ELEMENTS OF COMPARATIVE MANAGEMENT IN COMPANIES FROM ROMANIA

CONDURACHE GHEORGHE, PISLARU MARIUS

"Gh. Asachi" Technical University of Iasi

Abstract: This paperwork realizes a comparative study of the different aspects by Romanian company's managerial activities. The author accomplished one questionnaire which has-been administrated of several managers from different hierarchical levels from Romanian companies. The conclusion which has resulted can represent useful elements for public companies activity improvement.

Key words: questionnaire, public Romanian companies, comparative management.

1. INTRODUCTION

Some goals followed by the comparative management are mainly the following [1, 2]:

- To discover problems and managerial techniques with universal validity;
- To identify local conditions for each country or region that needs an adaptation of managerial elements declared universal;
- To explore relationships between environment and management to determine environmental factors that are most important in any given situation;
- To analyze different behavior of personnel in managerial procedures from different countries;
- To discover a way to improve economic performance which depends on management privilege;

In specialty literature statistical analyses referring to different aspects of management in accordance with geography, religion, public or private character of companies are presented [3]. Starting with these statistics, especially since these did not include the Christian Orthodox religion, the predominant religion in Romania, I tried to find out, obviously, for a small group of managers from public companies near Bacau and Suceava, what the management problems are, referring to three problems: values promoted by managers, management roles defined by Mintzberg and management styles. The results are presented below.

2. MANAGERIAL VALUES

Thirty-eight managers around Bacau and twenty-two managers around Suceava rated the priority that they give on a scale of 1 to 10 (10 being the most important) to each of the following element. The results are presented in tables 1,2,3,4 and 5 and figures 1and 2.

We realize that managers of Christian Orthodox faith from Bacau put management efficiency, professional developing/career, and social responsibility first, while Christian Catholic mangers are very focused on work conditions.

In other words Bacau considers management efficiency, professional developing/career as the most important. Continuity of activity and safety of the job are the least important to the ones questioned.

Bacau – Christian Orthodox. Table 1.

Order	Item	Grade										
		1	2	3	4	5	6	7	8	9	10	Weighted Sum
10	Continuity of activity	**8**	**8**	1	2	4	1	3	1	1	0	96
5	Decent living conditions	1	3	2	**6**	3	**6**	2	3	2	1	154
9	Safety of the job	**6**	2	3	4	**5**	1	1	3	0	4	139
6	Working conditions	3	2	**5**	3	2	3	3	**5**	3	0	150
1	Management efficiency	1	2	2	0	1	2	2	3	3	**13**	**223**
2	Professional developing / Career	1	1	5	1	2	2	3	1	**9**	4	**194**
3	Social responsibility	2	2	2	2	2	3	3	**8**	4	1	**179**
8	Esteem	2	1	**5**	**4**	**5**	**4**	**4**	1	2	1	148
7	Financial Endeavour	3	**5**	2	2	3	**4**	3	2	**4**	1	149
4	Employees expertise	2	3	2	**5**	2	3	**5**	2	1	**4**	162

Bacau – Christian Catholic. Table 2.

Order	Item	Grade										
		1	2	3	4	5	6	7	8	9	10	Weighted Sum
8	Continuity of activity	2	1			2	1	1	1	1		44
6	Decent living conditions	1	1		2	1	1			3		49
10	Safety of the job	2	3	1		1		1	1			31
3	Working conditions	1		1	1		2	1			3	**57**
2	Management efficiency		1	2			1		2		3	**60**
1	Professional developing / Career				1	2	1	1	2	2		**61**
9	Social responsibility	1		2	2	1	1	1	1			41
5	Esteem	1	1	1	1		1		1	2	1	52
4	Financial Endeavour			2		2		3	1	1		54
7	Employees expertise	1	2		2		1	1			2	46

Bacau Totals. Table 3.

Item	Ort.	Cat.	total	Order	Order Orth	Order Cath	Analysis
Continuity of activity	96	44	140	9	10	8	Last place
Decent living conditions	154	49	203	6	5	6	Medium
Safety of the job	139	31	170	8	9	10	Last place
Working conditions	150	57	207	5	6	3	Catholic II
Management efficiency	223	60	**283**	**1**	**1**	**2**	**Both I**
Professional developing / Career	194	61	**255**	**2**	**2**	**1**	**Both I**
Social responsibility	179	41	220	3	3	9	Orthodox II
Esteem	148	52	200	7	8	5	Catholic
Financial Endeavour	149	54	203	6	7	4	Catholic
Employees expertise	162	46	208	4	4	7	Orthodox

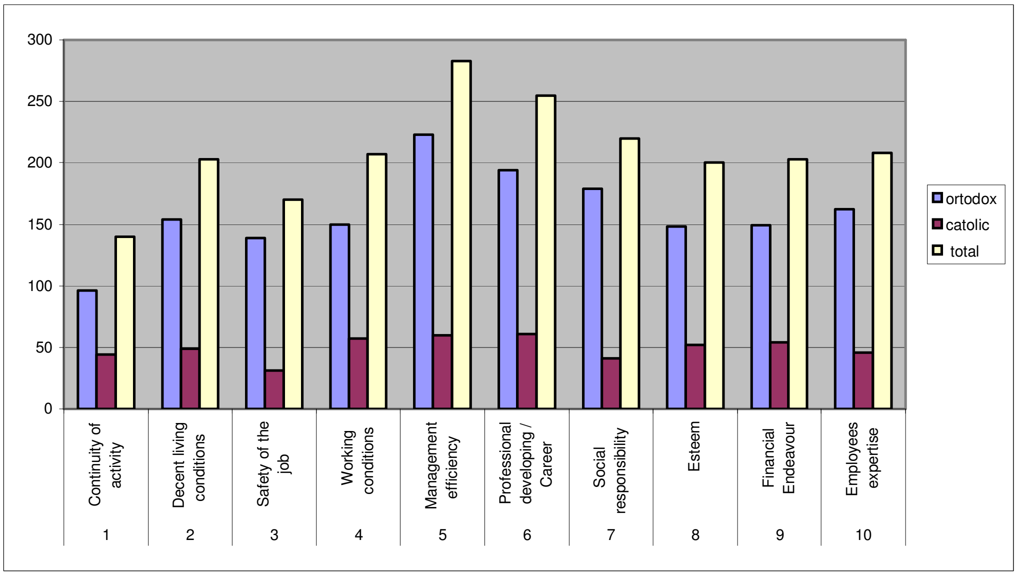

Fig.1. Values - Bacau managers

Suceava – Christian Orthodox. Table 4.

Order	Item	Grade										
		1	2	3	4	5	6	7	8	9	10	Weighted Sum
7	Continuity of activity	2	2	1	4	1		2		4		80
3	Decent living conditions		1	3	1	2	1		3	1	4	**104**
9	Safety of the job	1	3	2	3	3	1	2	1			69
8	Working conditions	1	1	3	1	4	3		3			78
6	Management efficiency	3	2	1	2			4	2	1	1	81
1	Professional developing / Career			1		2		2	2	4	5	**129**
2	Social responsibility		3	1	2			3	2	1	4	**105**
4	Esteem	1	2	2			5	2		4		91
5	Financial Endeavour	3		1	1	2	3	1	2	1	2	90
10	Employees expertise	5	2	1	2	2	3		1			56

Values – Bacau versus Suceava. Table 5.

Item	Bacau	Suceava	Total	Order Bc.	Order Sv	Order total	Obs.
Continuity of activity	140	80	220	9	7	10	suceava
Decent living conditions	203	**104**	307	6	**3**	4	suceava
Safety of the job	170	69	239	8	9	9	~~~
Working conditions	207	78	285	5	8	7	bacau
Management efficiency	**283**	81	**364**	**1**	6	**2**	bacau
Professional developing / Career	**255**	**129**	**384**	**2**	**1**	**1**	~~~
Social responsibility	**220**	**105**	**325**	**3**	**2**	**3**	~~~
Esteem	200	91	291	7	4	6	suceava
Financial Endeavour	203	90	293	6	5	5	~~~
Employees expertise	208	56	264	4	10	8	bacau

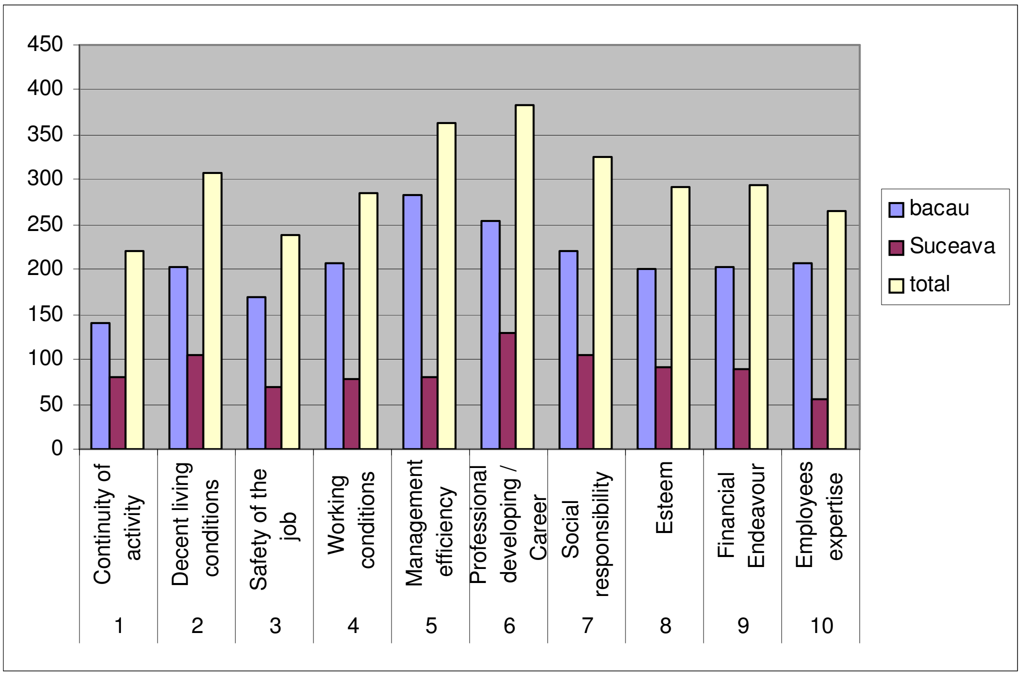

Fig.2. Values – Bacau vs. Suceava

Those from Suceava, all of them Christian Orthodox (not population, just the interviewed few) have slightly different opinions than those from Bacau, even those who are Orthodox. Therefore, management efficiency is no longer a priority, being outranked by things like: Decent living conditions, Esteem or Financial Endeavour. These are values that are more common in Nordic management. We believe that not only the geographic position, but also the Austro-Hungarian occupancy in the past is factors in these results.

3. MANAGERIAL ROLES

The same two groups answered the following question: What are the 3 most important roles of a manager? The results are shown in table 6 and figure 3.

Management roles. Table 6.

	Bacau	Sv	Tot	Order Bc	Order Sv	Final Order
figurehead	16	13	29	3	2	2
leader	24	15	39	1	1	1
liaison	7	6	13	7	5	6
Monitor	3	2	5	9	7	8
Disseminator	6	3	9	8	6	7
Spoke person	3	0	3	9	9	9
entrepreneur	11	6	17	5	5	5
resource allocator	18	9	27	2	3	3
disturbance handler	8	1	9	6	8	7
negotiator	14	8	22	4	4	4

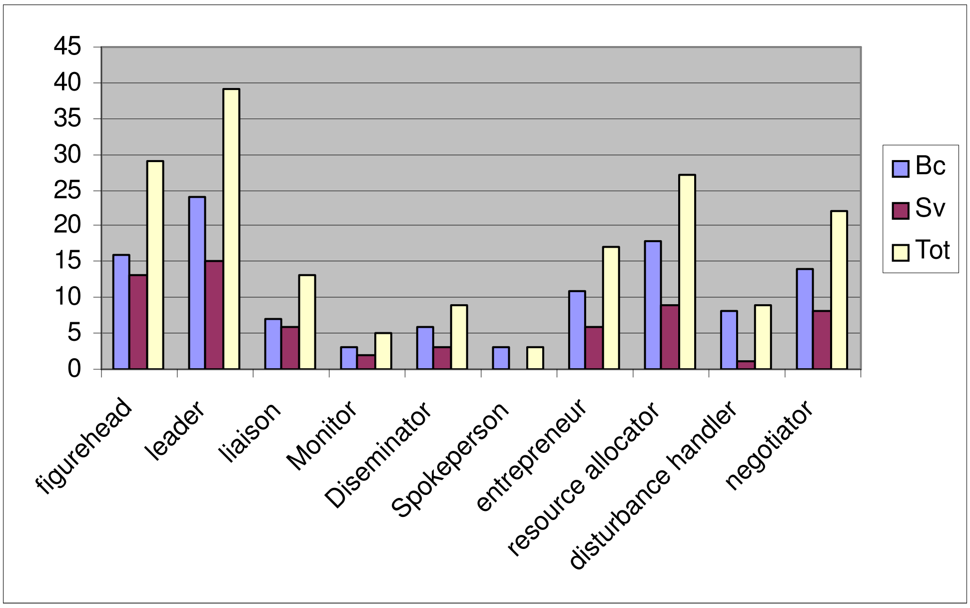

Fig.2. Management roles

The first three positions are occupied by: leader, figurehead and resource allocator; the views of those from Suceava and Bacau coincide almost perfectly in this aspect. We realize that the results qualify within normalcy referring to values of South-Eastern European management and also in the general available context in the management of public companies.

4. MANAGERIAL STYLE MALE VERSUS FEMALE

The group from Suceava was questioned concerning managerial style. In this case we administered the self-evaluation of managerial style questionnaire [5].
The scores of males and females are presented in table 7. Figure 3 the results are shown graphically.

Managerial style. Table 7.

SEXUL	Entrepreneur	Realistic	Participative	Organizer	Authoritarian	Demagogic	Opportunistic	beaurocratic
F	174	174	228	202	146	108	120	132
M	338	330	368	366	218	202	214	222
TOTAL	512	504	596	568	364	310	334	354

Surprising or not, the results of the two sexes coincide (quantitative differences result due to different number of people of each sex questioned: 14 men, 9 women) It is observed that both men and women from Suceava are organizers, participative and entrepreneurial. Of course the result is relative and does not reflect the general reality.

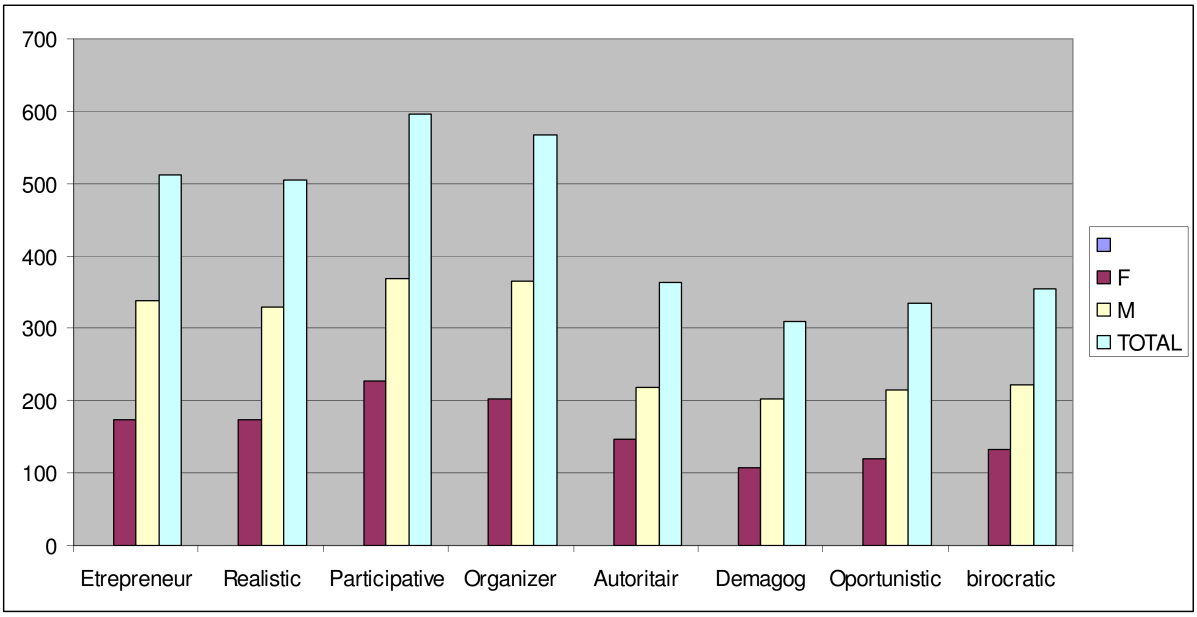

Fig.3. managerial style

5. CONCLUZIONS

Comparative management can represent a source for perfection, self-evaluation and increase in managerial performance. At the same time differences in behavior in difference areas, depending on specific environment features, culture and context.

We tried to show in this paper that it is possible to have differences in managerial behavior in the same country. Therefore, we saw differences between to the two groups interviewed with regard to religion, historic past, and specific cultural values.

We also noticed a change of managerial priorities, even within public companies, determined by the context of integration of the country into European and global values.

We must specify the fact that many of the results of this analysis confirm the conclusions of the specialists in comparative management, with regard to geographical zone and public character of the analyzed companies.

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