

STUDY TO EVALUATE THE EMPLOYEES' ATTITUDE ACCORDING TO MANAGEMENT STYLES PRACTICED IN SERVICES ORGANIZATIONS

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Abstract

Through the paper called *Study to evaluate the employees' attitude according to management styles practiced in services organizations*, the importance of leadership styles in the managerial act is underlined. This evaluation study is based on direct research in the form of a random survey based on a questionnaire, the results being grouped according to selection criteria, according to the subjects' response.

In the field of services, an optimal managerial system based on principles, merit, performance, abilities and flexibility in adapting management styles to different situations needs to be developed. Based on the theoretical concepts and their identification in practice, one can mention that each manager has a special importance in choosing management styles. because s/he has to respect principles such as competence, competition, equal opportunities, professionalism, motivation and transparency. In the course of the managerial activity in organizations offering services, managers must also be evaluated according to characteristics that express their resilience to stress, their attitudes and behaviors. These define the type of manager and management style that should be flexibly adapted to any new situation.

The information analysis shows that the choice of a certain behavior by the managers is the result of the convergent action of several determinants and characteristics of the managerial styles, as well as of the subjective perception of the managerial styles by the subordinates. In order to achieve objectives, managers must have an optimal attitude and communication behavior within and outside the organization, and adhere to ethical principles and professional deontology.

The study also identified some cases of dissatisfaction in the subjects, which could generate ideas for further research and recommendations to strengthen the usefulness of this research.

Key words: management, managerial style, evaluation, attitude, behavior, organization, services.

JEL Classification: M1, M12

1. Introduction

The service manager is the person responsible for the employees' performance. That is the reason why the management technique represents the ensemble of methods, procedures and tools used by the organization's management in order to achieve objectives as efficiently as possible. Management can be defined, both in terms of the process and of the manager, that is, the leader. “Management is the process of achieving the organization objectives by working with and through people, as well as other resources of the organization”(Maloş R.C., 2008) [8].

The main tasks of management in an organization are: *establishing the mission, ensuring optimal functioning, setting responsibilities for different job positions*. Contributing to the establishment and realization of the organization goals is decisive, that is why the manager is considered the main component of human resources in the organization. “Peter Drucker makes an evolutionary analysis of managers from two main approaches. A first approach, which includes not only management personnel but also specialist staff in the category of managers. The second trend includes in the category of managers only those who actually have managerial positions, that is, that are directly responsible for the activity of subordinated members of the firm, who take management decisions, thus directly influencing the actions and behavior of other persons”(Zaharia V., 2008) [10].

Managers permanently, entirely or partly perform the functions of prediction, organization, coordination, training and control over the work processes performed by subordinates. The type of manager is defined as “the set of key characteristics referring to the knowledge quality and skills of a category of management members, which essentially offers the same approach to the basic aspects of the managerial process and relationship, managerial behavior, of other managers”(Maloş R.C., 2008) [8]. “The hierarchical position and the manner of exercise of power influence the management style, in the sense that it is easier to lead a group when the manager is at a higher hierarchical level and the power of his position is higher”(Constantinescu D. (coord.), 2003) [1].

Speciality literature underlines three levels of managers in the managerial hierarchy: “operational level managers (workgroup coordinators), middle-level managers, senior managers (executives)” (Zaharia V., 2008) [10]. Depending on the intensity of the work done and the degree of organization of the employees work, managers can be

classified into: managers who perform their tasks on their own and make decisions for all employees, managers who ask subordinates to perform their tasks, managers who delineate their task to employees.

Depending on *the general characteristics of the activity, the attitude and the behavior in relation to subordinate managers*, they are classified into: the authoritarian manager (biased, capricious, suspicious, irrational and often unfair or absurd), the permissive manager (often incapable of realizing his deficiency) and the cooperative / democratic manager (impartial, honest).

Theory and managerial practice shows that *each type of manager corresponds to a certain leadership style*, which is: *the manifestation of the qualities, knowledge and skills of the managerial staff in the relations with employees, bosses and colleagues*. Dalotă M. and Donath L. argues that “*the leadership styles the most famous: the autocratic style, democratic and the free style*”(Dalotă M. and Donath L., 1995) [3]. *Work style* is a characteristic of every individual, but especially of the managers, because his/her daily activities of are often different, and at the same time they have to be creative. “*The managers’ work style results from the corroboration of two fundamental attitudes that can be manifested differently: the manager’s commitment and responsibility towards the company objectives; cooperation in relations to subordinates*”(Gavrilă T. și Lefter V., 2007) [4]. *Managerial style* is an ensemble of professional, organizational, moral qualities, as well as personality traits that manifest more or less clearly in daily activity and in certain relevant circumstances and which enjoy a high degree of stability over time.

The most important *work styles of managers* analyzed in this study are:

1.) According to their attitude towards responsibility:

- *The repulsive style* “*corresponds to those who refuse to be promoted to management positions in exchange for an exaggerated respect for the independence of others*”(Zaharia V., 2008) [10]. Managers who practice this style have a tendency to make decisions in a hurry and be less effective because they have little confidence.
- *The dominant style* is practiced by managers who have a *power-oriented orientation*, being *efficient* because they tend to act firmly in situations of uncertainty and persevere in achieving their goals. Managers who practice this style are dynamic and active; often create misunderstandings at work, believing that they never fail because they have great confidence in their own strength, so they have little chance of improving their work by learning.
- *The indifferent style* is specific to managers who do not want a hierarchical evolution at first, but once they are promoted, they become responsible people and want to ensure optimal leadership, with all chances to be *effective*.

2.) According *the authority exercised by managers*:

- ◆ *The authoritarian style* is adopted by managers who refuse subordinates to take part in managerial tasks, being constantly preoccupied with controlling employees, if they perform their assigned work tasks to achieve the set goals. If employees work is efficiency reduced, s/he takes measures to control those more often, which has the negative effect of reducing their work efficiency. “*The authoritarian management style is characterized by the centralization of authority, emphasis on formal authority, the personnel of the unit is only seen as the executor, the decision-making power and control is taken only by the manager*”(Cornescu V. et al., 1994) [2].
- ◆ *The democratic style* is adopted by managers who agree with the participation of subordinates in decision-making, in setting objectives and tasks, and managers support the group led in fulfilling work tasks. This lesser control of the subordinate tasks *partly provides conditions for the development of innovative work*, being considered an *efficient* management style. The democratic style is characterized by “*the manager’s great trust in subordinates; the participation of subordinates is encouraged, not only in fulfilling tasks but also in decision making*”(Cornescu V. et al. 1994) [2], respectively by “*sociability, flexibility, cooperation, good communication on the ascendant-descending-horizontal line, spirit of collegiality*”(Gavrilă T. și Lefter V., 2007) [4]. This style “*is effective, it ensures the establishment of good leader-subordinate relationships and a pleasant socio-emotional climate, as well as the independence of action of the group members*”(Russu C.,1996) [9].
- ◆ *The permissive style* is characterized by the fact that managers adopt spontaneous management, refusing any intervention in organizing and leading a group. The difference from democratic style managers is the state of the group’s morale. In the case of democratic style managers, the morale is higher. In addition, managers support the group in fulfilling work tasks.

3.) According to *the type of motivation, the communication characteristics, the nature of the cooperation and the way decisions are taken and other dimensions*:

- ❖ *The very authoritarian style* refers to managers who fix important objectives on their own, give orders and are oriented towards an exaggerated control of the work performed by subordinates;
- ❖ *The authoritarian-benevolent style* is adopted by managers who unilaterally fix the important goals, but accept discussion with subordinates the orders they give;
- ❖ *The participative-consultative style* refers to the tendencies of managers to discuss with subordinates problems that have arisen in the process of the work process;
- ❖ *The consistent-participative style* is practiced by the managers who ensure the broad involvement of subordinates in the work process.

The continuous adaptation of organizations to transition changes requires profound changes in management styles, behavior and attitude of managers. Given the wide scope and the continuous reorganization and transformation of the public system and its components, *the important mutation* that should take place today is *the shift towards a new*

type of management, a modern, creative and inventive one, towards a creative-innovative approach. This aims at: prioritization; developing a vision and a strategy; delegation, the quality of the act and the encouragement of risk taking; the minimization of routine activities and the participatory approach to organizational issues.

2. Study to evaluate the employees' attitude according to management styles practiced in services organizations

Personnel employed in the services domain “has an important role to play in staff-based services”(Gherghina L., 2009) [5], and influencers (managers) “have a special role in preparing conditions for good performance, being the decision-maker in substantiating adopted strategies”(Gherghina L., 2009) [5].

That is why a good manager, in order to manage the subordinate staff, must be professional and managerial in order to make optimal decisions, namely: to organize activities and tasks in a qualitative manner, to manage, motivate and control the employees in process development and to anticipate the organization future evolution.

2.1. The study general presentation

In order to realize the *Study to evaluate the employees' attitude according to management styles practiced in services organizations*, I used *direct research* in the form of a random survey based on a questionnaire. “The survey is a primary data collection method, based on a questionnaire applied to a representative sample of respondents”(Gherghina L., 2014) [7]. “In designing and applying a questionnaire, this should be tested, being an inseparable step ahead of the actual research”(Gherghina L., 2010) [6].

The information was collected from a sample of 72 subjects, from the “Eftimie Murgu” University of Resita, during the period 17.01.2019 - 04.02.2019, after applying questionnaires to students from non-frequency and frequency education from the following specialties: Public Administration, Marketing, and Business Administration. Only students who have a job in public or private services were selected.

Given that most subjects wanted to fill in the questionnaire on their own, the total time offered for filling in questionnaires was of 5 hours for the 72 subjects. Questions Q4A, Q6C and Q7C were grouped according to respondents' responses on the following criteria: *job, occupation, and experience at their current job, gender and age*. Measurement of the studied phenomena was performed by *percentage* and scaling methods belonging to the scales: *nominal, interval and ordinal*.

2.2. Information processing and the study results interpretation

The information obtained was centralized by type of question, according to the subjects' answers and selection criteria, and the interpretation of the results was developed after each question.

I - Questions about employees' attitudes

Q1A. Do you think that the realization with pleasure of the following is important to you?

Table no. 1 The centralization of results and the calculi of percentages for question Q1A

Evaluation	Very important	Important	Nor important / Nor insignificant	Not important	Insignificant	Total
Scale size	5	4	3	2	1	
(A1.1.) Job attributes	48	24	0	0	0	72
percentage	66.67	33.33	0.00	0.00	0.00	100
(A1.2.) Routine activities	16	46	8	2	0	72
percentage	22.22	63.89	11.11	2.78	0.00	100

Source: Author's processing

- Employees in the field of services consider that the realization with pleasure attributes is:
- *job attributes* is **very important** for 55.67% (48 subjects out of 72) and a score of $S1 = 4.67$, as well as **important** - 33.33% (22 subjects out of 72);
 - *routine activities* is **important** - 63.89% (46 subjects out of 72) and a score of $S2 = 4.06$, respectively **nor important / nor insignificant** - 11.11% (8 subjects out of 72) and **not important** - 2.78% (2 subjects out of 72).

Q2A. Do you appreciate that you realize work tasks more efficiently if:

Table no. 2 The centralization of results and the calculi of percentages for question Q2A

Evaluation	Total agreement	Partial agreement	Indifferent	Partial disagreement	Total disagreement	Total
Favorable statement and scale size	2	1	0	-1	-2	
(A2.1.) Are you positively rewarded (salary, bonuses)	45	22	3	0	2	72
percentage	62.50	30.56	4.17	0.00	2.77	100
Favorable statement and scale size	-2	-1	0	1	2	
(A2.2.) your manager is present at the workplace	19	23	22	3	5	72
percentage	26.39	31.94	30.56	4.17	6.94	100

Source: Author's processing

Staff employed in the services domain appreciate that *they realize work tasks more efficiently* if:

- *are positively rewarded*: 62.50% (45 subjects out of 72) and a score of $S_1 = 1.50$ **totally agree** and 4.17% (3 subjects out of 72) are **indifferent** and 2.77% (2 subjects out of 72) chose **total disagreement**;
- *their manager is present at the workplace*: 31.94% (23 subjects out of 72) and a score of $S_2 = 0.67$ **agree** with a tendency towards **indifferent** - 30.56% (22 subjects out of 72), and 26.39% (19 subjects from 72) **totally agree**, 6.94% (5 subjects out of 72) are **totally disagreeing** and 4.17% (3 subjects out of 72) consider **partial disagreement**.

The result of **the total score of $S_t = 1.08$** demonstrates that employees are more efficient at work if *they are rewarded positively* but also if *their manager is present at the workplace*.

Q3A. Inside the team you collaborate with, do you assume responsibilities and do you take initiative in the work process?

Table no. 3 The centralization of results and the calculi of percentages for question Q3A

Evaluation	Always	Very often	Nor often/ Nor rarely	Very rarely	Never	Total
Scale size	5	4	3	2	1	
(A3.1.) I assume responsibility	48	17	7	0	0	72
percentage	66.67	23.61	9.72	0.00	0.00	100
(A3.2.) I take initiative in the work process	28	29	13	2	0	72
percentage	38.89	40.28	18.05	2.78	0.00	100

Source: Author's processing

Service staff appreciates that:

- 66.67% (48 subjects out of 72), a S_1 score of 4.57 *assume responsibility* very often - 23.61% (17 subjects out of 72), *often* assume responsibility and 9.72% (7 subjects out of 72) assume responsibility *not often/nor rarely*.
- 40.89% (29 subjects out of 72), take initiative in the work process *very often* - 38.89% (28 subjects out of 72) S_1 score = 4.15, *always* take initiative in the work process, *not often / nor rarely* - 18.05% (13 subjects of 72) and *very rarely* - 2.78% (2 subjects out of 72).

Q4A. Do you solve work problems more efficiently when you follow the schedule established by?

Table no. 4 The centralization of results and the calculi of percentages for question Q4A

Answers alternatives and scale size	(A4.1.) You	(A4.2.) Your manager	(A4.3.) Your colleagues	Total
	3	2	1	
Subjects	55	12	5	72
Percentage	76.39	16.67	6.94	100

Source: Author's processing

Table no. 5 The centralization of results and the calculi of percentages, according to the subjects' selection criteria for question Q4A

Subjects' no. / Percentage	A4.1.	A4.2.	A4.3.	Total
C1: The subjects' workplace criterion is in the domain of				
TOTAL public services	35	8	2	45
PERCENTAGE public services	48.61	11.11	2.78	62.50
TOTAL private services	20	4	3	27
PERCENTAGE private services	27.78	5.55	4.17	37.50
C2: The subjects' function at the present workplace criterion				
TOTAL management	10	0	0	10
PERCENTAGE management	13.89	0.00	0.00	13.89
TOTAL execution	45	12	5	62
PERCENTAGE execution	62.50	16.67	6.94	86.11
C3: The subjects' experience at the present workplace criterion				
TOTAL under 1 year	4	2	1	7
PERCENTAGE under 1 year	5.55	2.78	1.39	9.72
TOTAL 1 to 5 years	21	4	1	26
PERCENTAGE 1 to 5 years	29.17	5.55	1.39	36.11
TOTAL over 5 years	30	6	3	39
PERCENTAGE over 5 years	41.67	8.33	4.17	54.17
C4: Subjects' gender criterion				
TOTAL Male	29	5	3	37
TOTAL Female	26	7	2	35
PERCENTAGE Male	40.28	6.94	4.17	51.39
PERCENTAGE Female	36.11	9.72	2.78	48.61
C5: Subjects' age criterion				
TOTAL Age 18-35 years	24	5	3	32
PERCENTAGE Age 18-35 years	33.33	6.94	4.17	44.44
TOTAL Age 36-55 years	28	7	2	37
PERCENTAGE Age 36-55 years	38.89	9.72	2.78	51.39
TOTAL over 55 years	3	0	0	3
PERCENTAGE over 55 years	4.17	0.00	0.00	4.17
Total subjects	55	12	5	72
Total percentages	76.39	16.67	6.94	100

Source: Author's processing

With a score of $S = 2.69$ and a percentage of **76.39%** (55 subjects out of 72), the personnel employed in the services domain appreciate that *they solve work problems more efficiently when they follow the schedule established by them*. A percentage of **16.67%** (12 subjects out of 72) *work problems more efficiently when following the schedule established by their manager*.

According to the answer alternatives and the subjects' selection criteria, the respondents sustain that they *solve work problems more efficiently when*:

- *they follow the schedule established by them*: **48.61%** (35 subjects out of 72) the personnel employed in **public services** with **management function** (all respondents) - **13.89%** (10 subjects out of 72) an **execution** - **62.50%** (45 subjects out of 72), *with a work experience of over 5 years* - **41.67%** (30 subjects out of 72), **males** - **40.28%** (29 subjects out of 72), *with an age of 36-55 years* - **38.85%** (28 subjects out of 72);
- *they follow the schedule established by their manager*: **11.11%** (8 subjects out of 72) personnel employed in **public services** with **execution function** - **16.67%** (12 out of 72), *with a work experience over 5 years* - **8.33%** (6 out of 72), with equal percentages of **9.72%** (7 subjects out of 72) **females**, *with an age of 36-55 years*;
- *they follow the schedule established by their colleagues*: in equal percentages **4.17%** (3 subjects out of 72) personnel employed in **private services**, *with a work experience of over 5 years*, **males**, *aged 18-35 years* and with an **execution function** - **6.94%** (5 subjects out of 72).

II – Questions aiming at the employees’ perception on the managers’ behavior**Q1C. Work control is realized by your direct manager:**Table no. 6 **The centralization of results and the calculi of percentages for question Q1C**

Answers alternatives and scale size	Always	Very often	Nor often/ Nor rarely	Very rarely	Never	Total
	5	4	3	2	1	
Subjects	20	26	19	6	1	72
Percentages	27.78	36.11	26.39	8.33	1.39	100

Source: Author’s processing

Personnel employed in the services domain appreciate, through a score of $S = 3.81$ and in a percentage of **36.11%** (26 subjects out of 72) that, *work control* is **often** realized by *their direct manager*.

Q2C. Do you consider your manager should?Table no. 7 **The centralization of results and the calculi of percentages for question Q2C**

Evaluation	Always	Sometime	Never	Total
Scale size	Rank 1	Rank 2	Rank 3	
	3	2	1	
A2.1. Inform subordinates on organization problems and his/her resolution plans	52	19	1	72
percentage	72.22	26.39	1.39	100
A2.2. Accept comments and opposite opinions from subordinates, when a decision is adopted	29	38	5	72
percentage	40.28	52.78	6.94	100
A2.3. Offer subordinates the possibility to auto-control their activity	37	32	3	72
percentage	51.39	44.44	4.17	100

Source: Author’s processing

According to *importance*, personnel employed in the services domain consider that their *manager* must:

- **Always** inform subordinates on organization problems and his/her resolution plans - **72.22%** (52 subjects out of 72) and a score of $S1 = 2.71$, and, to offer subordinates the possibility to auto-control their activity - **51.39%** (37 subjects out of 72) and a score of $S3 = 2.47$;
- **Sometimes** Accept comments and opposite opinions from subordinates, when a decision is adopted - **52.78%** (38 out of 72) and a score of $S2 = 2.33$.

As it can be seen, the word **never** received the highest number of answers for - *Accept comments and opposite opinions from subordinates, when a decision is adopted* - **6.94%** (5 subjects out of 72), which doesn’t highly influence the subjects’ appreciation.

Q3C. Do you appreciate the efficiency level of managerial activity inside the organization, in risk conditions is?Table no. 8 **The centralization of results and the calculi of percentages for question Q3C**

Answers alternatives and scale size	Very high	High	Nor high/nor small	Small	Very small	Total
	1	2	3	4	5	
Subjects	16	31	15	8	2	72
Percentage	22.22	43.06	20.83	11.11	2.78	100

Source: Author’s processing

As a management attribute, services personnel estimate that *the level of managerial activity efficiency at high risk* is **high** with a score of $S = 2.29$ (43.06% - 31 subjects out of 72).

Q4C. How do you appreciate your manager is?Table no. 9 **The centralization of results and the calculi of percentages for question Q4C**

Answers alternatives	According to the authority exercised			According to the attitude towards responsibility			Total
	Democratic	Authoritarian	Permissive	Indifferent	Dominant	Repulsive	
Scale size	3	2	1	3	2	1	
Subjects	21	29	22	15	44	13	144

Answers alternatives	According to the authority exercised			According to the attitude towards responsibility			Total
	Democratic	Authoritarian	Permissive	Indifferent	Dominant	Repulsive	
Percentage	29.17	40.28	30.55	20.83	61.11	18.06	200

Source: Author's processing

According to the authority exercised, personnel from the services domain appreciate their *managers* to be **authoritarian**, with a score of **SAE = 1.99** and in a percentage of **40.28%** (29 subjects out of 72). According to the percentage obtained, subjects appreciate that some manager are **permissive - 30.55%** (22 subjects out of 72) or **democratic - 29.17%** (21 subjects out of 72), **33.33%** (6 subjects out of 18).

According to the attitude towards responsibility, personnel from the services domain appreciate their *managers* are **dominant**, with a score of **SAR = 2.03 (61.11%)** (44 subjects out of 72). Some subjects appreciate that their managers are **indifferent - 20.83%** (15 subjects out of 72), and even **repulsive -18.06%** (13 subjects out of 72).

Q5C. Do you believe your manager considers the participation of subordinates in work related decisions to be important?

Table no. 10 The centralization of results and the calculi of percentages for question Q5C

Answers alternatives and scale size	Very important	Important	Nor important/nor insignificant	Not important	Very not-important	Total
	5	4	3	2	1	
Subjects	14	41	10	7	0	72
Percentage	19.45	56.94	13.89	9.72	0.00	100

Source: Author's processing

With a score of **S = 3.86** and in a percentage of **56.94%** (41 subjects out of 72) the subjects appreciate *their manager* consider **important the participation of subordinates in work related decisions**. A part of the subjects appreciate that *their manager* considers this to be **very important - 19.45%** (14 subjects out of 72), **nor important/nor insignificant - 13.89%** (10 subjects out of 72), **not important - 9.72%** (7 subjects out of 72).

Q6C. If an employee doesn't fulfill delegated tasks even these have optimum realization conditions, how does your manager react?

Table no. 11 The centralization of results and the calculi of percentages for question Q6C

Answers alternatives and scale size	(A6.1.) Discusses to discover the cause	(A6.2.) Demands explanations	(A6.3.) If the action creates image/financial prejudice to the organization, sanctions are demanded	Total
	3	2	1	
Subjects	44	18	10	72
Percentage	61.11	25.00	13.89	100

Source: Author's processing

Table no. 12 The centralization of results and the calculi of percentages, according to the subjects' selection criteria to the questions Q6C

Subjects' no. / Percentage	A6.1.	A6.2.	A6.3.	Total
C1: The subjects' workplace criterion is in the domain of				
TOTAL public services	28	11	6	45
PERCENTAGE public services	38.89	15.28	8.33	62.50
TOTAL private services	16	7	4	27
PERCENTAGE private services	22.22	9.72	5.56	37.50
C2: The subjects' function at the present workplace criterion				
TOTAL management	8	2	0	10
PERCENTAGE management	11.11	2.78	0.00	13.89
TOTAL execution	36	16	10	62
PERCENTAGE execution	50.00	22.22	13.89	86.11
C3: The subjects' experience at the present workplace criterion				
TOTAL under 1 year	4	2	1	7

PERCENTAGE under 1 year	5.55	2.78	1.39	9.72
TOTAL 1 to 5 years	14	6	6	26
PERCENTAGE 1 to 5 years	19.45	8.33	8.33	36.11
TOTAL over 5 years	26	10	3	39
PERCENTAGE over 5 years	36.11	13.89	4.17	54.17
C4: Subjects' gender criterion				
TOTAL Male	26	7	4	37
TOTAL Female	18	11	6	35
PERCENTAGE Male	36.11	9.72	5.56	51.39
PERCENTAGE Female	25.00	15.28	8.33	48.61
C5: Subjects' age criterion				
TOTAL Age 18-35 years	22	7	3	32
PERCENTAGE Age 18-35 years	30.56	9.72	4.17	44.44
TOTAL Age 36-55 years	21	10	6	37
PERCENTAGE Age 36-55 years	29.17	13.89	8.33	51.39
TOTAL over 55 years	1	1	1	3
PERCENTAGE over 55 years	1.39	1.39	1.39	4.17
Total subjects	44	18	10	72
Total percentages	61.11	25.00	13.89	100

Source: Author's processing

The public services personnel appreciate that the manager *discusses to discover the cause for not solving the tasks received*. The result is underlined by the score **S = 2.47**, and by the subjects' percentage **61.11%** (44 subjects out of 72).

According to the answers alternatives and the subjects' criteria of subjects, respondents consider that if a subordinate doesn't fulfill the tasks delegated, even if proper conditions were offers, s/he:

- discuss to discover the cause (61.11% - 44 subjects out of 72): the statement is sustained by **38.89%** (28 subjects out of 72) of the **public services employees** and **22.22%** (16 subjects out of 72) **private services** employees, with a **management function - 11.11%** (8 subjects out of 72), and **execution - 50%** (36 subjects out of 72), *with a work experience of over 5 years - 36.11%* (26 subjects out of 72), **males - 36.11%** (26 subjects out of 72), **aged 18-35 years - 20.56%** (22 subjects out of 72);
- demands explanations (25% - 18 subjects out of 72): the statement is sustained by **15.28%** (11 subjects out of 72) of the **public services employees** and **9.72%** (7 subjects out of 72) **private services** employees, with a **management function - 2.78%** (2 subjects out of 72) and **execution - 22.22%** (16 subjects out of 72), *a work experience of over 5 years - 13.89%* (10 subjects out of 72), **females - 15.28%** (11 subjects out of 72), **aged 36-55 years - 13.89%** (10 subjects out of 72);
- If the action creates image/financial prejudice to the organization, sanctions are demanded (**13.89% - 10 subjects out of 72**): the statement is sustained by **8.33%** (6 subjects out of 72) of the **public services employees** and **5.56%** (4 subjects out of 72) **private services** employees, with an **execution function - 13.89%** (10 subjects out of 72) *a work experience of 1-5 years - 8.33%* (6 subjects out of 72), **females - 8.33%** (6 subjects out of 72), **aged 36-55 years - 8.33%** (6 subjects out of 72).

Q7C. What should mainly preoccupy your manager, in the work process?

Table no. 13 The centralization of results and the calculi of percentages for question Q7C

Answers alternatives and scale size	(A7.1.) Optimum conditions for task fulfilling	(A7.2.) Employees' motivation level	(A7.3.) Work related results	Total
	1	2	3	
Subjects	29	20	23	72
Percentage	40.28	27.78	31.94	100

Source: Author's processing

Table no. 14 The centralization of results and the calculi of percentages, according to the subjects' selection criteria to the questions Q7C

Subjects' no. / Percentage	A7.1.	A7.2.	A7.3.	Total
C1: The subjects' workplace criterion is in the domain of				
TOTAL public services	19	12	14	45
PERCENTAGE public services	26.39	16.67	19.44	62.50
TOTAL private services	10	8	9	27
PERCENTAGE private services	13.89	11.11	12.50	37.50
C2: The subjects' function at the present workplace criterion				
TOTAL management	5	1	4	10
PERCENTAGE management	6.94	1.39	5.56	13.89
TOTAL execution	24	19	19	62
PERCENTAGE execution	33.33	26.39	26.39	86.11
C3: The subjects' experience at the present workplace criterion				
TOTAL under 1 year	3	4	0	7
PERCENTAGE under 1 year	4.17	5.56	0.00	9.73
TOTAL 1 to 5 years	12	6	8	26
PERCENTAGE 1 to 5 years	16.67	8.33	11.11	36.11
TOTAL over 5 years	14	10	15	39
PERCENTAGE over 5 years	19.44	13.89	20.83	54.16
C4: Subjects' gender criterion				
TOTAL Male	16	11	10	37
TOTAL Female	13	9	13	35
PERCENTAGE Male	22.22	15.27	13.89	51.38
PERCENTAGE Female	18.06	12.50	18.06	48.62
C5: Subjects' age criterion				
TOTAL Age 18-35 years	15	8	9	32
PERCENTAGE Age 18-35 years	20.83	11.11	12.50	44.44
TOTAL Age 36-55 years	13	10	14	37
PERCENTAGE Age 36-55 years	18.06	13.89	19.44	51.39
TOTAL over 55 years	1	2	0	3
PERCENTAGE over 55 years	1.39	2.78	0.00	4.17
Total subjects	29	20	23	72
Total percentages	40.28	27.78	31.94	100

Source: Author's processing

The score obtained $S=1.92$ proves that during the work process the manager should be mainly preoccupied by, according to the items importance: *the realization of optimum conditions for work tasks* - **40.28%** (29 subjects out of 72), *work related results* - **31.94%** (23 subjects out of 72), but also the *employees' motivation level* **27.78%** (20 subjects out of 72).

According to the subjects' selection criteria, respondents consider that during the work process the manager should mainly be preoccupied:

- the realization of optimum conditions for work tasks: **26.39%** (19 subjects out of 72) **public services** employees with a **management function** - **6.94%** (5 subjects out of 72) and **an execution function** - **33.33%** (24 subjects out of 72), *with a work experience of over 5 years* - **19.44%** (14 subjects out of 72), **males** - **22.22%** (16 subjects out of 72), *aged 18-35 years* - **20.83%** (15 subjects out of 72);

- the employees' motivation level: **16.67%** (12 subjects out of 72) **public services** employees with a **execution function** - **26.39%** (19 subjects out of 72), *with a work experience of over 5 years* - **13.89%** (10 subjects out of 72), **males** - **15.27%** (11 subjects out of 72), *aged 36-55 years* - **13.89%** (10 subjects out of 72);

- work related results: **19.44%** (14 subjects out of 72) **public services** employees with a **execution function** - **26.39%** (19 subjects out of 72), *with a work experience of over 5 years* - **20.83%** (15 subjects out of 72), **female** - **18.06%** (13 subjects out of 72), *aged 36-55 years* - **19.44%** (14 subjects out of 72);

Q8C. In what measure do you consider your manager imposes the behavior, protocol and clothing rules, inside the organisation?

Table no. 15 The centralization of results and the calculi of percentages for question Q8C

Answers alternatives and scale size	In great measure	Nor great measure / Nor small measure	In small measure	Total
	3	2	1	
Subjects	42	28	2	72
Percentage	58.33	38.89	2.78	100

Source: Author's processing

According to the score $S = 2.56$ and the percentage of 58.33% (42 subjects out of 72) personnel of the services domain consider that *their manager imposes in great measure the respect of behavior, protocol and clothing rules, inside the organization*. Some subjects - 38.89% (28 subjects out of 72), consider that these rules need to be imposed in a balanced manner, **nor in great measure / nor in small measure**.

3. Conclusions

As a result of the Study to evaluate the employees' attitude according to management styles practiced in services organizations, on the basis of questions that aim the *employees' attitude*, it has been found that service staff believe it is very important to fulfill the job descriptions with pleasure and important to enjoy the routine activities. At the same time, they appreciate that *they perform their work tasks more effectively if they are rewarded positively or if their manager is present at the workplace*, and in the team they work with, *they always* assume their responsibilities in the work process, take an initiative in the work process very often and solve service issues more effectively when they follow the schedule they set.

Regarding questions about *employees' perceptions of the managers' behaviors*, it has been found that the staff from the services domain stated that the *direct manager often* performs control of their work. At the same time, *their manager always* has to inform subordinates about the organization's problems and his/her plans to solve them, provide the subordinates with the opportunity to self-monitor their work, and sometimes accept comments and opinions from the subordinates when making a decision. Employees appreciate that within the organization where they work; *the level of efficiency of the managerial activity at high risk is high*. It is also mentioned that, according to the authority exercised, employees appreciate that *their managers are authoritarian* with a tendency to be permissive and less democratic, and according to the attitude towards responsibility, employees appreciate that *their managers are dominant*, with a tendency to be indifferent and less repulsive. At the same time, employees appreciate that *their manager considers the involvement of subordinates important* in making decisions about their work.

Regarding the *employee's failure to perform the delegated tasks*, even if they the right conditions, they claim that their manager is talking to them in order to find out the cause, and if necessary asks for an explanatory note and only if the deed creates image / financial damage to the organization, demand a sanction. Employees appreciate that *in the work process their manager must prioritize* in the order of importance: in the achievement in optimum conditions of the work tasks, the work results and the level of motivation of the employees. At the same time, they consider that *their manager requires a great deal of compliance with the rules of conduct, protocol and clothing*.

The present study highlighted the manifestation of *the authoritarian style and the dominant style*, which calls for changes in attitudes and behaviors of managers. Changing attitudes is a long process that can only take place under conditions of certain flexibility and tolerance for failures.

Moving towards *consultative or consistent participatory style* is possible in services. Achieving positive results that are characteristic of the participatory style requires *a fair amount of time and organizations have to bear the costs for introducing this style*. The recovering of the initial cost of introducing the participatory style takes place over time through increased performance. Adopting *the participatory style* requires changes in behavior and attitudes of staff. The bigger the differences between the style previously practiced and the participative style to be implemented, the deeper the changes in behavior and attitude will be. *The participatory style* requires managers and subordinates to consider themselves as peers and to work together to achieve the organization goals.

Changes in behavior and attitudes to meet the requirements of the participatory style require time and require the creation of conditions that favor *a more intense cooperation between leaders and subordinates*. By solving common problems, *managers and subordinates* get to know each other and will gradually make the expected changes, become *more cherished and considere themselves colleagues*. In this direction, collective management is an organizational framework that offers good co-operation. When making these changes, special courses can also be provided to participants, through suggestive examples, an opportunity to convince themselves of the effectiveness of these behavioral changes and attitudes towards widening the participation in the work process of all staff from the organization.

In order to make work in service organizations more efficient, the adoption of a *participatory style* is recommended that can be *consultative or consistent*, through which managers ensure broad involvement of subordinates in decision-making in the work, execution, and achievement of goals to obtain the expected results. However, one cannot ignore the fact that current economic situations and realities may claim the practice of the *authoritarian style* and that the problem lies in deciding what is the optimal style in a particular situation. It is known from practice that each manager has a favorite behavior and style, but he must learn to use other styles, adapt them according to the training of the subordinate staff. This research may provide the basis for in-depth research or comparisons with other research in the field of public services or private services.

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