

## MANAGEMENT SKILLS ASSESMENT

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**Abstract:** *The paper presents a theme of great relevance, because the managerial performances have a significant influence as regards the socio-economic activity and the organizational climate in the company. In the introduction of this paper, we have presented some theoretical aspects regarding Performance Management, steps for performance appraisal of human resources and methods of assessment. In the second part of the paper we presented the study designed to assess the skills, abilities and skills manager, which we believe are essential and significant for performance management. We analyzed the skills management model CM by TA- Ability teamwork ,LS- leadership style and - personality traits. We determined the influence of independent variables of the model of managerial skills using statistical regression. Without a doubt, organizational performance is greatly influenced by the skills and abilities of managers, for this reason it is imperative for them to possess not only technical capabilities, but also excellent communication of strategic goals and responsibilities, good motivational skills or the capacity to synthesize and analyze a large amount of data. For this reason, organizations need to constantly evaluate managers' skills and to determine those areas that need improvement that will later dictate the specific of professional training programs.*

**Keywords:** *performance evaluation; skills; manager skills.*

**JEL classification:** *J24; M12.*

### **1. Theoretical Aspects of Human Resources Performance Evaluation**

**“Performance evaluation** is the core business of HR management held to determine the extent to which employees of an organization to effectively fulfil their responsibilities or duties.” **Performance management** is a way to achieve individual and organizational results much better by understanding and managing performance in a unitary framework and context of business generally, or predetermined objectives and standards, in particular. This means that performance management approach or concept is based on the philosophy of management by objectives (Manolescu, 2001).

Performance evaluation provides a basis to support the system of rewarding employees according to their contribution to the objectives of each organization, the only coherent framework for implementation plans at individual motivation (Chișu, 2005).

Evaluating management performance has a significant influence in terms of economic and social activity and organizational climate of each economic unit. Performance management is a systematic approach to human resources management in general, and performance evaluation, particularly using objectives, performance, assessments and feedback as a means to motivate employees to understand and fully exploit their potential creator.

Performance appraisal represents the process of determining the manner and the extent to which the employee carries out his duties and responsibilities of the position held, compared with standards set and the results communicated to employees (Rotaru & Prodan, 2006).

The first step in performance appraisal is represented by defining goals and setting performance evaluation policies. Based on the objectives of the organization and of the

individuals, taking into account the responsibilities set out in the job description, the evaluation criteria is established. The next step is choosing methods of assessment, establish evaluators and performance standards necessary for the evaluation. The last stage is the evaluation of human resource performance based on all the elements and systems previously formulated.

Based on evaluation of employee performance, analysis of the results will be carried out for staff development planning and analysis staff, in order to meet the demands of the job they hold, identify ways to improve performance, advice and support to underperforming (Mathis *et al.*, 1997).

Measuring human performance can be both objective and subjective. Objective measurements are expressed in volume of a product that a worker produces, the number of defective products, the production time in which an employee can manufacture a product or provide a service (Moldovan-Scholz, 2000). This method should be used to measure performance only when it can establish a clear link between the current measurement and efficiency of the station. Benchmarks are used when it is difficult to collect performance data comparable or influenced by a certain factor. Evaluation is marking incident observed during the work activity to one who is noted. It is used to assess business leaders and diagnose creativity (Moldovan-Scholz, 2000).

## **2. Evaluation of management skills**

The type of research carried out in the case study is qualitative, following main skills, qualities, skills of managers at 10 companies' representative of Maramures County in Northern Romania. This paper assumes that there is a correlation between the skills, qualities and managerial skills and performance management. Managerial skills were determined by a complex methodology, which include three dimensions of research, teamwork ability, leadership style and personality of the manager.

The manager's performance management skills were analyzed. Managerial skills mediate the relationship between variables related to teamwork ability, leadership style, managers and managerial performance. Objectives we sought were: assessing the ability of teamwork, the leadership style of managers, personality traits as determinants of performance management, analysis and interpretation of assessment results to identify their influence on managerial performance.

The assessment tool used was a questionnaire containing 35 questions to evaluate three dimensions: the ability of teamwork, leadership style and personality. This questionnaire contains statements that manager expressed views on a scale from 1-5. Using the factors discussed in the questionnaire, we measured personality traits of managers who have a great influence on managerial performance.

The statements in the questionnaire assessing management performance using the following factors: emotional stability, sociability, energy, independence, leadership, decision-making ability, empathy, reliability, capacity, responsibilities, teamwork skills, stress resistance, innovative spirit.

The questionnaire contains 35 questions and each is given a score on a scale from 1 to 5 for each statement. The total score is obtained by summing points. A total score ranging from 140.1 to 175 shows excellent teamwork skills, an efficient driving style and a very strong personality, capacities from 105.1 to 140 very good, good capacities from 70.1 to 105, 35.1 1-35 -70 capabilities satisfactory and unsatisfactory capacities.

### 3. Analysis model management skills

We proposed a model of managerial skills analysis

**CM(TA;LS;PT)**

We chose as independent variables of the model:

**TA- teamwork ability**

**LS- leadership style**

**PT- personality traits**

**CM(TA;LS;PT)**

**CM- management skills**

**TA- teamwork ability**

**LS- leadership style**

**PT- personality traits**

CM	TA	LS	PT
170,00	60,00	45,00	65,00
150,00	50,00	50,00	50,00
140,00	50,00	40,00	50,00
175,00	65,00	45,00	65,00
150,00	50,00	50,00	50,00
145,00	45,00	50,00	50,00
150,00	50,00	50,00	50,00
130,00	40,00	50,00	40,00
140,00	50,00	40,00	50,00
150,00	50,00	50,00	50,00
145,00	45,00	50,00	50,00
135,00	40,00	50,00	45,00
150,00	50,00	50,00	50,00
140,00	50,00	40,00	50,00
150,00	50,00	50,00	50,00
140,00	40,00	50,00	50,00
175,00	65,00	45,00	65,00
140,00	50,00	40,00	50,00
175,00	65,00	45,00	65,00

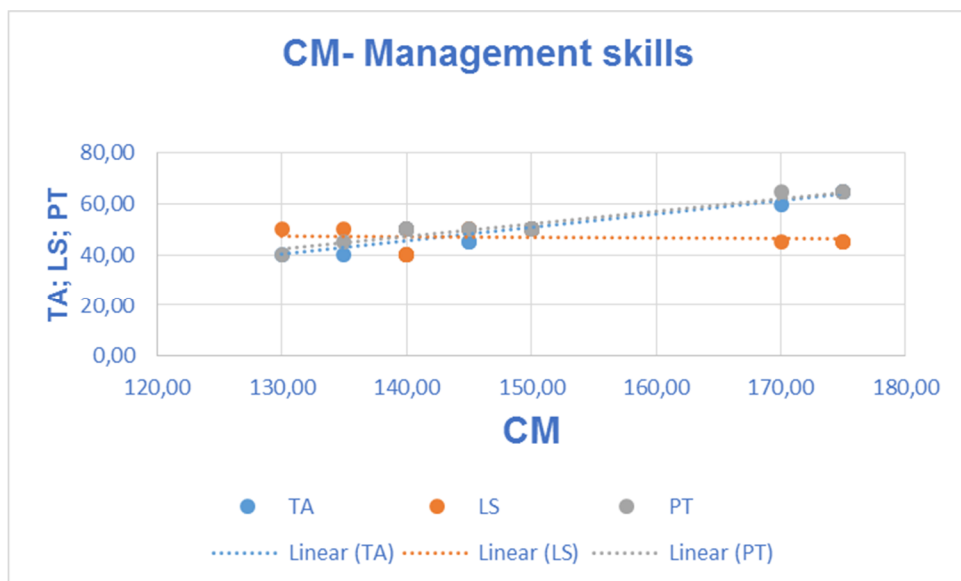
**Table No. 1** Regression Statistics

<i>Regression Statistics</i>					
Multiple R		1			
R Square		1			
Adjusted R Square		1			
Standard Error		1,676E-15			
Observations		19			
<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	3	3450	1150	4,09E+32	1,4571E-239
Residual	15	4,21548E-29	2,81E-30		
Total	18	3450			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	0	6,45195E-15	0	1	-1,3752E-14	1,3752E-14
TA	1	1,4337E-16	6,97E+15	3E-230	1	1
LS	1	1,05053E-16	9,52E+15	2,8E-232	1	1
PT	1	1,5234E-16	6,56E+15	7,4E-230	1	1

The analysis ANOVA table follows a strong connection between the variable CM-management skills and independent variables of the model: TA- Ability teamwork, leadership style and PT-LS- personality traits.

Figure number 1, we present the influence of model variables: ability teamwork, leadership style and personality traits on management skills.



**Figure 1.** Management skills analysis

Source: self – representation

The analysis of responses to the questionnaire revealed that the 20 managers interviewed very good managerial skills: TA-ability teamwork, LS-leadership style and PT-personality traits.

## Conclusions

Performance management is closely related to the quality, personality and temperament managers. Skills and leadership qualities will generate superior management performance. Managers that were surveyed to determine their managerial skills, have a good planning capacity and efficient organization of activities and integration of creative values in order to generate performance management.

The study has revealed that managers interviewed by leadership style are registering high managerial performance, especially because they: have initiative, good decisional capacity, the ability to communicate effectively, assume their responsibilities, their capacity for analysis and synthesis, capacity to motivate employees.

The analysis of managerial skills can be applied in practice management. Variables model ability teamwork, leadership style and personality traits have a big influence on managerial performance.

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