

## Management challenges and development of organizations in 2012

### - Summary of results -

The Annual Survey conducted by Danis Consulting investigates the life of Romanian organizations, by means of a 28-item questionnaire. The online version of the survey was answered by a total of 124 respondents, of which 50% were general managers, 31% were departmental managers, 7% were line managers and the others remaining did not hold any managerial jobs. Most of the respondents came from the private sector.

The main areas covered by the research this year were:

- **Data regarding the organization**
- **The economic climate and its influence on the organizations**
- **The current life of organizations**
- **Management**
- **Demographic data regarding the respondents**

The answers collected by the items in the section studying the influence of the **economic climate** indicate that the organizations face a difficult context. 75% of the respondents observed during the last year a negative influence of the economic climate on the organization, while only 11% appreciated it as positive. Regarding business ethics, 64% of the respondents perceive a similar situation to the one in the previous year, while 28% appreciated that it declined. The most important challenges for the organizations in 2011 were the quality of the workforce (75%) and the economic climate (73%). The organizations responded to them by focusing on the core business (16%) and costs reduction measures (16%). In 2011, 65% of the respondent companies were involved in social responsibility programmes, most of them by positively responding to initiatives coming from other organizations.

In spite of the aforementioned difficulties, **the organizational life** is depicted in positive terms. Thus 76% of the respondents claim that the organizations they work for achieved results at the expected level or beyond. The results suggest that the most important factors in achieving results are the high level of knowledge and abilities of the staff (72%), the flexibility of the organization (72%) and the existence of a long term organizational strategy (60%). The most frequent changes the organizations faced during the last year were strategic (24%) and at the top management level (18%). As in the previous years, the organizations evaluate in a favorable manner their ability of managing the change processes they go through.

Management is favourably evaluated in more than 90% of the respondent organizations, the executives being perceived as persons of integrity, behaving in accordance to the organizational values and purpose. The developmental needs of the managers and differently prioritized, depending

on the hierarchic level: strategic thinking, objectives setting and decision making are the top priorities for the general and departmental managers, while relational abilities are rated as most important for team and line managers.

The general atmosphere in organizations is appreciated as being better compared to the last year by 41% of the respondents, the level of the employee motivation is perceived as good and their teamwork ability as adequate.

An important aspect highlighted by the results of this survey is the engagement of the **management** with the organizations they work for. More than 70% of the respondents appreciate their contribution in the organization as valuable, 60% of the managers state that they are ready to work more than required for the good of the organization and more than 50% are proud to be part of the organization they work for. Positive results, but lower than the ones above were obtained for the person – job fit. The most important motivators for the managers are: the importance of their work (69%), the achievement of the individual targets (60%) and the existence of developmental opportunities (55%). The relationship with the supervisor and the lack of appreciation received from him/her (45%) as well as the leadership style (43%) are demotivating.

The most important stress factor is the lack of relevant information or receiving it with delays (22,4%). Job insecurity is the less important stress factor, but the incomes are on the seventh position (out of 13), while being almost unimportant in 2010.

The entire study contains other data also - many of which can be analyzed according to the wishes and the needs of those who are interested in studying them. The complete version of the report also contains the analysis of the tendencies registered in the five annual editions of the study, as well as a Conclusions and Recommendations chapter.