

## ROLE OF ADMINISTRATORS, MANAGER AND LEADERSHIP IN SHAPING OF AN ORGANIZATION

### ROLUL ADMINISTRATORILOR, MANAGERILOR ȘI LEADERSHIPUL ÎN FORMAREA UNEI ORGANIZAȚII

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**Abstract:** *The role of administrators, manager and evolving requirements of leadership are focus on the area that we need to look at as we move into European Union. What we require is to explore the definition of these three constituents and draw possible contours of evolving framework in this regard.*

**Rezumat:** *Rolul administratorilor, managerilor și cererilor crescânde a leadershipului se concentrează pe zona în care trebuie să privim în drumul spre Uniunea Europeană. Ceea ce cerem este să explorăm definiția acestor trei constituenți și a contura evoluția cadrului în această privință.*

**Key words:** *administrators, manager, leadership, the methodology, the cadre, patron*

**Cuvinte cheie:** *administratori, manageri, leadership, metodologia, cadru, director*

#### INTRODUCTION

If one has to define the definition of administrator one will normally cover a person or office involving decision making or executing an order and ensure that rules are followed. Typically administrators also provide oversight within defined boundary of jurisdiction. Thus the normal perception of good administration is usually one who can ensure that the oversight functions are properly defined and complied with, historically, the word “Administrator” has typically come to symbolize the role of the bureaucracy.

On the other hand a manager is typically seen, as someone involved in the corporate sector, be it privately owned or a state enterprise. As society evolved it became necessary for groups of individuals to be organized with their energies harnessed for a common purpose. Thus was management developed as a discipline? At a basic level the manager is an individual who can oversee a process, assimilate and manage information and data, and use the same in his decision process. More importantly a manager is also seen as someone who has the ability to react to external stimuli, information and change while executing his function.

#### RESULTS AND DISCUSSION

Leadership however is that eludes any single description. Leadership involves an art form rather than pure science, since it includes the subjective element of the individual himself.

Leadership therefore has different facets and Leaders tend to have a distinct and separate personality and ideology and a plethora of styles. The Leader in our opinion postulate to be a function of administrative and managerial talent with overlay of risk taking ability, the ability to anticipate and react to an emerging environment and most of all to have the charisma to inspire willing followers. In conventional sense other two cannot be described as Leaders.

Coming to the system of administrators in Eastern European countries comes from Russia or Austro-Hungarian Empire with an interment period of Turkish rule. During the period of Communist Era the administrators were normally part of party apparatus and were subject to circumvent by Political ideology of that time. The system of administrators is still greatly influenced by Political thoughts of ruling party instead of Economic and social

parameters in which state operate. In our opinion there is a need to have a shift in the role of administrators particularly when we are entering European Union and will be subject to directives and regulations from Brussels.

Such segmentation can be undertaken either as a function of time, or based on the evolving environment. When we talk of segmentation as a function of time we in fact are referring to evolution of bureaucrat in relation to experience he gathers in the course of his multiple postings. This is an administrator has to evolve to become Leader the metamorphosis must necessarily be from an administrative outlook to a management perspective, and eventually, the acquisition of leadership skills. This is the way in which we grow and develop manpower within our corporations.

We are of the opinion that there is a positive role here for ongoing education. One of the best teachers is something that we call experience or that hard grid hands training through all aspects of business or a function.

Therefore, while we initially learn administrative skills, we would also need to grow and evolve into managers and leaders in the future. Normally a new recruit in civil services ends up as a senior level Administrator. Hence it is imperative that right from induction stage job focus as well training programmes stress development of managerial skills in such individuals should be given priority. Once an administrator is involved in policy making decision the Leadership quality should be uncalculated in such individual.

The methodology is in vogue in private sector to groom individuals for higher level of responsibility in certain corporations promising managers rose to level of vice president or even president. They are groomed for leadership role in order to focus them for emerging CEO role or for their functioning as a head of the business unit. Where organizations can so afford these include sending them for specialized courses, develop for such a purpose at Stanford or Harvard. In other cases select training models and programmes as well as redefining of the job responsibilities help groom the individual to meet such challenges. In our experience skill sets have been readily available within the cadre.

The good leaders can grow in any environment. Airbus Industries coming as a competitor to Boeing and Pratt Whitney is an example of developing and pooling Competency of Euro Administrators to International environment.

Wherever economies undergo a transformation the role of government and the role of erstwhile administrators must be redefined. At a fundamental level, governments have redefined their role in post communist era.

Today there is a broad consensus that it is no longer important or desirable for government and support forays into bread making or manufacturing automobiles. Similarly the role of the civil services must involve from erstwhile framework of patron, licensor and enforcer of rules to one that is more attuned to the merging society. In essence it is as much a shift of an era from an industrial age when licenses were key and information was sacred, to an information age that is far more open and where, there is an absorbed value for thought and intellectual power. As information becomes freely available bureaucracy must shift its focus from dissemination and intermediation to one of partner and facilitator.

At one level we need to balance the impact of global changes and a second level there is a need to look at local issues and concerns which are more real to immediate citizens in effect therefore a leader would need to look at local issues and concerns which are more real to the immediate citizen. In effect therefore a leader would need to think global while acting local. The best description of this kind can be seen in Singapore where it has evolved into Singapore Inc. The head of the nation function style of a Chairman Statement or Board of Directors Report. In fact it helps a nation in getting balance sheet of the year gone by and direction to be pursued in future. The civil services in such a state work in tandem with the

private sector to provide a unified face of Singapore Inc. This partnership approach is best reflected in fostering bilateral country-to-country framework for creation of real projects on ground. It is this litmus test on which we must assess the growth of private public Partnership.

It is here that we must recognize the need for the managerial and leadership role for the bureaucracy. Thus, in the way that CEOs evolve from managers to leaders, so also bureaucracy must shift its focus from administration first to pro-active management, and then to leadership. Working with private sector, they are best positioned to evolve the contours of a policy that can be a subject of legislative debate and enactment.

Coming to the emerging role of the administrator. It is important to understand the differing expectations of the concerned counter-parties. At one level, there is the inter-action with the common citizen for whom the emphasis remains the effective delivery of personal infrastructure services in his local area. The common man is neither concerned with nor enamored by buoyant statistics on forex reserves or the last quarters GDP growth. Their focus necessarily relate to regulations that result in the effective delivery of services, be it in the local school networks or in the drainage system or in the provision of potable drinking water. At second level, their concern relates to the transparency of the process through which they can access the required services from local government. Thus to be local, the bureaucracy must necessarily provide an interface that has an accent on local concern. It is this interface, which leaves a lasting impression on local community.

Similarly, the corporate sector has different concern in so far as the expectations for the future are concerned. As global economies become integrated, there is a need to remain competitive and flexible if we are to play any meaningful role in the world trade and commerce. The corporate sector therefore needs to be proactive rather than reactive and it is here that there are changing expectations from administrative services. The emphasis is on a bureaucracy that is transparent, and a facilitator. The role of Ministers at the central level has been increasingly becoming one of a partnership, combined with role of a regulator.

## **CONCLUSIONS**

The skills require by the leaders of tomorrow are of prime importance. There are certain changes that leaders of tomorrow have to recognize:

1. We have historically operated in area where demand outstripped supply and have seldom needed to be nice to customers. Thus, the mere availability of a license ensured adequacy of profits in an increasingly competitive economy. We need to shift our mindsets away from traditional approaches and to treat the customer with a degree of reverence. It's shown in large number of MNCs that adherence to quality standards and a concern for the individual customer, be it its customer for loans or a retail depositor serve to be in the best interest of the institution. Our successful dis-intermediation in the retail markets is a testimony not only of the systems that my colleagues have built, but also due to the special care that we bring in our dealings with such customers.

2. At second level, all good leaders in history have had strong management teams, in initial years of an institution growth a strong individual can always shape the institutions destiny in an effective manner, but as markets, products and institutions mature, the ability to attract and retain management talent becomes paramount.

The leaders of tomorrow have to operate at international trends and global information. They also need to be aware that as tariff barriers around the world are increasingly rationalized their corporations must be capable of sustaining such changes to effectively compete even in domestic markets. Good leaders need to benchmark their corporations against international players.

Good leadership results in sustainable brand quality. I believe that it is best practices in all that we do that is the brand equity of all. In the long term, integrity, transparency quality and higher level of services do more for your brand than any advertising or communication program.

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