

## The Annual Survey of Management Challenges and the Development of Organizations in 2017

### I. Summary of results

The Annual Survey, conducted by Danis Consulting with the support of the Faculty of Business, Babeş-Bolyai University, is a research study that investigates the life of Romanian organizations. In this edition, there were sent invitations (to answer our survey) in all counties of the country, at the 7.090 people. At this edition, the survey was completed by 128 people, with the next proportional dispersion: 66.9% Ardeal, 16.5% from the south and Bucharest and 7.1% from Moldova. Of the participations, 91% have managerial positions in companies (49.5% are general managers, 35.6% are middle managers and 5.9% are line managers).

The main areas covered by the 2017's research was:

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

Comparative to 2016's results, in this edition the results indicate that the organizations relationship with the economic climate remains a difficult one, but at a higher level – it grew up with 7%. Specifically, 57.3% of respondents perceived that the economic climate had a negative influence on organizations they belong to. In agreement with this opinion, is not surprising that main challenges which organizations confront were workforce quality (significant for 45.3% of participants) and attract on employees (41.9%), followed by keeping employees and developing new products or services (27.4%).

In order to overcome (economic) challenges, organizations have adopted various **strategies**. Therefore, main ways of reactions were: cost reduction strategies (49.6%), focus on core business (mentioned by 47% of respondents) and offering new products and services (46.2%) Also, observe that 60.7% of respondents consider that organizations they belong had results as expected. Therefore, participants have a relatively positive image upon results of their organizations.

Through this study we followed different characteristics of teamwork in organizations in Romania. Thus, these elements are perceived largely: team makes tasks well (64.3%) members find it easier to work together (61.6%), and members discuss among themselves the team issues (59.8%). These perceptions are from those heading teams – not necessary to be realistic. On the other hand, 52.7% of respondents knows, in a small measure, the colleagues' opinions about their own performance. Another aspect that we are interested is about the management and leaders. We observe that there exist different development needs, according to the hierarchy. So, for the first level, the line management,

main characteristics that deserve to be developed are: ability to solve problems (65.5%) ability for leading teams (64.4%) and time management (60%). For the middle management level - on department/functions, the most important skills to develop are: negotiation (mentioned by 69.2% of respondents), creativity and innovation (63.4%) and ability to make impactful presentations (61.5%). For the top management level, needs to be developed are: strategic thinking (mentioned by 82.5% of participants), mentoring (74.2%), change management (74%) and decision making (72.1%).

Last but not least, the study investigates the main motivators and the most powerful stressors at work. First, it should be mentioned that media from the respondents is 7 (for this question it used a 0-10 scale, where 0 means little and 10 means much). Very strong motivators are: the importance of work (mentioned by 98% of participants), achieving personal targets (92.1%), income (92%) opportunities for development (89.1%) and appreciation from colleagues (84.2%). In terms of interacting with the superior, a significant part of the participants considered that motivating factors are: the leading style of the direct boss (75.3%) and his appreciation (71.3%). On the other hand, the principal source of stress at work are represented by: relations with colleagues or boss (63.4%), bureaucracy (59.5%), the leading style of directly boss (56.4%). The items who are the less powerful stressors at work are: workload (35.5%), nature of work (38.6%), lack of transparency (41.5%), lack of appreciation from colleagues (41.6%).

Therefore, the need for meaningful work, achievements for goals and opportunities for professional and personal development represented, for most participants, motivators stronger than income. As a conclusion, it seems like necessary to invest in developing the workforce quality, with a focus on better preparing those with greater impact in organizations – managers.