

The employees' opinion about top management at the Berlin Ltd. distribution

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Abstract: *Top management which directs and controls the overall activity of the organization, in general, is responsible for planning and interpreting of the purpose of the organization for determining, its business strategy and its main policies* (Emilian Radu 2004). One of the main problems facing commercial establishments offering commercial services is to find a way to differentiate the offer keeping in mind deal that these units dealing with services and whose main characteristic is intangibility. One of the ways standing out the offer is to make ensure that there are good quality services. This can not be obtained without the services of a highly motivated staff who understands the importance of their work in the smooth running of the enterprise.

Keywords: Top management, nominal scale, Likert's scale, semantics scale, styles of leadership: authoritarian, participatory, autonomous, and indefinite.

JEL Classification: D23, M12, M51.

1. Introduction

The best way to determine if substantive change is required or only a perfectory in terms of companies policy to concerting the employees is to retrieve this information directly from those involved, which is why I find it relevant to undergo a study that will reveal to what extent there are any employees of service companies (Berlin Ltd.) are motivated and what their attitude toward work and management is. In this regard it is necessary to better understand of the environment in which they operate activity, a better knowledge of the stimuli that motivate them and, not least, the presence or absence of these incentives in the company's management policy. This present study aims to discover the views of employees (individuals), their opinions about the management, the extent to which pay system provides job satisfaction, and to determine what should be

done to improve or the working conditions or cover the deficiencies.

2. Setting objectives and assumptions

2.1. General Assumptions

- Most employees of Berlin Ltd. are satisfied with the working conditions in within the company;
- The majority of employees are satisfied with the salary they receive;
- The majority of employees are satisfied with the general manager of the company;
- The majority of employees are satisfied with their relationship with the direct manager.

2.2. Objectives of the study

In table 1 are the main objectives of the study

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Basic Aspects	Questions	Seating Objectives
Getting the attitudes and opinions of employees regarding the management Dialogue manager - employee to state of problems	What is the attitude of employees towards management ? How much does the employees' opinion matter? How much does the dialogue manager – employee matter?	Identifying the employee's opinion towards direct and top managers. Identifying the importance the managers attached to the experience of the employees. Identifying problems of the employees, a step to increase work efficacy

Source table: by author after Nicolescu Ovidiu (2007) and Zaharia R, Florescu C, Anghel I, (1993)

3. Study design.

3.1. Type of research and the method of obtaining primary data

The research that is performed involves a direct collection of information directly from their carriers. The survey was chosen as concrete method of research. The questions asked require an answer that managers. This technique was chosen because of its advantages, namely: high rate of participation of subjects in the investigation, the opportunity of convincing them to participate in the interview and to answer questions without revealing the identity of respondents those questions would otherwise remain unanswered, the feedback interviewers-topic.

3.2. Considerations for questionnaire development

According to Zaharia R, Florescu C, Anghel I. Devising the questionnaire is a matter of great importance within the program of organizing a market pool" (1993). Considering the set objectives, a questionnaire having the following characteristics was devised.

Type of questions used:

In relation to the type of questions used, the closed questions prevail because they bring the subject to indicate one or more possible answers proposed the answers are easier to give and the processing and interpretation are simplified. They used single choice questions, as well as multiple choice questions; avail questions involving a single choice of several frequency alternatives were used.

Regarding the type of scales used in order not to become tedious we chose a range of

scales. The nominal scale used types of multiple choices and single or multiple choices the ordinal scale is used in several variants:

- Likert's scale;
- semantics differential scale the variant for more features;
- Likert's scale for a set of statements;

To formulate questions avoiding the use of those words that suggests or implies some answers. Formulations of question wording was made in a direct manner to facilitate the subjects responses and to avoid certain misinterpretations.

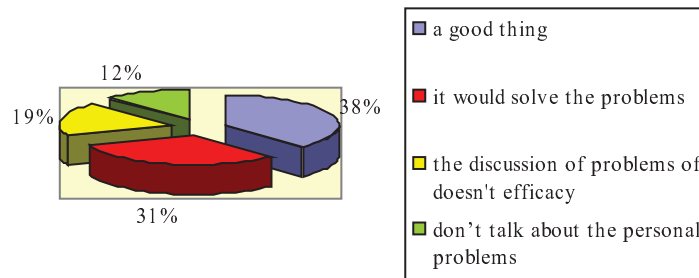
4. Analysis and interpretation of primary and secondary data

4.1. Statistics of questions.

Question 1. This question determines the opinion of subjects related to the management organizing meetings to discuss the subjects' personal problems .The modal value is the answer 'it would certainly be a good thing', that together with the fact that 69.7% of respondents have a favorable attitude towards the proposal (would be good and would solve some problems) should be a warning to the management of the unit, pointing out that employees want to express some issues in front of the superiors(see Chart 1.)

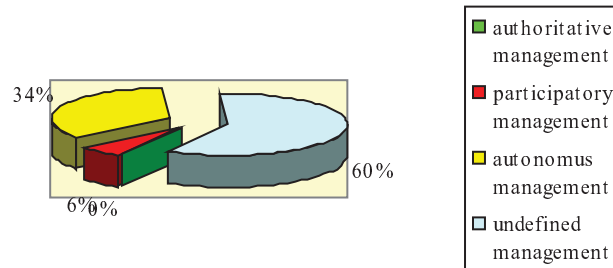
Question 2. Subjects were asked to label the style of management within the enterprise where they work. The majority of respondents (59.3%) (Chart 2), believe that management style is undefined, which is the modal value of the variable, a significant proportion believes that the style is the autonomous (34.3%) and only 6.2% defined management style as participatory

Chart 1. The influence of the employees' personal problems on the work efficacy



Source: Processed by author

Chart 2. Leadership styles

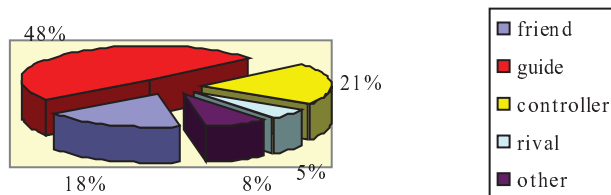


Source: Processed by author

Question 3. Through these nominally measured questions, subjects were asked to indicate which their image about their superior is. Centralizing (Chart 3) data is as follows: Some of those who have chosen the guide also chose the option friend or rival, competitor. 48.7% of respondents regard

their superior as a guide, a rate of 66.6% has a positive image (friend and guide) and 25.7% see in their hierarchical superior a rival or a controller. Three respondents chose other and have written in the questionnaire that they see their superior as a coworker. The modal variant is the guide.

Chart 3. The image of the superior according to the employees



Source: Processed by author

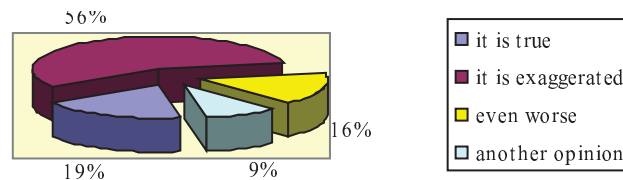
Question 4. The intention of using this question was to find out the employees opinion towards the statement that managers are unskilled. Their answers were as follows:

- Those who have a positive image of their superior consider that the claim is exaggerated (56.2%), and those who have a negative image believes that it is true or even worse (34.3%).

- However, quite a few believe that the managers of the company, unskilled one third of these are not negligible. For those who have different opinion from the proposed responses, two did not respond and one felt that business managers are skilled. (see Chart 4)

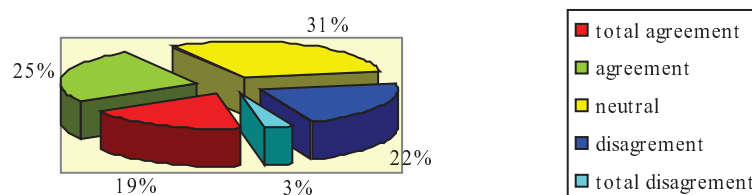
Question 5. Using an ordinal scale (Likert's scale) subjects were asked about the attention that managers should pay to work conditions. Respondents were given a statement in which they are told that managers should pay more attention to the issue being asked to express agreement or disagreement regarding this statement.(Chart 5) A significant percentage of employees agreed with the statement (43.7%) which is detrimental to society, 31.2% were neutral and only 25% of them were happy with the attention the company's management work conditions. Average score of 0, 34 express a slightly favorable central position towards the previous statement.

Chart 4. Analysis of the incompetence of managers



Source: Processed by author

Chart 5. Analysis of the importance managers give to work conditions



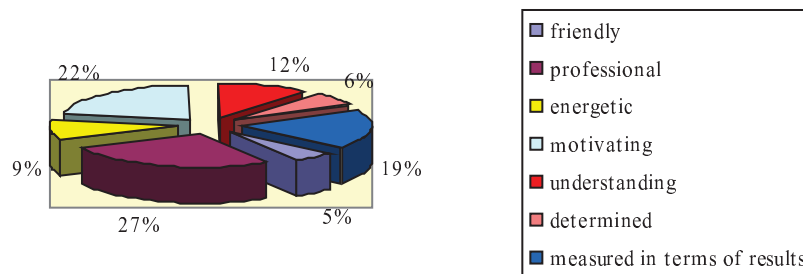
Source: Processed by author

Question 6. The question is linked to the employee assessment of the criteria that a good manager should meet. Subjects could choose more than one entry of those proposed. Subjects felt that a good manager must be a complex man who possesses more qualities and they did not focus on a single criterion but they combined them. We can see that the majority of respondents considered that a good manager should be 'competent and a good professional' (27% - modal value), 'to provide rewards for those who work well and to treat people according to the results'.

The criteria least chosen were kindness and determination.(see Chart 6)

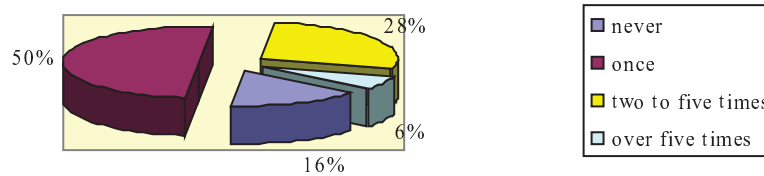
Question 7. Using a nominal scale with a single choice of several frequency alternative subjects was asked how often they were consulted, on average, every day at work by managers. Since asked the employee's opinion creates a feeling of belonging and of value recognition in the workplace, factors that can strongly influence employee motivation, we appreciate as very negative that 65.6% of employees said they were asked for their opinion one time or less a day.(Chart 7)

Chart 6. Analysis of the criteria a manager should meet



Source: Processed by author

Chart 7. Analysis of the managers' consulting their employees



Source: Processed by author

5. Conclusions

The distribution at Berlin Ltd. is made on short channel, the existence of buffer deposits for both food and non-food goods at lower prices than those of the competition. A first conclusion that emerges from the study relates to socio-professional relationships at work. According to data gathered from the

study, employees considered their relationship with managers, important most of them consider their superior as a guide or a friend, and managers consulting employees creates a sense of belonging and value recognition at work, factors that can strongly influence employees' motivation. We appreciate as negative that 65.6% of employees said they were asked for their opinion one time or less a day.

Employees think that in order to be a good leader, a manager must be competent and good professional, to offer rewards for those who work well and treat people according to the results. They consider that company managers should pay more attention to work conditions. These issues must be considered and rectified so that the degree of motivation of employees to regarding grows.

The employees' opinion on the assertion that 'managers are unskilled, those with a positive image of their superior consider that the claim is exaggerated (56.2%), and those who have a negative imagine believe that it is true or even worse (34.3%). However quite a few believe that company managers are unskilled, one third of these are not negligible. The organization will have to become aware of its place in the economic system, to understand the multitude of factors that positively or negatively influence its activity and the

multitude of organizations whose activity is affected by its decisions.

Permanent observation of the other subsystems, in particular of competition allows them to exploit their weaknesses and take advantage of the market opportunities. The manager will permanently have an overall vision on the liquidity and solvency of the company which will help in developing a long-term strategy always knowing the financial and economic potential of the organization and the funds available.

He will know in advance which way the organization goes, profitability indicators being considered intermediate stages of the strategic objectives as the financial ones. Thus he will be able to recover in time and by taking corrective decisions, he will eliminate deviations from the original plan or change the strategy and even the target objective if it exceeds the capacity of the company.

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