

Research Article

The Role of the Successful Manager in Qualifying Employees in Terms of Mental and Practical Terms

Shafiz Shahrani¹, Radzali Hassan², Louis Adaikalam³

¹Dr., International Institute of Applied Science of Swiss School of Management, Switzerland

²Dr., International Institute of Applied Science of Swiss School of Management, Switzerland

³Dr., International Institute of Applied Science of Swiss School of Management, Switzerland

Email: Sha@shapadu.com.my, radzali.hassan@hartagroup.my, louis@alphainternational.com.my

Abstract

The manager has a very important role in the work environment and society in general, and we always hear about individuals who join and leave great and distinguished companies because of the manager. The main objective of this paper is to examine the relationship between managers and employee participation and what is the role of a successful manager at work. More specifically, the research addresses the shortcomings of the previous literature where employee performance has been narrowly controlled as a means of accomplishing only traditional tasks. While recent studies show that performance mediating factors such as employee participation constitute important roles for employee performance and organizational performance as well as the organization behavior. It can be affected more positively and effectively by paying attention to the sensitivity of the individual differences of employees in the same organization, which are ultimately motivated by the thoughts and actions of the surrounding environment, including the manager. The study takes a secondary approach to data collection to explore predictors of unconventional employee engagement in an organization due to positive manager performance. The analysis is also based on the study of online surveys from institutions around the world. The results of the research indicate that employee engagement is driven more by inherent employee traits than environmental factors as well as the way managers treat them.

Keywords: *Successful Manager, Employee Appraisal, Organization Behavior, Leadership, Human Resources*

Introduction

Within the grades of advancement and disappointment in professional work, we often spot employees whose names radiate by doing more than was generally expected of them, and similarly, we pick up the winds of other people who were known for their skills [1], however,

who were unable to give basic job grades expected of them, they staggered, smashed and shared their institutions to pursue the cost of dissatisfaction [2].

There is real progress that we need to uncover and look at with great insight. This has happened in the field of the board of directors recently, as it focused on the nature of the relationship between the manager and the employee and their job in promoting the other mentioned, and thus the development and promotion of the employee or worker [3]. The earnings for this achievement are currently based primarily on this relative relationship [4], and let's not forget that the corporate community ultimately governs this relationship.

The top management was basically the natural hierarchy of front-line positions from the beginning, and therefore eyes are increasingly opened to the manager's job when evaluating their work and showing the percentages of the achievements and failures [5]. As a result, the prevailing attitude that manages the relationship between managers and employees has radically changed over the last twenty years. This relationship was based mainly on a set of principles, the most important of which is that institutions need employees and not the other way around, as was the solution before, as well as that all jobs are now accessible and not monopolized by anyone [6].

This view also agrees that human capabilities in companies can have some influence on their prosperity, however, this distinction is not so great [7], given the importance of other assets of the companies, such as capital, equipment, materials, buildings, and others.

It has been noticed that many studies, as well as in work environment, have proven that the changes that have occurred in the field of companies, especially the relationship between the employee and the manager, that companies need the employee perhaps more than they need them [8]. Therefore, the real demand is not in the number of employees but in the capabilities of the employees and their various capabilities that can help the company achieve the company's goals in non-traditional ways [9]. A skilled employee with special abilities is the criterion for the company's true uniqueness among its competitors.

Indeed, the manager has realized the importance of the employee with unique capabilities, and more than that, it has become a priority for companies to search for these qualified cadres and give them an advanced position in the organizational structure of the institution [10]. Companies has become more lucrative than before for this type of employee by offering them exceptional benefits such as bonuses, salaries, allowances, and incentives, even if this is not stipulated in the traditional labor laws [11]. Also among these privileges is giving flexibility in working hours, and this factor is the size of the achievement of the employee's tasks.

Despite all this, companies spare no effort to provide the best training programs to maintain the level of this employee with special abilities.

However, the problem is that this burden of well-meaning endeavors and goals by the company is not enough [12]. Also, the goals that push companies to attract such qualified cadres differ greatly from the goals of this type of employee, which push them to start working in that company for a long time. But the guarantor here is that the employee must exert his/her best efforts to acquire new capabilities and information in the field of his field of work, which leads him to solve problems in an unconventional way [13]. Also, employee directly adds many new skills to him/her, which makes him aspire to work in larger companies and increases the opportunity to search for him by companies competing with the company he is currently working for.

Despite all this, the company has a safe alternative, which is to work on training the current employees and upgrading their own skills at the individual level or at the collective level, and this is considered important for the director of the human resources department in particular and the general manager of the company in general [14]. This training raises the level of the employee as well as contributes effectively and positively to the success of the company and the achievement of its goals.

Employee Job Specification

How can an employee set the priorities during his limited working hours, if he does not know very well what the goals are in the first place? [15] How can he estimate the contribution of the rest of his team members if he does not know what contributions are required of him himself? [16] How does he feel successful or make an effort to improve his performance in a particular area, if he does not know how to measure and evaluate his success with his managers? [17]

It makes sense that there is a direct relationship between an employee's performance well and their feeling of uncertainty about their work, and the organization's goals and behavior in general. Therefore, it is necessary for the company to be clear in all aspects of the work, starting with the employee's job duties and responsibilities, because this will directly affect the efficiency of individual and teamwork, and on the personal level of the employee. This clarity will make him feel secure, which increases his belonging and loyalty to the company. Simply how the employee determines his daily tasks and works priorities in terms of importance if he does not know his responsibilities directly at the personal level? as well as how he/she will understand the continuous reporting process that should contributes to at the

collective level if he does not clearly know the work required of him? On the other hand, how does the employee feel about the success that is one of its causes, or try to improve the performance if he/she does not know how the direct manager measures the performance appraisal as an employee? By the way, there is a difference between job description and job specification, as illustrated in figure 1 [18]:

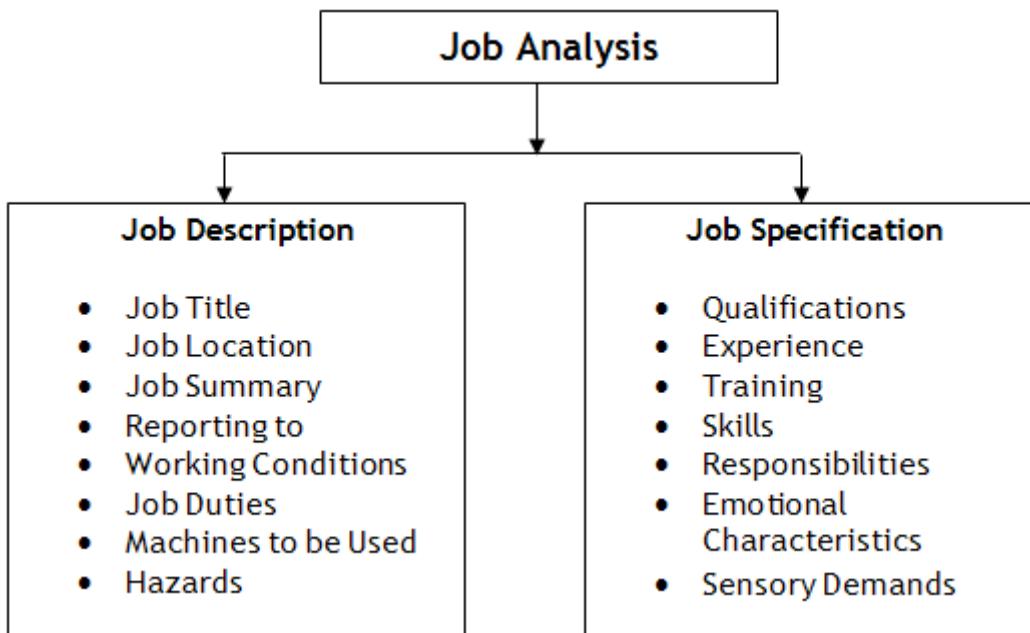


Figure 1. Job description and Job Specification

Therefore, every employee must know from the beginning his job description and responsibilities, as well as the communication between departments and the organizational structure of the institution. Then, they should also know the goals of the institution, which are the basis for building any institution, and which the employee is supposed to be a part of in its implementation. Then the managers should tell the employee about their day-to-day tasks, how the work is going, and how to communicate with colleagues. The employee must also realize the importance of the institution and the product or service it provides to the community, which contributes to improving the employee's level of performance towards the public.

Despite the importance of this clarity, many managers are unable to implement it. Research has shown that more than 50% of managers cannot disclose everything about the organization in which they work. After studying many cases, it was found that the managers themselves are not sufficiently aware of the objectives of the institution, its work and its duty towards

society, and the internal policies of the institution, which are represented in organizational behavior. Therefore, the manager should first work on knowing the following [19]:

- Previous work and history of the company he works for.
- The organizational structure of the company and the organization behavior.
- Clear knowledge of duties and priorities.
- The objectives of the organization are clear and simple.
- The organization's requirements from the administration it heads.

After that, the manager reformulates all this in a simplified and clear manner that suits the level of the employee, which makes it easier to analyze it then into a job description, job responsibilities and then job tasks, as shown in above Figure 1. The manager must also provide clear terms for evaluating job performance, which makes an atmosphere of transparency clouding the management of a successful manager.

The Qualities Of A Successful Manager And Its Impact On Employees And Society

Some human resources experts who specialize in the field of self-development and leadership skills, explain through their experience in the field of management, the characteristics of the distinguished manager and the effective role in helping the individual, the system and society to succeed in developing others and relationships, whether at work or personal life by simplifying the concept of the manager's role and explaining the five (5) characteristics of the distinguished manager. Also, studies have proven that the role of the manager can have a stronger impact than the role of the doctor on the lives of others, because this is reflected in the individual's psyche in a large and very influential way, whether positively or negatively, so managers should not be lenient in carrying out their role honestly and truthfully. The manager's responsibility is not a simple, and no person can play this role without sufficient experience or knowledge in addition to the availability of the necessary leadership skills. Hence, the role of companies in not leniency in placing managers who are incompetent or skill sufficient to fulfill this important role is very important role [20].

There are two main types of managers: the successful manager who can achieve the best results through others and have a very effective role in bringing happiness to others and then their families and those around them, and vice versa. While the second type is the failed manager, who brings misery to others, which causes them to lose their self-confidence, and this reflects negatively on their families and homes, which may lead to heavy losses for the system, individuals and society.

The five traits of a successful manager [21]:

- i. Encouragement and motivation: It is to inspire others and the work team to achieve the best results, and this comes by focusing on the strengths and advantages, instead of focusing on the weaknesses and flaws, and thus the work team feels appreciated and motivated to give more, self-confidence increases, and thus increases productivity and positivity.
- ii. work style: Setting clear goals and providing the resources required for the work team to achieve the best results. If the goals and expectations of each individual in the work team are not clear, there will be a lot of wasted energy, so the tasks expected of each individual in the work team must be clarified.
- iii. Initiative: Influencing others and inspiring them to take initiatives and implement.
- iv. Cooperation: Building effective and committed teams with deep and interdependent relationships.
- v. way of thinking: Take an analytical method for planning strategies and making decisions.

Characteristics of an outstanding manager [22]:

- Building relationships: building trust, sharing ideas and completing tasks with others.
- Develop skills: Help others develop their skills, through mentorship, awareness, and assistance.
- Leading change: Contribute to bringing about change that achieves the vision and goals.
- Inspiring others: Encourage others, thank them for their outstanding performance, be positive, build the confidence of others, and challenge them to get their best.
- Critical Thinking: Gather data and information to make decisions, based on facts and figures.
- Communications: Share information and reports consistently, clearly, and transparently.
- Be Responsible: Building the principle of responsibility for ourselves first, then for others and the work team, for performance indicators.

Finally, do not take the responsibility of managing others simply and blindly, the manager has a very big responsibility that can never be tolerated, and must be taken very seriously by managers and companies, see figure 2, [23].

Great Qualities of a Manager



Figure 2. Managerial performance qualities

Results and Discussion

Management is an art, science, rules, and principles that must be mastered and learned, and this is what distinguished the developed countries that entered the details of reviving and managing human effort and monitoring it in a civilized and productive manner. The manager's personality has a very big role in determining the personality of their organization and the level of employees, activating their experiences, and controlling their performance. The manager is the best and most successful. They are not a natural manager but is the result of the desire to succeed, refine experiences, direct energies, the outcome of administrative friction, and the desire for permanent development.

It is the duty of a good and successful manager to be aware of the work environment, production laws in society, methods of motivation, ways of knowing and directing the energies of workers and treating employees in a social manner, while defining the strategy of human competencies, strengths, and weaknesses.

A good and successful manager is a role model for employees and the most committed employees know what manager wants and always discuss means. They are persistent persons who takes risks and initiates a deeper vision and interaction than other peers. They are natural decision-maker who jumps from setbacks to renew their thought and activity and is not satisfied with their own performance no matter how good it is in the eyes of others. Always for the better. A good manager is interested in evaluation and its techniques, starting from the

personality and ending with performance and reviewing the results with the goals set. A friend of all the staff. Likewise, a good manager is one who believes in training by a good manager as a mentor, and this is not a defect because experience is a necessary path to learning for development, but it is not the complete means.

A person is not a manager by nature, but rather needs a specific personality with special characteristics, the most important of which are:

- Willingness to work hard.
- Perseverance, determination, and reaching the necessary determination at the right time.
- Willingness to take risks.
- The ability to inspire enthusiasm among the employees.
- Cruelty to the point of sympathy sometimes when making grave mistakes.
- Higher academic qualification, experience, and knowledge of management sciences.
- Special knowledge and skills to be an effective manager.
- Understand and know basic management techniques, especially personnel assessment, interview management, and productivity improvement.
- Possession of basic skills, especially clear thinking, creativity, direction, trained leadership, and the use of technological skills, especially a set of office programs.
- Achieving results and getting things done by making things happen, observing what's happening, and knowing what's going on.
- Using techniques to achieve results and goals, especially planning, organizing, motivating, directing, communicating, following up, controlling, accounting, constantly criticizing performance, and correcting deviations in a timely manner.
- A good manager must be frank, not aggressive, defending rights, not violating the rights of others, expressing the needs and desires directly, and honestly.
- A good manager must understand the budget and know how to convert the policy of the institution or department into financial items and how to use the resources required to achieve the success of plans, and must monitor the implementation of the budget well.
- A good manager who knows and understands that change is the only thing that keeps going in the organization and he/she has to understand the process of change and resistance to change and how to overcome resistance to change by supporting change

and explaining its dimensions and benefits to employees and that this change is for their benefit.

- A good manager always thinks about costs and works to reduce them to the minimum possible, especially labor costs, manufacturing costs, selling costs, development costs, inventory costs, and costs of carrying out all operations.
- A good and successful manager should provide advice if any of workers need it because helping workers to solve their problems is important and reflects positively on the work. The manager must master the skill of giving advice.
- A good and successful manager must know the skill of crisis management and be firm and categorical. He does not have quick reactions. His great skill lies in his ability to speed up the decision-making process and not to exceed any step of solving the problem or making a decision, and this is by knowing the situation and setting goals. Developing expectations, collecting facts, analyzing facts, setting possible work methods, then decision, implementation and follow-up, then evaluating the implementation
- A good and successful manager delegates authority because one, whether a manager or not, can do everything, and delegation is the key to a successful manager because it relieves routine and saves time to do strategic work, and reduces the delay in decision-making, and this is by developing the ability of employees to make decisions.
- A successful and good manager is the manager who provides permanent training to all and is at the forefront of the trainees because managers do not create and do not make managers, and the role of a good manager is to create conditions that accelerate the process of growth and training. Training must be in the workplace and outside work, and the best way to learn management is to play the role of a manager under the leadership of a good manager.
- A successful and good manager is the one who is characterized by continuity, that is, a goal must be reached, and continuity means activating and using the company's strengths, including employees and workers, and working on weaknesses, through analyzing strengths and weaknesses, helps the company in establishing the required goals, striving for excellence, and identifying priorities and then adopt the general vision.

- A successful and good manager must understand the meaning of marketing and marketing management because marketing includes the key to achieving the goals of the organization, company, or department in which you work. Sales, analysis, target marketing, and marketing network development.
- A good and successful manager must master the skill of holding and managing meetings, and that the meeting should not be held unless it is difficult for one man to make a decision, specify the purpose of the meeting, listen to everyone's opinion, encourage everyone to express, and summarize the results at the end of the meeting.
- The manager must use guidance and advice because the manager may be a coach and help individuals and management, and the manager must form an advisory scientific council that includes theoretical and practical scientific expertise to take the opinion on strategic issues for the institution, company, or administration.
- A successful and good manager must master the skill of motivating workers to do their work well. Motivation begins with the needs that exist within all of us. The needs are classified into physical needs and moral needs, then achievement, and we must start with the essential physical needs.
- A good and successful manager must master the skill of effective policy development, how to formulate policies, how to implement policies and to involve all his employees in setting policy, and for each worker to know his role in implementing the general policy of the institution.
- A good and successful manager must possess the skill of presentation and interesting speech, by overcoming tension, being fully prepared, speaking well, building a good, easy, understandable, balanced, sound, smooth, and attractive speech, preparing ideas, and all ways that make the conversation comfortable, clear and understandable.
- A good and successful manager must possess the skill of writing and express on paper, because the ability to write effective reports is one of the most important skills that a manager must possess because by writing reports, the manager says everything and conveys ideas to workers, employees, and superiors. If manager is able to practice and learn these skills well, he/she can be a good and successful manager and contribute to the development of himself, the company, the community, the family, and the country.

In sum, for the manager to succeed, they must be concerned with several important issues, namely: (profits, customers, public interest, growth, people working in the company,

management by purpose, decentralization, citizenship, social environment, family atmosphere, cooperation within the company, the spirit of commitment and creation, interest in work and not in position, developing and improving relations between employees, yearning and rush towards information, learning, and knowledge, and being acquainted with everything that is new, building a qualified, loyal and effective team, and managing time and not wasting it.

Conclusion

A successful and good manager must exercise the role of a leader. The leadership is a process of motivating and encouraging individuals. The leaders are characterized by several qualities that make them affect the work of individuals without using the powers given to them from their position. These characteristics such decisiveness, integration, enthusiasm, imagination, willing to work hard, analytical ability, understanding others, the ability to seize opportunities and the ability to confront difficult circumstances, the ability to quickly prepare for change and a willingness to take risks. The leader is a ruler, an implementer, a policymaker, a planner, an expert, a controller, a determinant of reward and punishment, a model and symbol of the group, a social behavior, friendly and cooperative, who cares about individuals and sets specific performance measures.

Positive interaction with managers to different employees, and increased contact with others in general, is a good start for a deeper understanding, because increased social behavior positively affects creativity, and constitutes an important basis for forming a social perspective. Through social interactions, the process of cultural contact takes place, gaining experiences and general information, and learning about other creative achievements and their methods. The personal initiative of the employee in expanding the network of contact with sources of expertise and information, through social relations, personal knowledge, and attending forums and seminars related to his work, plays an important role in expanding the horizons of his creative thought and self-development.

It is also worth noting that encouraging the employees of the organization to do the above, facilitating their contact with sources of expertise and their positive interaction with information related to their work, would develop their creative tendencies, and provide them with a real vision of what others have achieved of great creative works. Also, one of the most important reasons for employee development is the feeling of reassurance, giving them objective confidence based on what they achieve in terms of quality, highlighting and

praising them on public occasions in front of the employees of the institution and others, and all of this brings well not only to the employee but to the institution and its leadership.

References

- [1] Luthans, F. (2018). Successful vs. effective real managers. *Academy of Management Perspectives*, 2(2), 127-132.
- [2] Longenecker, C. O., Sims Jr, H. P., & Gioia, D. A. (2017). Behind the mask: The politics of employee appraisal. *Academy of Management Perspectives*, 1(3), 183-193.
- [3] Cox Jr, T., & Nkomo, S. M. (2020). Invisible men and women: A status report on race as a variable in organization behavior research. *Journal of organizational behavior*, 11(6), 419-431.
- [4] Carmeli, A. (2018). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of managerial Psychology*.
- [5] Chung-Herrera, B. G., & Lankau, M. J. (2019). Are we there yet? An assessment of fit between stereotypes of minority managers and the successful-manager prototype. *Journal of Applied Social Psychology*, 35(10), 2029-2056.
- [6] Novelli Jr, L., Kirkman, B. L., & Shapiro, D. L. (2020). Effective implementation of organizational change: An organizational justice perspective. *Journal of Organizational Behavior* (1986-1998), 15.
- [7] Sims, R. R. (2020). Managing organizational behavior. Greenwood Publishing Group “successfully managing behavior in today's organizations “.
- [8] Furnham, A. (2018). The psychology of behaviour at work: The individual in the organization. Psychology press.
- [9] Lester, D. L., Parnell, J. A., & Carraher, S. (2019). Assessing the desktop manager. *Journal of Management Development*.
- [10] Bolino, M. C., & Turnley, W. H. (2018). Going the extra mile: Cultivating and managing employee citizenship behavior. *Academy of Management Perspectives*, 17(3), 60-71.
- [11] Siddiqui, M. N. (2017). Success of an Organization is a result of Employees Performance. *Advances in Social Sciences Research Journal*, 1(4), 179-201.
- [12] Carmeli, A., & Josman, Z. E. (2016). The relationship among emotional intelligence, task performance, and organizational citizenship behaviors. *Human performance*, 19(4), 403-419.
- [13] Fernandez, S., & Rainey, H. G. (2016). Managing successful organizational change in the public sector. *Public administration review*, 66(2), 168-176.
- [14] Lyster, S., & Arthur, A. (2017). 199 Pre-written employee performance appraisals: the complete guide to successful employee evaluations and documentation. Atlantic Publishing Company.
- [15] Posdakoff, P. M., & MacKenzie, S. B. (2020). Organizational citizenship behaviors and sales unit effectiveness. *Journal of marketing research*, 31(3), 351-363.

- [16] Igbaria, M., & Wormley, W. M. (2020). Organizational experiences and career success of MIS professionals and managers: An examination of race differences. *MIS Quarterly*, 507-529.
- [17] Baldwin, T. T., Bommer, W., & Rubin, R. S. (2018). *Managing organizational behavior: What great managers know and do* (p. 624). McGraw-Hill Irwin.
- [18] Luthar, H. K. (2016). Gender differences in evaluation of performance and leadership ability: Autocratic vs. democratic managers. *Sex Roles*, 35(5), 337-361.
- [19] Daley, D. M. (2018). Humanistic management and organizational success: The effect of job and work environment characteristics on organizational effectiveness, public responsiveness, and job satisfaction. *Public Personnel Management*, 15(2), 131-142.
- [20] Altındağ, E., & Kösebaşı, Y. (2015). The relationship between emotional intelligence of managers, innovative corporate culture and employee performance. *Procedia-Social and Behavioral Sciences*, 210, 270-282.
- [21] Rusu, G., Avasilcăi, S., & Huțu, C. A. (2016). Organizational context factors influencing employee performance appraisal: A research framework. *Procedia-Social and Behavioral Sciences*, 221, 57-65.
- [22] Hargrove, M. B. (2013). Hargrove, MB, Nelson, DL, and Cooper, CL (2018) Generating eustress by challenging employees: Helping people savor their work. *Organizational Dynamics*. 42, 61-69. *Organizational Dynamics*, 42, 61-69.
- [23] Crilley, G., & Sharp, C. (2019). Managerial qualities and operational performance: a proposed model. *Measuring Business Excellence*.