

## Management challenges and development of organizations in 2013

### - Summary of results -

The sixth edition of the Annual Survey conducted by Danis Consulting investigates the life of the Romanian organizations. This year we had the support of the Babes-Bolyai University, Political Science, Administration and Communication Faculty, Communication, Public Relations and Publicity Department. The 34 questions were answered by 279 persons, among which 85% are having top positions in the organisation (71% are General Managers, owners or administrators and 14% are Head of Departments/Area), 3% are line-managers and 9% are not having managerial positions. 76% of the respondents are having more than 5 years with their organisation, so they have a well funded opinion about it. Most of the respondents (85%) are coming from the private sector – the others are coming from NGOs.

The main areas covered by the research this year were:

- **Data regarding the organisation**
- **The economic climate and its influence on the organisations**
- **The current life of organisations**
- **Management**
- **Online communication means**
- **Demographic data regarding the respondents**

The influence of the **economic climate** upon organisations is still perceived as a negative one (67%); just 12% of the respondents are sensing a positive influence. The economic environment is creating a lot of challenges for the organisations; some of the greatest were the *profit increase* (77%), *increasing the competition* (72%) and the *quality of the workforce* (71%). Even if the result oriented strategies gained more importance in the last year, organisations responded to the environment in a similar way: *cost reduction measures* (17%), *focusing on the core business* (15%) and *offering new products or services* (15%).

Speaking of the business ethics in Romania, the answers are indicating a constant degradation for this item; those saying the ethics is less valued (48%) are much more than the previous year (28%).

In the last year the number of companies involved in social responsibility programmes was dramatically reduced (just 36% compared with 65% a year before); most of them positively responded to initiatives coming from others.

If the hard external environment is perceived as negative, the **organizational life** is still described as a positive one, even if not so optimistic as a year ago. Only 59% of the respondent organisations achieved results at the expected level or beyond; managers started again to give importance for setting realistic and sustainable objectives.

The most important factors to lead to good results are: *high level of knowledge and abilities of the staff* (69%), *the flexibility of the organization* and *change acceptance* (61%) and *good working conditions* (56%). This last item is getting to top 3, making managers aware of the expectances for creating or maintaining good working conditions.

The most frequent changes the organizations faced during the last year were *strategic* (27%) and the *personnel reduction* (15%); the less frequent change the organisations faced was the one for *replacing the top management* (a year ago it was the most frequent item!).

As in previous years, organisations are positively appreciating their capacity of managing change processes, even if managers admit is difficult to convince the employees to act toward change.

In a great manner (90%) managers are perceived as ethical and authentic, keeping the promises (we consider strange the very different way the management is perceived internally or in other companies).

Speaking of the identified development needs, these are almost the same: *strategic thinking*, *decision making* and *inspiring others* are considered for top managers and *people skills* and *solving problems* are for lower management positions.

Just 26% of the respondents mention an improvement of the *general atmosphere* in the organisation; the *level of motivation*, for the staff, is considered above average and the *team work* is considered good.

The loyalty of the **management** for the organisation is quite impressive. More than 81% of the respondents are *proud to be part of the organization they work for*, 75% are saying they are *ready to work more than required for the good of the organization* and 80% are aware of the *importance of their work*.

The most important motivators for managers are: the *importance of their work* (57%), the *achievement of the individual targets* (53%) and the *existence of development opportunities* (44%).

As demotivators are mentioned *bureaucracy* (60%), *lack of development opportunities* (51%) and *income* (48%). The income as a stressor is continuing to ascend, becoming last year the main stress factor (16%), followed by *lack of relevant information or receiving it with delays* (13%) and *high responsibility* (13%). This year, in the stress sources hierarchy comes the *job insecurity* (after the last item in 2011 now is going straight to 5 out of 13).

When speaking about the **use of the online communication means**, the results are saying that 62% of the respondents consider as very important the way this new mean contributes to achieving organisational objectives. These are mostly used for *promotion and visibility* (24%), *constantly informing the target public* (16%) and *reaching a larger public* (13%). The most used for promotion is *the website* (44%), *social networks* (30%) and *the blog* (8%).

The large study contains a trend analysis for the last 6 years on specific items (achieving objectives, changes, reactions of organisations etc.) and a chapter for conclusions and recommendations.