

MANAGER AS PERSONALITY AND AS MOTIVATOR FOR CREATING AND MANAGING THE KNOWLEDGE OF EMPLOYEES

JASMINA STARC

Faculty of Business and Management Sciences
School of Business and Management
Na Loko 2, 8000 Novo mesto, Slovenia

Abstract: *A manager is somebody who is capable of coping with changes, has a positive attitude towards them and by knowing well the environment is able to constantly adapt, plan and implement changes to achieve sustainable growth of a company. By communicating with and integrating employees s/he is able to reduce their resistance to changes. In order to create and manage the knowledge of employees, every manager must possess strategic, organisational, operational personal qualities and must be a leader. As such s/he makes use of his/her charisma and intellectual stimulation, cares individually for the development of every single employee in terms of needs, inspires and designs appropriate goals for the co-workers. Among all of the roles a manager has to play, the good leader role, i.e. somebody to be trusted and respected, is the most important one.*

The article presents the results of a study involving 150 employees in the economy. It brings the opinions of the respondents about what the manager should be like: a great personality and motivator who wants to create and manage the knowledge of employees. The study has found that the employees favour most those managers, who encourage them to reach the desired goals, who trust their employees and stimulate them to solve problems together. They must be aware of the importance of the well-being of their employees, value their work and knowledge and encourage team work.

Key words: *manager, personality, motivator, employee, company*

1. INTRODUCTION

Companies need employees with specific qualities necessary for specific work posts or for a specific task or project. In spite of flexibility and ability to adapt, it is difficult to transfer employees to a different work post. Employees are always needed for a specific work post. There they can develop, gain greater competence, exercise their own will and be dynamic. Their behaviour, however, can also be unpredictable.

High efficiency and satisfaction of employees are the result of a well designed work post. Authors usually present this in chapters describing the analysis of work posts or jobs and defining the qualities of employees. If in our analysis of work we ask ourselves what kind of an employee we need in order for him/her to perform best, we must ask ourselves how to adapt work to the employees in order for it to be most effective and personally satisfying for them. This is how work systems can be developed, which

are employee friendly and stimulate creativity.

In all of this an important role is attributed to the personal and motivational abilities of managers. As a leader, a manager must use his/her charisma to create and manage the knowledge of employees (as a model of behaviour s/he transfers values, imbues respect and trust), stimulate them intellectually (via novel ways of seeing the situation), care for them individually (the development of every employee in terms of their needs), inspire them (transferring vision via enthusiasm and optimism), and develop appropriate goals for them.

On the basis of experience from practice, the characteristics of Slovene managers can be classified into four groups (Cimerman *et al.*, 2003, pp. 69-70): (1) strategic characteristics (visionary, goal oriented, strategist, decision maker), (2) organisational characteristics (organiser, HR manager), (3) operational leadership characteristics (communicator, motivator, negotiator, team leader), and (4) personal characteristics (ethical, charismatic,

open minded). It is not difficult to find a manager with knowledge, but to find one with extraordinary qualities is much harder.

2. MANAGER AS PERSONALITY

The personality of an individual is everything that determines the characteristic behaviour and experience of every one of us. People are similar to one another in their characteristics and behaviour but the personality represents a unique combination of qualities and ways of behaviour. This is where we differ from one another and can define ourselves as unique individuals. The personality of an individual can be understood as an entity made up of numerous features. Musek (2005, p. 36) mentions the following personal characteristics: intelligence, vivacity, diligence, strength and also gender and age, body weight and height, colour of hair, skin, eyes, etc. We can say that the number of personal traits is practically unlimited. In each individual these traits then combine into a characteristic pattern which is unique and unrepeatable, and forms the personality of an individual.

As already mentioned in the introduction, the following are the characteristics that make up the personality of a manager (Cimerman *et al.*, 2003, pp. 70-74):

1. An ethical manager knows and respects ethical principles originating in the company within the wider environment, is aware of what is right and what is wrong in a certain situation, takes decisions and acts responsibly in a social sense, as well as provides co-workers with true information. The manager also acts in the interest of the environment s/he lives and works in (care for natural environment, for the local community within which the company is located, etc.). We must, however, acknowledge the fact that in different environments managers possess different ethical principles.
2. As a charismatic person, a manager radiates strength, is self-confident and

convincing, co-workers accept him/her as an authority, recognise his/her special abilities, and due to the manager's strong personality are willing to follow with loyalty and enthusiasm.

3. A truly successful manager is an open minded person, who believes in the freedom of the individual and is aware of the borders that are not to be crossed, and that s/he has no right to interfere in the life of another person without permission. The open minded manager is a person without prejudices, never judging others without actually having personal experience with them. S/he is able to encourage and use what is different in people for progress and development. A good manager accepts every employee as a unique human being and knows how to bring out the person's strong points and abilities.

The skill of resoluteness and impact, and the style of decision making or thinking also belong to the personal qualities of a manager. If a manager is committed and resolute, plans and goals can be easily achieved. In this connection Jackman (2008, p. 46) mentions two important aspects: (1) taking on the initiative – maintaining a positive attitude and setting goals, and (2) identifying the participants involved and exercising influence over them. A manager's determination is the way s/he behaves towards others while it is at the same time also a way of thinking and reflecting on one's attitudes, convictions, values and self-respect. Determined and resolute action also means genuine respect of oneself and others. A manager's resolute action contributes to a positive and active approach, to the acceptance of compromises and negotiations resulting in the satisfaction of both, the manager and employees.

Kavčič (1998, p. 217) lists four fundamental decision making styles: (1) directive style, characterised by a low degree of tolerance for ambiguity and the manager's orientation

toward goals and technical issues. The manager is interested in facts, rules and procedures, is capable of solving difficult tasks and is best in red tape companies or companies where power and strength are important, (2) analytic style, characterised by a high degree of tolerance for ambiguity, manager's orientation toward work, rules and procedures, wants to have detailed analyses and a great amount of data, analyses issues logically, enjoys complex situations and is good in the fields of science and engineering, (3) conceptual style, characterised by a high degree of tolerance for ambiguity and orientation toward people and social issues. The manager is creative; goals are achieved by researching and finding new ways and strategies, as well as by risk taking. Information is gathered on the basis of intuition and in discussions with people; is best in decentralised companies and (4) behavioural style, characterised by a low degree of tolerance for ambiguity and manager's expressed orientation toward people and social issues. Likes being with people, is willing to listen to them, shows interest in others, and is supportive, sociable, friendly; most successful in companies, where cooperation between people and interactions with co-workers are important. The manager usually pursues a certain basic goal, which might be more expressed, while other styles are less expressed. The analytic style can thus be applied for executing work tasks, for the »study« of rules and procedures, the conceptual style for the creation of new ideas, the directive one for the execution of actions, and the behavioural one for the relationship with others.

3. MANAGER AS MOTIVATOR

Highly motivated employees are crucial for every company trying to achieve good results. For the employees the advantage of motivation is satisfaction at work (Heller and Hindle, 2001, p. 45). It is closely connected with emotions. When satisfying our needs and motives, when achieving our motivational goals, positive emotions

develop – satisfaction, joy, pride... We know internal and external motivation: we are internally motivated when we do something out of joy, and we are externally motivated because of external stimuli like reward, money, or praise (Musek and Pečjak, 2001).

Motivation is the will to act. It was believed motivation could be influenced from outside, but now we know that everybody is motivated by several different forces (Heller and Hindle, 2001, p. 290). A manager must be able to influence the employees in such a way that they will harmonise their motivation with the needs of the company. Companies want to release and make use of the full potential of their employees; therefore they avoid issuing commands or controlling their workers and tend to counsel or encourage them. Kralj (2003, p. 445) believes that managers use motivation as a means of exercising influence over their employees, who should strive to work for the goals of the company and in this way also for their own goals. This is how they are motivated. In order to be successful, the manager must know well the qualities of the employees.

Success in business, the only measure of capable management, depends on motivation and stimulation of all employees, on their abilities, qualifications and good performance of co-workers, as well as on motivation, participation and ethical behaviour (Florjančič and Paape, 2002, p. 101). In companies, managing structures can count on above-average results and on satisfied employees if they have introduced motivational factors in the working environment (Svetlik *et al.*, 2009, p. 344). This is how good interpersonal relations can develop, how the possibilities for applying knowledge, or for acquiring new knowledge and skills are created, and how the competencies of employees can be enhanced. A satisfied worker is much more inclined to accept the motivators used to encourage him/her to work.

Manager as motivator takes into account the fact that different employees are motivated by different things at different times. By setting the goals, the manager mobilizes the

energy of the co-workers. By using the system of rewards and sanctions s/he reacts with justice and consistency to their behaviour. Manager as motivator is aware of the needs of the employees and helps them to achieve satisfaction. By appealing to their logic and emotions s/he encourages them to become dedicated to their work, to achieve goals, and to participate.

Cimerman *et al.* (2003) believe that every manager must be aware of the fact that people draw their motivation from inside. If, however, the basic desire to be active is not present, managers cannot do much. They must be aware of the fact that, unfortunately, with their action they can even destroy the internal motivation of their workers. One of their primary responsibilities is removing obstacles which could thwart the workers from performing well. Knowing the goals is important for motivation. The motivation of a subordinate will namely diminish if the manager does not clearly explain his/her personal goals and how these fit into the goals of the company. Only in this way can the employees truly recognise the relevance of their work and their own importance for the company. The feelings of power, self-respect and sense of belonging help the employees to become motivated. The responsibility of the manager is to help co-workers to understand the importance of their work and to provide them with appropriate feed-back about their performance. In an atmosphere of mutual respect, where there are openness, comprehensive information, high ethical standards, trust, security, tolerance, managerial emphasis on personal differences, well-being, mutual understanding and placing people first, the motivation of employees for work can greatly increase.

4. METHOD

Sample: The research included 60 male students (40%) and 90 female students (60%) of the School of Business and Management Novo mesto, attending first, second and third year part time studies of Management and

Business, and Information Science in Management and Business, who are employed in the economic sector.

Goals: Goals of the research were to find out how important were for the respondents the qualities of managers vis à vis their employees, and which were the most important motivational factors stimulating their creativity, commitment for work, achievement of goals and willingness to participate.

Hypotheses: *Hypothesis 1:* Those employed in the economic sector consider trust and care for the well-being of employees as the most important personal qualities of managers. *Hypothesis 2:* Those employed in the economic sector believe the security of employment to be the most important motivational factor.

Statistical methods: Data were aggregated with a questionnaire. They were then processed with the SPSS application for PCs. With the help of subprograms one dimensional tables were created for absolute (f) and relative frequencies (f%) and average assessments.

5. RESEARCH RESULTS AND INTERPRETATION

In our study we were interested in the personal qualities of managers, which were assessed on a scale from 1 to 5, where 1 meant »never«, 2 »rarely«, 3 »from time to time«, 4 »frequently« and 5 »always«.

Table 1: Personal qualities of a leader

QUALITIES OF A MANAGER	\bar{x}
Trusts me.	3.40
Consults with me about decisions.	2.83
Informs me about his/her decisions.	2.83
Informs me about the goals of the company.	3.23
Inspires trust in the value of my work.	3.27

Knows and exploits my abilities.	3.17
Cares for our well-being.	3.30
Encourages us to jointly solve problems.	3.33
Encourages us for team work.	3.23

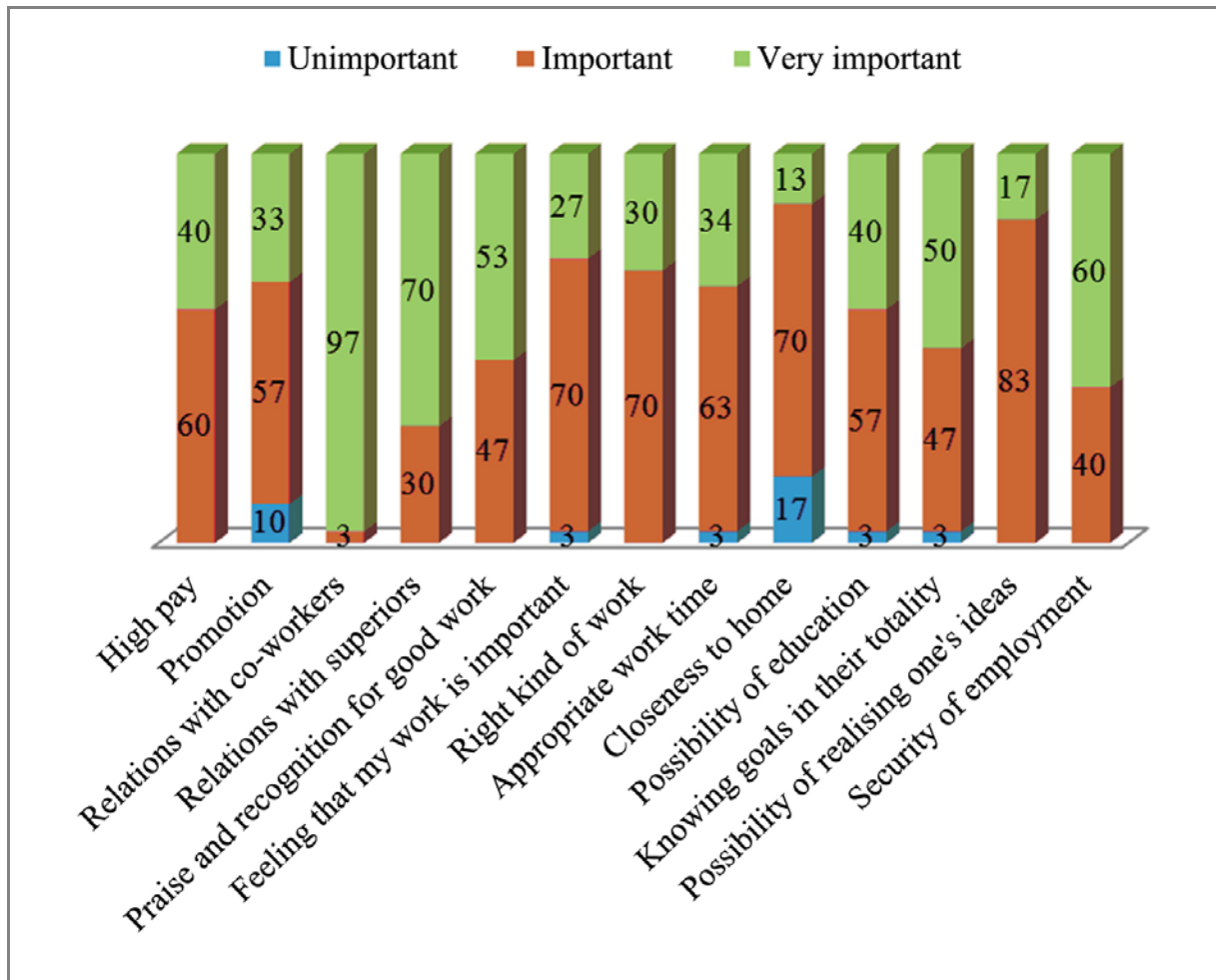
We can see from the above Table that managers trust their employees (3.40), encourage them to solve problems (3.33), care for their well-being (3.30), inspire trust in the value of their work (3.27), inform them about the goals of the company (3.23), encourage them for team work (3.23), know and exploit their abilities (3.17), consult with them about the decisions (2.83), and also inform them about their decisions (2.83). Results are not the best since managers could trust their employees more. They might, however, have a good reason for their lack of trust – the employees might not be sufficiently internally motivated for their work or managers might even act in ways which »destroy« their motivation, which in turn results in a poor and irresponsible attitude of the employees toward work, and contributes to poor work outcomes. This then leads to mistrust and dissatisfaction on both sides. The present state of economy definitely impacts the relationships in a company, there is no security of employment, the employees are becoming dispirited, are not loyal anymore, while, on the other hand, company owners exert pressure on the managers, expecting them to achieve the set goals, reach top results and exhibit economic behaviour as regards leading, organising and developing the employees. It is a worrying fact that managers do not communicate sufficiently with their employees. The statements »Consults with me about decisions.« and »Informs me about his/her decisions.« were namely assessed the lowest. We can presume that managers are not sufficiently aware of the importance of decision making and of socially responsible behaviour since they are not providing their co-workers with sufficient information. Neither are they sufficiently aware of the fact that employees would like

to be informed about what is happening in the company and that they would want to participate in decision making where possible. Employees want to discuss about and search for appropriate solutions. In this way they would feel co-responsible for achieving the goals. The low average assessment of the statement »Encourages us for team work.« (3.23) is also surprising because nowadays we cannot imagine anymore how results could be reached without the creative cooperation and team work of the whole work force. It is, however, also true that if the manager is not a team person, s/he cannot encourage the employees to work in such a manner; besides, not all tasks can be done in a team way. A manager must ensure that the employees become aware that with their individually performed task they are contributing toward a common goal and joint results.

On the basis of our results Hypothesis 1 which claims that those employed in the economic sector consider manager's trust and care for the well-being of employees to be the most important personal qualities of managers can be partially accepted. The qualities of »S/he trusts me« and »Encourages us to jointly solve problems« were assessed the highest. »Care for the well-being of employees« was assessed as the third best quality.

In the second part of the research we wanted to find out the motivational factors with which the managers encourage their employees for work. The manager as motivator must namely be aware of the needs of the employees. The respondents had to choose from thirteen motivational factors which they identified as very important, important or unimportant. We classified their answers into three groups: in the first group were the factors from 51% to 100%, in the second group were those from 31% to 50%, and in the third group were the factors of 30%. The motivational factors were analysed also in terms of age (up to 26 years, 27-45 years, 46 years or more) and in terms of the level of the respondents' education (secondary, tertiary).

Graph 1: Motivational factors



The most important motivational factors are: good relations with co-workers (97%) and good relations with superiors (70%). In the third place is security of employment (60%), followed by the importance of praise and recognition for good work (53%). In the fifth place is »knowing goals in their totality« (50%). Sixth place is shared by high pay and possibility of education (40%). Then come: appropriate work time, promotion, right kind of work, feeling of the importance of one's work, possibility of realising one's ideas, closeness to home.

Among the important factors they listed: possibility of realising one's ideas (83%). The feeling of the importance of one's work, the right kind of work and closeness to home got 70%. They are followed by appropriate work time, high pay, promotion and possibility of education with 57%. Rewards

and recognition for good work, and knowing the goals of the company received 47%. Then follow the security of employment, relations with superiors and co-workers.

The unimportant motivators are: 17% for the closeness of home, 10% for promotion, 3% for the feeling of the importance of one's work, possibility of education and knowing the goals of the company.

With regard to the above results, Hypothesis 2, which says that those employed in the economic sector consider as the most important motivational factor the security of employment, cannot be confirmed. The most important motivational factors were namely good relations with co-workers. The security of employment came third.

The employees younger than 26 years placed among the most important motivational factors the relations with co-workers. This is

followed by the relations with superiors, praise and recognition for good work, then the possibility of promotion, appropriate work time, security of employment, possibility of education, knowing the goals of the company and high pay. For them the important factors are the possibility of realizing one's ideas, high pay, »feeling that my work is important«, closeness to home, knowing the goals of the company, right kind of work, possibility of education, promotion, appropriate work time, security of employment, relations with superiors, praise and recognition for good work.

The employees aged 26 to 45 years considered as the most important motivational factors the following: relations with co-workers, relations with superiors, security of employment and knowing the goals. Among the important factors were: possibility of realising one's ideas, closeness to home, appropriate work time, promotion, feeling that my work is important, right kind of work, praise and recognition for good work, high pay, possibility of education, knowing the goals of the company, security of employment, relationship with superiors and relations with co-workers. The unimportant motivational factor was closeness to home.

The employees older than 45 years listed as the most important motivational factors the relations with co-workers, which was followed by praise and recognition, knowing the goals of the company, security of employment, relations with superiors, appropriate work time, feeling that my work is important, possibility of realising one's ideas, right kind of work and the possibility of education. The important factors were: high pay and promotion. The unimportant factor was closeness to home.

Those with secondary education listed as the most important factors the following: relations with co-workers, relations with superiors, security of employment and knowing the goals of the company. Among the important factors were: realising one's ideas, right kind of work, closeness to home, feeling that my work is important,

appropriate work time, high pay, praise and recognition, education, knowing the goals of the company, relations with superiors and security of employment. The unimportant factors were promotion and closeness to home.

The employees with higher, i.e. tertiary education placed as the most important factors the relations with co-workers and superiors, security of employment, high pay, praise and recognition, right kind of work and appropriate work time, education, knowing the goals of the company, realising one's ideas. The important factors were promotion, importance of my work and closeness to home. They did not list any unimportant factors.

6. CONCLUSION

Every time and every company require of their managers specific qualities and abilities. Thus, at the time of economic crisis and changes the ability to cope with changes and turning them to one's advantage is the quality sought for. Greater adaptability and the ability of planning and implementing changes to benefit the company are relevant. For such an approach the decision making style is important, within which the manager wants and does make decisions quickly – even on the basis of incomplete information – and is prepared to let go of plans if they cannot be realised. What is desired is the skill of greater adaptability to stress situations under circumstances where changes and fast decision making have become a way of life.

By implementing certain methods and activities for human resource management, the manager tries to impact positively the interpersonal relations in the company and also contribute to the achievement of the set goals. An important role in this respect is attributed to his/her psychological, physical and behavioural characteristics – which is why we claim that the manager's personality is a psycho-physical entity. Personal qualities are relatively permanent characteristics on the basis of which managers differ from one another. There are many personal qualities,

and they can be classified under four headings: temperament, character, abilities and personal characteristics. If we want to employ an energetic and conscientious manager, we must carefully study his/her temperament and character. The temperament includes the person's characteristic manners, behavioural styles and emotions. The qualities of the character are connected with the person's will and motivation, acquired with education and also with self-education. The traits of one's character can become one's values. Every manager possesses own values and motives, own areas of interest, convictions and opinions. In comparison with the characteristics of the temperament, the character traits depend more on the influence of the environment.

In the role of the motivator, the manager directs the behaviour of the employees in the desired direction with encouragement and corrections, and by using material and non-material forms of remuneration. The employees with internal motivation, who enjoy their work, are already motivated. Extremely high internal motivation can be found in people who were high achievers in different areas. It is also important that industriousness is considered to be one of the values of employees. Through work they are namely able to satisfy their need to work and create, to feel important and worthy of respect, etc. The purpose of long-term motivation is – self-motivation. The manager should therefore learn all about motivation in order for it to become a constituent part of his/her personality and the way of action.

LITERATURE

1. Cimerman, M. et al. (2003). *Manager, prvi med enakimi*. Ljubljana: GV Založba.
2. Florjančič, J., Paape, B. (2002). *Organizacija in management*. Kranj: Moderna organizacija.
3. Heller, R., Hindle, T. (2001). *Veliki poslovni priročnik*. Ljubljana: Mladinska knjiga.
4. Jackman, A. (2008). *Uspešno in učinkovito do cilja*. Tržič: Učila international.
5. Kavčič, B. (1998). *Osnove poslovođenja*. Novo mesto: VŠUP.
6. Kralj, J. (2003). *Management*. Koper: Visoka šola za management.
7. Musek, J. (2005). *Psihološke in kognitivne študije osebnosti*. Ljubljana: Znanstveni inštitut Filozofske fakultete.
8. Musek, J., Pečjak, V. (2001). *Psihologija*. Ljubljana: Educy.
9. Svetlik, I. et al. (2009). *Menedžment človeških virov*. Ljubljana: Fakulteta za družbene vede.