

## Professional Preconditions for Successful Managerial Work

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**Abstract:** This report deals with motivation, decision-making and leadership as they are three functions forming an inevitable precondition for successful managerial work. The introduction serves as a close characterization of the personality of a manager as well as qualities required for effective management of people. The main focus is on motivation which represents one of the most important aspects of an effective functioning of a corporation. Decision-making and leadership represent managerial activities which, together with motivation, play an important role in reaching the given goals. The main aim of this report is to provide information about the results of the analysis of the personalities of the respondents from Slovakia realized by means of the BIP professional questionnaire which served as a tool to verify the individual hypotheses. The method of content analysis and inductive and deductive methods were used as well.

**Key words:** professional preconditions, manager, motivation, leadership, decision-making

The term managers represents the employees of business entities or professional managing workers who, in the name of the business or corporation owners perform managing functions which, from the viewpoint of the business, they consider successful. Managers as agents and carriers of ethics hold a special position in the sense of reaching the goals of corporational ethics. Satisfaction or dissatisfaction of their employees as well as clients and all involved groups of the business entity depends on their behaviour (Schelle et al., 2010). Only that managing worker can successfully manage people, who knows their opinions and need and who can influence them properly and connect their interests and aims with those of the corporation. Nature and extent of the control work of a manager pose specific challenges on the profile of his or her personality (Pauknerová et al. 2006).

The notion of personality is understood as a certain unity (integrity) of the whole set of biological, mental and social qualities of a person. Personality defines behaviour of a person in a given situation. Personality hides the uniqueness of an individual (structure of a personality) but also that which causes changes in their behaviour (dynamics of a personality). The term structure of a personality is understood as a set of abilities, temperament, interests, needs, nature and will. An important role is played by the extent to which heredity or innateness, individual internal factors and the influence of social environment participate in their formation (Birknerová, 2011; Frankovský, Štefko, Baumgartner, 2006).

The elementary preconditions of a manager are loyalty to the corporation, inner motivation to an above standard performance, identification with the aim, ambition, flexibility, resistance to stress, nature, work tempo, ability to make decisions, creative thinking and willingness to work in a team. According to Šuleř (2002), a successful manager is characterized by the following personality traits:

- assertiveness, emotional stability and empathy,
- communicativeness and ability to influence

others,

- responsibility, persistence and consistence,
- flexibility.

The author regards these as particularly significant attitudes leading to success:

- orientation to the performance,
- orientation to the customer,
- orientation to the team,
- loyalty to the corporation.

The most important aspects of the control work of a manager are motivation, decision-making and leadership. Motivation is one of the most fundamental factors affecting the successfulness of life of a working person. For such people it is important to be engaged in work which satisfies them and in which they are capable of giving exceptional performance (Račková, 2001). Successfulness or non-successfulness of motivation strongly affects the flow of an organization. It is generally given that productiveness of work and the performance given grow in proportion with the growth of positive motivation. If there is no functioning managerial motivation within a corporation, the workers do not do what is prosperous for the business but what they think will be controlled. Motivational stimulation may either provide encouragement and support for a short period of time, or it can bring success and profit for a longer period.

Decision-making is the second most important activity of a manager. Manager is a person who always introduces new work methods, formulates specific goals, and initiates various improvement. As a solver of conflicts, every manager deals with disagreements in which they must make the final decision. As allocators of resources, managers makes decisions connected to the budgets, placement of resources and expenditures. As negotiators, they stand behind their workers, interests of the workers as well as the ones of the corporation. Despite the fact that managers lead their co-workers to autonomy and self-realization, they must make decisions.

To a great extent, decisions influence the future direction of the corporation. Formal hierarchical relationships are seemingly non-problematic because it is assigned who decides and who carries the responsibility for decision-making, who has the right to lead and who must respect this right. In all these relationships, an important role is played by the third aspect and that is power. However, the essential thing is to use it optimally and never misuse it. The task of a manager is to regulate the behaviour of his or her subordinates because their behaviour needs to be under control. Managers must know how to educate their employees and direct them towards the stronger independence and ability to cope with the problems without an excessive help of others (Mikuláščík, 2003).

The meaning of leadership is not to make the life of own followers harder but, contrarily, to give them direction and lead them in the way that would minimize the excessive effort. They need to know clearly what they want, where they are going and how they are going to get there. The personality of a leader orientates their co-workers towards success, tries not to hinder the team and provides them with the room for their own judgements and that represents a great contribution to the life of an organization (Owen, 2006). Readiness to performance is fundamental. Tureckiová (2004) distinguishes:

- personal maturity – criterion is willingness, motivation to give high performance based on self-confidence and commitment,
- professional maturity – criterion is abilities and work competence, which are inevitable for performance based on knowledge, attainments and experience.

It is said that managers do things but leaders do right things. The law of timing adds that leaders do even more – they do the right things at the right time. A leader is a person who sees more than others, sees further than others and sooner than others (Maxwell, 2007).

### Research:

In this research the attention is paid to mapping the professional preconditions necessary for successful managerial work. To collect data, the BIP questionnaire by the authors Rüdiger Hossiep and Michael Paschen (2003) was used. BIP, the Business-focused Inventory of Personality, is a psychological questionnaire aimed at

professional characteristics. Its objective is, in the standardized way, to measure the self-image of the diagnosed person which is related to the personality dimensions significant in the professional sphere (Džuka, 2007). The questionnaire consists of 210 items which are evaluated by means of a 6-point scale from 1 (completely true) to 6 (completely untrue). The focus was on two areas being the Occupational orientation (consisting of the dimensions: Achievement motivation, Power motivation, Leadership motivation) and the Occupational behaviour (consisting of Conscientiousness, Flexibility, Action orientation).

### Hypotheses:

H1: We assume statistically significantly bigger differences in the Occupational orientation and the Occupational behaviour of men as compared to women.

H2: We assume that the differences in the Occupational orientation and the Occupational behaviour will be statistically significantly bigger among managers than among efficient workers.

H3: We assume negative correlations between the Occupational orientation, the Occupational behaviour and the age of the respondents.

Given hypotheses were verified by means of the statistical methods with the help of SPSS 18.

### Verification of Hypothesis 1:

The statistical significance in all six dimensions of the Occupational orientation and the Occupational behaviour of the respondents in connection with their gender is illustrated in Table 1. The differences in the perception of work are statistically significantly bigger among men than among women and this applies to all six qualities necessary for successful managerial work. The highest significance was detected within the dimension of Power motivation. It is demonstrated by the fact that men are those who dislike to work under the commands of others but they like to work alone and without other influences they discover new objectives, activities and ways of their fulfillment. Women in the research sample displayed only a partial initiative, which means that women influence or try to influence the life around them only in a little extent. Such possibility is not a significant motivational factor for them. Their strength lies in the continuity and retaining the current state.

**Table 1: Statistical significance from the viewpoint of gender difference**

Dimension	Gender	Number	Mean	Standard deviation	Test criterion	Significance
Achievement motivation	male	74	41.15	10.090	-2.953	<b>0.004</b>
	female	119	45.16	8.560		
Power motivation	male	71	38.42	7.177	-3.271	<b>0.001</b>
	female	113	42.03	7.336		
Leadership motivation	male	73	53.52	11.871	-3.013	<b>0.003</b>
	female	117	58.71	11.337		

Conscientiousness	male	71	37.77	9.309	-2.366	<b>0.019</b>
	female	117	41.29	10.207		
Flexibility	male	73	53.84	8.898	-2.077	<b>0.039</b>
	female	118	56.91	10.512		
Action orientation	male	74	42.42	10.527	-2.532	<b>0.012</b>
	female	119	46.27	10.106		

On the basis of the results of this research, men are much more conscientious, flexible and decisive, which means that they have a more significant occupational behaviour and they are even more significantly initiative, achieving and able to lead people, meaning that they are much more work-oriented than women. This leads to the conclusion that men are more qualified to be managers and achieve better results than their counter gender. **Hypothesis 1**, on the basis of which we assumed that the differences in the Occupational orientation and the Occupational behaviour would be statistically significant in favour of men, **was confirmed** in all six studied dimensions.

#### Verification of Hypothesis 2:

Table 2, created with the help of the T-tests of a programme for statistics, illustrates the difference in professional preconditions between the managers and the efficient workers, thus between the managing and the managed sphere. Statistical significance was confirmed in four out of six options – Achievement motivation, Leadership motivation, Conscientiousness and Action orientation. This demonstrates the fact that the managers reach higher values in the given characteristics than the efficient worker, or employees.

**Table 2: Statistical significance from the viewpoint of Occupational orientation**

Dimension	Occupational orientation	Number	Mean	Standard deviation	Test criterion	Significance
Achievement motivation	manager	46	40.09	10.772	-2.150	<b>0.033</b>
	efficient worker	94	43.76	8.787		
Power motivation	manager	46	39.33	8.548	-1.426	0.156
	efficient worker	88	41.34	7.326		
Motivtion to lead	manager	46	52.26	12.078	-3.449	<b>0.001</b>
	efficient worker	92	59.30	10.909		
Conscientiousness	manager	44	35.18	9.604	-3.931	<b>0.000</b>
	efficient worker	92	41.45	8.228		
Flexibility	manager	47	55.70	10.204	0.514	0.608
	efficient worker	94	54.81	9.494		
Action orientation	manager	47	38.38	10.025	-4.233	<b>0.000</b>
	efficient worker	95	45.59	9.303		

**Tabuľka 3: Pearson's Correlation Coefficient between the age and work dimensions**

Dimension	Correlation with age	Significance
Achievement motivation	0.004	0.953
Power motivation	0.005	0.951
Leadership motivation	-0.010	0.896
Conscientiousness	<b>-0.271**</b>	<b>0.000</b>
Flexibility	-0.021	0.777
Action orientation	<b>-0.314**</b>	<b>0.000</b>

Managers, contrarily to their subordinates, must be equipped with the qualities, such as Leadership

motivation, which are not inevitable for the performance of work of common employees. This research therefore

leads to another result that managers are correctly qualified to lead their team, they are able to inspire and motivate others, and that is very prosperous for the corporate activity. **Hypothesis 2 was confirmed** because we assumed that differences in the Occupational orientation and the Occupational behaviour would be statistically significantly bigger among the managerial functions than among the efficient workers.

### Verification of Hypothesis 3:

Table 3 presents the statistically significant findings of the Pearson's Correlation Coefficient between the six studied dimensions and the age of the respondents.

Statistical significance was detected in two items from the area of Occupational behaviour. Both dimensions – Conscientiousness and Action orientation – negatively correlate with the age on the level of significance of 0.01. Based on this it can be claimed that the higher the age of a person, the greater the impact on the given items of the occupational behaviour. The occupational behaviour of people changes with the growing age. This is claimed by the high statistical significance. It changes in the way that when the age grows, the qualities and features of the occupational behaviour subside (in this case Conscientiousness and Action orientation). **Hypothesis 3**, on the basis of which we assumed negative correlations between the age of the respondents and the areas of the Occupational orientation and behaviour, **was confirmed**.

### Discussion:

Achievement motivation and Leadership motivation was significant among men, which means that it is very important for them to reach their pre-set goals. Because of that they are capable of making an extra effort and carry too heavy a burden. In comparison with women they are more willing to invest the essential part of their life energy into their work and goals. Besides, men are very efficient, hard-working and strenuous, they feel well in the leading positions. On the contrary, women feel neither the need to give high performance at all costs nor the need to lead others. Men do not hesitate for long and they exceptionally promptly engage in realization of tasks. In contrast to women, they do not cudgel their brains with difficulties and they resolutely change their decisions into acts. Men are also more willing and able to adapt to changes of work conditions. They like new challenges more than the female respondents.

The qualities, which are prominent among the managing workers contrarily to the managed ones, are Conscientiousness and Action orientation. Conscientious people are characterized by their reliability, they focus on perfect performance of their work and do not avoid unpleasant events. Such are the managers in our research sample. For their work, the most important thing is to be exact and precise and this is also what they expect from others. The precondition of being action-oriented appeared also as a significant part of the work of a manager. Being action-oriented is an unconditional tool for every manager who wants to succeed in their

activities. Their subordinates may assist them in the action and decision-making, they may express their opinions, provide certain solutions, but it is still only up to the manager to make the final decision about the given viewpoint.

The research also confirmed that with the growing age, people become less quick in fulfilling their intentions. They also become uncertain in decision-making, they tend to take more time to decide. According to Vávrová (2004), the older a person gets, the greater are the difficulties with concentration, and this person is then prone to become distracted by other unimportant things which, in the final effect, weakens their decisiveness and action orientation.

### Conclusion:

By means of this research the differences in professional features of men in contrast to women were detected. Due to the fact that women dominated men in none of the presented characteristics, the biggest difference between the two genders was detected. At the same time, differences between managers and efficient workers were discovered. We were also interested in how the given researched dimensions develop among the respondents from the viewpoint of the growing age. The main aim of this research was to summarize the information about the work of a manager as the leading person and his or her basic preconditions for successful work. On the basis of this research it was confirmed that the addressed respondents fulfill the personality preconditions which are crucial for successfulness in their occupation. However, there are some differences discovered from the viewpoint of gender, work orientation and age. According to Droppa (2008), it is necessary to realize that only that manager may be considered competent who has, besides having a set of powers in their work position, also other preconditions to successfully manage the organization and solve potential crisis situations. The studied dimensions are complementary to the mentioned.

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