Kotur and Anbazhagan 2014).
6. The personality of the manager could effect for the effectiveness of managers (Mahmood, 2013) ^[23].
7. The study conducted at North Sumathara educational

academy Indonesia revealed that conflicts negatively affect employees work performance and the leadership, organizational culture and work ethic have positive effect on employee work performance (Ferine *et al*, 2021) ^[12].

8. A study conducted by Mech 1997, in higher education institutes revealed that the skills and expertise of chief academic officers (CAOs) may not leads to the managerial performance of CAOs
9. Mech, 1997 stated that, the performance of the managerial roles by individual managers is influenced by the variables such as environment, the job functions, personal characters and the situations
10. A study conducted by Zaid (2009) ^[36] in Oman related to Nurse Managers, revealed that the conflict management styles varied according to the nationality, gender, age, marital status and the experience of the nurse managers.
11. There was a significant relationship between the age and the dominating and obliging styles (Zaid, 2009) ^[36].
12. The study explained that male nurse managers favored compromising, dominating, obliging, integrating and avoiding styles. Female nurse managers on the other hand preferred avoiding, integrating, obliging, dominating and compromising styles (Zaid, 2009) ^[36].
13. Among the nurse managers widows and divorcees preferred the integrating style and only used the obliging style when necessary. Single and married managers did not show specific style preference Zaid (2009) ^[36].
14. The study revealed that the management effectiveness could occur due to personality of manager and he or she could get decision, if they are psychologically healthy and strong. Azhar *et al* 2013 ^[3]
15. As explained by Fernando, 2016, the university administers motivation to achieve is the significant determinant of the managerial innovation and supportive environment.

Discussions

As the result of this desk research the existing managerial performances and the related relationships were identified. Identified relationships are as managerial roles and decision making skills were correlated with effectiveness of management; Emotional Intelligence impacts on job performance; organizational politics and conflicts have negative effect on performance of government organizations; significant difference inbetween male and female leadership styles; age of employees significantly affect on performance of the employees; personality of the manager could effect for the effectiveness of management; conflicts negatively affect employees work performance and the leadership, organizational culture and work ethic have positive effect on employee work performance; skills and expertise of chief academic officers (CAOs) may not leads to the managerial performance of CAOs; the performance of the managerial roles by individual managers is influenced by the variables such as environment, the job functions, personal characters and the situations; conflict management styles varied according to the nationality, gender, age, marital status and the experience of the nurse managers; significant relationship between the age and the dominating and obliging styles; male nurse managers favored compromising, dominating, obliging, integrating and avoiding styles and female nurse managers preferred avoiding, integrating, obliging, dominating and compromising styles of conflict

management; widows and divorcees nurse managers preferred the integrating style of conflict management. Identification of the relationships in-between the managerial performances and the factors could affect for the managerial performance is benefitted for the enhancement of the managerial performance mitigating the disturbing factors.

Conclusion

Different managerial performances and the roles were identified related to the Mintzburg's managerial roles and the other managerial performances. The excited relationships identified in between the managerial performance and the influencing other factors such as gender, marital status, age, emotional intelligence, organizational politics, organizational conflicts, personality, organizational culture, skills and expertise, environment, the job functions, nationality and personal characters of the managers.

Recommendations

It is recommended to have further investigations based on the identified managerial performances and the related relationships with the above stated influencing factors in different samples of the world under different local and global contexts.

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