

# The Annual Survey of Management Challenges and the Development of Organizations in 2016

## 1. Summary of results

The **Annual Survey**, conducted by **Danis Consulting** with the support of **Faculty of Business**, Babeş-Bolyai University, is a research study that investigates the life of Romanian organizations. In this edition, 189 people in the organizational environment answered our 24-item questionnaire. Among the participants, 79.9% have top management positions in organizations (45.5% are general managers, owners or administrators and another, 34.4% are department or regional managers.)

The **main areas** covered by the 2016's research were:

- **General information regarding the organization**
- **The economic climate and its influence on organizations**
- **Key aspects of organizational life**
- **Management**
- **Demographic information about participants**

Comparative to 2015's obtained results, in this edition the results indicate that the organizations relationship with the economic climate remains a difficult one, but at a lower level. Specifically, 50.2% of respondents perceived that the economic climate had a negative influence on organizations they belong. In agreement with this opinion, is not surprising that main challenges which organizations confront were workforce quality (significant for 41.2% of participants) and attract on employees (33.3%), followed by cost reduction and developing new products or services (30.5%).

In order to overcome challenges, organizations have adopted various **strategies**. Therefore, main ways of reactions were: focus on core business (mentioned by 47.4% of respondents), offering new products and services (44%) and cost reduction strategies (41.2%). Also, we noticed that 57.6% of respondents consider that the organizations they belong to had results as expected. Therefore, participants have a relatively positive image upon results of their organizations.

Also, through this study we followed different characteristics of teamwork in Romanian organizations. Thus, these elements are perceived *in large extent*: members find it easier to work together (61.1%), team makes tasks well (60%), team complete tasks on time (58.8%) and members discuss among themselves the team issues (55.2%). These opinions are of those that are part of the teams – it's not necessarily to believe that the reality, seen from outside, it's the same.

Another aspect that we are interested in relates the management process and leaders. We observe that there are different development needs, according to the hierarchy. So, for the first level, *the line management*, main characteristics that deserve to be developed are: communications skills (mentioned

by 65.6% of participants), problems solving (65.3%), time management (58%), offering feedback (53.8%) and team management (53.4%). For the *middle management* level - on department/functions, the most important skills development are: negotiation (mentioned by 65.6% of respondents), giving impact presentations (58.9%), coaching to develop subordinates (57.3%), delegation (55.1%), stress management (54.1%) and motivation (50.7%). For the *top management* level, deserved to be developed are: strategic thinking (mentioned by 78.7% of participants), decision making (70.5%), mentoring (60.3%), conducting meetings (59.5%), change management (56.6%) and emotional intelligence (53.7%).

Can be observed the differences for development needs, depending on management level, which shows the importance of a differentiated approach, to support organizational development in a coherent and functional way.

Notable are also *very important* factors considered for organizations to have success in the actually economic climate: knowledge, managers and employees' skills (mentioned by 55.8% of respondents), respectively flexibility and accepting changes (55.2%) and long term strategy (45.8%). Also, *important enough* are the vision and organizational values accepted by all employees (40.5%) and setting objectives for each organizational level (25.8%). General trend responses show there is no single key for achieving the goals, but they depend by interaction of multiple factors which regulates organizations' functioning.

Last but not least, the study investigates the main motivators and the most powerful stressors at work. First it should be mentioned that 71.6% of respondents considers that there is a *moderate to high motivation* among employees of the organizations to which they belong. *Very strong* motivators are: the importance of work done (mentioned by 73.1% of the participants), achieving individual targets/objectives (70.3%), opportunities for development (51.7%) and income (48.9%). Therefore, the need for meaningful work, manifested by goals' achievements and different opportunities for professional and personal development represented, for most participants, motivational factors at work stronger than the income. On the other hand, lack or delay of relevant information (45.5%) and high levels of responsibility (33.7%) represented the main source of stress at work. The other relevant sources of stress mentioned are: workload (31.7%), power games (23.4%) the pace of changes in the organizations (20%) and interaction with many people (19.3%).