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## Empirical review of performance of the managers: Reference to Mintzbergs' managerial roles

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### Abstract

In case of the organizations, performance in managerial roles 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 factors which have relationship with managerial performances special referencing to the Mintzberg's managerial roles and the existed research gaps. The relationships were identified in between the managerial performance and the influencing other factors such as organizational effectiveness, proper conflict management, Organizational conflict, emotional intelligence, gender, personality of manager, psychologically healthy and strong, expert knowledge, time spend in the selected managerial roles, effectiveness of the managerial decision making and Decisions made by managers. The research gaps of Contextual gap, Evidence gap, empherical gap, Knowledge gap and Population gap are identified related to the managerial performance. 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 by using the identified research gaps.

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### 1. 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) <sup>[16]</sup>. Performance of managerial roles of Managers is important factor in any organization related to several aspects. 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 defined 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.

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**Table 1:** Mintzberg's Management Roles

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

Source: Rüzgar & Kurt (2013) [29]

Managerial Roles encourage managers to work to delegate and create development initiatives, empower and supervise groups inside the improvement method. As explained by Altamony H *et al* 2017 [14], 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) [19]. 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. 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. The spokesperson transmits facts about the company to stakeholders. According to 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.

The interpersonal roles related 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 these two 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. As explained by Indeed Editorial Team (2022) [27], 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. But it was observed by the researcher that still there are research gaps related to the managerial performance studies conducted. If those research gaps and the relationships could be identified the future researches in the field of managerial performances can be conducted accordingly. Therefore the research problem was identified as that there is a need of identifying the existing relationships with managerial performances and other associated factors and the research gaps related to managerial performances.

### Objectives

- To identify the possible relationships in between the managerial performances and the related factors.
- To identify the existing research Gaps related to Managerial performance.
- 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 generally analyzed. Performance of Managerial roles was analyzed, the existing relationships, research gaps were identified 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 and Discussion

#### Empirical Review of the performance of the managers

As explained by Cynthia M. Pavett and Alan W. Lau, 2017 [4], 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. Activities of sport managers comprised strong communicative and social aspects and this must be considered more strongly 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.

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<sup>[15]</sup>, in performing managerial roles related to the conflict management, males are using forcing style with their superiors than females. Fernando (2006)<sup>[11]</sup> explained that managerial innovation leads to change the existing working pattern, systems, and procedures more efficiently and effectively to deliver public service. 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. 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.

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. It says leadership qualities are not equally shows 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)<sup>[20]</sup> 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)<sup>[22]</sup>. The non-managerial lectures preferred the avoiding strategy after competition in the conflict management process (Sarpkaya, 2014)<sup>[24]</sup>. Further the same study recommended that both academic and admin staff of PTSA should improve their management abilities.

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. 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 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. 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.

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 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.

Hamdan (2009)<sup>[31]</sup> showed that education level has a significant effect on the conflict management style used. Explored that effective conflict management encourages enthusiasm, boots 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. According to Obi and Agwu (2017)<sup>[28]</sup>, the success or the failure of a business organization depends to a large extent on the effectiveness of management's decision making. 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. 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.

The decision making style of manager is directly related to organizational outcomes like job satisfaction turn over intension and job performance. 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)<sup>[18]</sup>. 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) [28], 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) reported five decision making styles of managers as rational, intuitional, avoidant, spontaneous and dependent. Liphart (2014) [23] stated the decision making styles of managers as directive, analytic, conceptual and behavioral styles. Maruff (2019) [18] explained that institutional administrators possess appropriate skills and competencies required for them for the effective decision making. 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.

Effective conflict management is a vital skill that can be learned by managers. A study conducted 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 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. 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. 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.

- Managerial Roles are correlated with organizational effectiveness.
- Proper conflict management is needed to increase the organizational performance.
- Organizational conflict has negative effect on organizational performance.
- There is a positive relationship between emotional intelligence and performance of the employees.
- Women employees showed the higher demand across managerial roles.
- Personality of manager effect on the performance of Manager.

- Managers take good decisions when they are psychologically healthy and strong.
- Expert knowledge not leads to the managerial performance.
- Time spend in the selected managerial roles is related to their performance.
- Success or failure of the business depends on the effectiveness of the managerial decision making.
- Decisions made by managers have significant impact on their performance.
- Education level has a significant effect on the conflict management style.

### Identified Research Gaps

As a result of the analysis of the empirical evidences related to the managerial performance following research gaps were identified.

1. **Contextual gap:** The research findings limited to the specific contexts therefore the researches should be conducted in different contexts.
2. **Knowledge gap:** The knowledge of managerial performance and the other related variables are unknown.
3. **Empirical gap:** The limited empirical studies conducted related to the managerial performance.
4. **Population gap:** The researches are conducted by using limited population.
5. **Evidence gap:** Lack of empirical evidences related to managerial performance.

As the result of this desk research the existing managerial performances and the related relationships were identified based on the evidences of the empirical review by the researcher from the available sources. The Identified relationships are summarized and simplified. Those relationships and the research gaps are as stated above.

### Conclusion

Different managerial performances and the roles were reviewed related to the Mintzberg's managerial roles and the other managerial performances. The existed relationships identified in between the managerial performance and the influencing other factors are as organizational effectiveness, proper conflict management, Organizational conflict, emotional intelligence, gender, personality of manager, psychologically healthy and strong, expert knowledge, time spend in the selected managerial roles, effectiveness of the managerial decision making and Decisions made by managers.

As the results of the empirical review related to the research gaps related the managerial performances, the research gaps of Contextual gap: The research findings limited to the specific contexts therefore the researches should be conducted in different contexts; Knowledge gap: The knowledge of managerial performance and the other related variables are unknown; Empirical gap: The limited empirical studies conducted related to managerial performance, and the Population gap: The researches are conducted by using limited population and the Evidence gap : Lack of empirical evidences in the field of managerial performance were identified.

### Recommendations

It is recommended to have further investigations based on the

managerial performances and the identified related relationships with the above stated influencing factors in different samples of the world under different local and global contexts considering the identified research gaps.

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