The Role Of Managers In Organizations: A Review Of Different Perspective

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ABSTRACT

An organization has a set of two or more people functioning in a common environment with regular structure to achieve a common goal through collaborations. Generally, an organization has goals and plans that are realized by managers and resources (work force, financial, information, and etc.).This article intends to give a review on the characteristics, roles, and views of different researchers in the role of managers in an organization.

Keywords:

INTRODUCTION

Role Definitions

According to the Oxford dictionary (2009), the definition of "role" is "a person's part in a particular situation". The encyclopedia of Britannica (2010) defines role as "the behavior expected of an individual who occupies a given social position or status". As such, a role is a comprehensive pattern of behavior shown by an individual who is socially recognized to provide a means of identifying and placing that individual in a society. This is to strategize the in visual's coping with his/her recurrent situations.

Characteristics of Role

The curtain of role refers to a snapshot on the continuous interaction between two parties in a situation where one acts as the transmitter and another as the receiver. To establish the identity of the parties with reference to their roles, an observer should be able to track their unique behaviors, actions, and attitudes. Being qualified for a certain role is not necessary the best explanation for a certain identity because the behaviors, actions, and attitudes exhibited may have been learnt recently. Simply to say, the possibility that the creator of the role will return to his or her old behavior patterns is not explicit.

Wastage of role: When it comes to people who have little work to do their work is repetitive and monotonous.

Understanding the role of opinion is to know how to act in a particular situation based on a sense of how people think about their behavior and inability to lose certain behaviors.

Expectations of comments are about how people act in a certain situation, it is more precisely defined as "role expectations". This largely determines how we define the role of behavior in the context in which we are in.

To "add the time" is to be in a situation where a person is self-expecting to work more than the time it takes to do the job.

Dissatisfaction with the role: When people accept their role, a series of hopes and dreams for themselves, in that they embody. When these expectations are not met in this case, there is dissatisfaction with and its denial or failure in numerous ways showcase For example, some people prefer to turn to militant organizations are causing the conflict.

"Role Conflict" refers to conflicts in various tasks or among the employees of an organization. Thus, it can be caused by stress in the organization.

Daniel Cats and Robert Kahn believe that there are six types of conflict:

1.   Conflicting orders: Occurs when the president of the organization acts under his orders rather than for the best interest for the organization.

2.   Differences in issuing contradictory commands: Occurs when the commands issued by two or more parties contradict each other.

3.   Inconsistency with personal values: Occurs when the organization's values do not match with the

employee's personal values.

4.   Conflict in the bulk of the work: Occurs when an employee encounters contradictory statements that have failed to specify a time range and expected work quality.

5.   Contradictory demands: Occurs when the situation in which an employee is playing different roles with contradictory demands.

6.   Role ambiguity: Occurs when an employee is not clear about their responsibilities and what they have to due to insufficient information or lack of information to do the job. This can be caused by inadequate training, poor communication, deliberate withdrawal or distorting information by a colleague or supervisor.

The roles in Rezaian (1999) are the roles that people play in groups, and this can be categorized into two (see Figure 1):

The role of functional (useful)

This is a role where the employee works to achieve organizational goals through strategic planning, work assignments delegation, and progress evaluation. The maintainer of this role operates through emotional/social interests and personal commitment.

The role of non-functional (useless)

The employee playing this role centers his or her attention to disruptive or destroying activities that opposes the other members for no reason. Next sections review the expert's perspectives of role concept.

FIGURE 1 ABOUT HERE

The next section shall review some researchers' perspectives on the roles in an organization.

Perspectives on Organizational Roles

The Peter Singe (1992) Perspective of Role

In an organization lies four major roles - the managers, the designers, the supervisors, and the teachers who are responsible for building the organization that can continually identify and understand the complexities of the employees' abilities and ideals. This is to develop more transparent and comfortable environment where both leaders and employees can acquire a new point of view without obstacles (see Figure 2).

FIGURE 2 ABOUT HERE

The Activities Theory of Los Lutanzs and Diane Hosking (1988)

Los Lutanzs and Diane Hosking (1988) divided the roles into separated activities. The relationships of the activities are fundamentally to: (1) exchange information and (2) to write tasks.

In a traditional management environment, the roles involved are to plan, decide, and control the activities. As for human resource management, the roles involved are responsible of motivating, listing out the policies and punishments, handling personnel matters, and give training and development sessions to the employees. For an environment that is meant for establishing networks, the activities played by the roles involved are to basically interact with outside agencies and for social purposes.

As can be seen in Figure 3, this theory has given one of the most comprehensive views on organizational roles since it has a set of leadership behaviors that have been established through observation soon daily activities.

FIGURE 3 ABOUT HERE

Yuki's (1989) Managerial Roles

The managerial roles, in accordance to Yuki's (1989) perspectives (see Figure 4), are for:

1.   Networking: This is done in informal meetings to develop relationships with those who are the source of information and support.

2.   Supporting roles: This is to provide support and friendship to employees.

3.   Building teams and resolving conflicts effectively.

4.   Motivating employees through affecting ways.

5.   Recognizing and rewarding employees: This is to encourage employment as well as financial rewards for effective performance, notable successes and achievements. This is particularly done to respect and promote

contributing employees.

6.   Planning and organizing: This is done by determining the long-term goals and strategies according to environmental conditions to deliver a project or assignment, allocation sources according to priorities so as to improve efficiency, productivity, and coordination throughout the organization.

7.   Solving problems: This is done by identifying the business problems, analyzing them to critically identify the causes and solutions, and effectively implement appropriate solutions to resolve the crisis.

8.   Consulting and delegating: This is held before any changes through seeking staff opinions and suggestions in making decisions to create opportunities for others to work on their ideas and solve their problems.

9.   Developing a caring environment for operations: This can be achieved by comprehensively knowing the work progress and quality of the deliverables as well as the work's outcomes. It can also be in the form of identifying customers' needs and environment to detect any threats or opportunities.

10.   Publishing information related to the programs or activities of employees.

11.   Elucidating roles and objectives: This can be done by identifying the tasks, providing the correct guidelines, and developing a clear understanding of the responsibilities and work objectives, deadlines, and performance expectations among employees.

FIGURE 4 ABOUT HERE

Management of Quinn et al. (2003)

Quinn et al. (2003) defined organizational roles according to the activities related to staff productivity. Generally, they opined that an organization's operation ought to have goal setting,

planning, functions identification, and establishment of regulations and guidelines. In such situation, the bearer's responsibility is to motivate staff as a manager to achieve organizational objectives.

In terms of activities related to human relations, the role of mentor and guide staff as the administrators is to establish and support a close relationship with the staff. If the manager acts as for a facilitator, he or she is said to be process-oriented and is keen on integrating and making coherent systems.

For activities related to the organization's stability, a manager can assume the role of a coordinator that enables the organization to continuously function through proper scheduling, planning and control. If the manager assumes a watch role, he or she is expected to always know what is going on in the organization.

If the activities are related to the organization's ability to adapt, a manager may play a role of innovation that helps the organization to comply with environmental problems and new ideas. Last but not least, the manager may assume the role to help the organization in making profits.

FIGURE 5 ABOUT HERE

The Adizes (1976) Perspective of Role

According Adizes (1976), an effectively managed organization produces four roles that drive the performance, innovation, and integration of the entire organization (see Figure 6). Managing these roles concerns four sub-systems established in a social organization environment. The first two sub-systems are economic and technical; they rely on the implementation of a retail or office structure. The last two sub-systems are about innovative retail information or decision making systems that depend heavily on social interactions.

Adizes, believes that a good organization must not expect a single employee to assume the roles in these four sub-systems at the same time. In fact, it is rare that a manager can fit in four roles completely and bring positive results to the organization as a whole. If not managed carefully, the manager can become the organizer of a "crisis", the director of "bureaucrats" or too "maverick" for the organization's well being.

FIGURE 6 ABOUT HERE

The Roles Theory of Mintzberg (1990)

Mintzberg (1990) stated that managers play various roles to carry out their management functions according to organizational objectives (see Figure 7). His proposed ten roles are sub-categorized into three: interpersonal contact (1, 2, and 3), information processing (4, 5, and 6), and decision making (7, 8, 9, and 10). Below is an explanation of each role:

1.   The Figure head who acts as the head of the organization and performs all social, legal, and ceremonial duties. He or she is the symbol of prestige and authority for the organization.

2.   The Leader who establishes a conducive working atmosphere and motivates subordinates by monitoring their progress as well as promoting and developing them.

3.   The Liaison who keeps internal and external information link as well as develops and up keeps the external network to gather information and build knowledge bases.

4.   The Monitor who gathers all valuable organizational information; evaluates internal operations problems and opportunities; scans papers and reports; and maintains interpersonal contacts.

5.   The Disseminator who cascades true and valuable information to subordinates.

6.   The Spokesman who represents the organization in front of the stakeholders to keep them informed.

7.   The Entrepreneur who identifies opportunities and potential business development areas, starts new projects, and motivates and guides teams to develop.

8.   The Disturbance handler who solves organizational conflict by taking corrective steps in company crisis and appropriately addressing external changes.

9.   The Resource Allocator who distributes and supervises financial, material, and personnel resources.

10.   The Negotiator who defends departmental interests and represents the company during external negotiations.

The role of a manager, in this case, is multiple and needs a combination of different behaviors t balance to function at the best interest of the organization. These ten roles can also be used to formulate an assessment to evaluate managers.

FIGURE 7 ABOUT HERE

Conclusion

All managers can eventually learn about the roles that they play in a variety of executive positions, which are dependent on his/her election by directors as well as job situation. The ultimate goal here is to adapt the fast changing world to give better and increasingly appropriate services. The continuously accelerating world today is consistently demanding for new patterns, and thus a manager with a toolbox full of new structures will gain the advantage since he/she will constantly keep the right tool at hands for every job assigned. In other words, he/she can easily switch the role as the situation requires.

Stating what the managers have to do is often not the straightforward answer to the roles they need to play, but once they are clear and familiar of their roles, then they will be able to perform better. The pattern behavior displayed here is thus the expectation for a certain job, and its form is the responsibility of the individual, though it can also be decided by the general group as well. Therefore, a manager's ability to full understanding his/her role and the expectations that come along with it, then he/she will be able to fulfill the role better. As such, the condition here is that everyone, especially the managers, should be aware of their roles. This has in turn encouraged researchers like Quinn, Adizes, Yuki, Luthans, Henry Mintzberg, Peter Senge, and other theorists to study on the roles of managers.

A comprehensive understanding on the great ideas put forth by different researchers and theorists has come to a general conclusion that managers are the leaders and are responsible of providing staff development policies and incentives, solve problems, and manage organizational conflicts efficiently. They are also the planner, the resource allocator, the data receiver, and the data distributor that set communication channels with subordinates and other organizations to achieve predetermined goals. They ought to be clear of the roles and objectives required for the job to fulfill the work objectives, deadlines, and performance expectation that need to be achieved both by the managers and the general staff. In Mintzberg's comprehensive theory, the author summarized these roles as: the Figurehead, the Leader, the Liaison, the Monitor, the Disseminator, the Spokesman, the Entrepreneur, the Disturbance Handler, the Resource Allocator, and the Negotiator.

In short, managers ought to be given more training courses to enhance their familiarity to the roles they need to play at workplace as well as the duties. With more understanding and ability to compare different roles responsibilities, and management skills, the managers will be able to perform better.

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