

EFFECTIVE MANAGEMENT THROUGH STRONG PERSONALITY OR STRONG LEADER

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Abstract

This article deals with effective management of „selected“ (political or professional) management staff in Macedonia. Relevance of the article imposed by Macedonian reality to improve the practice of human resources by adopting relevant legal acts for achieving effectiveness in the work.

Effectiveness of the management activities relevant thesis for each person or living thing in R. Macedonia. To date, the nature of management have been and will influence the direction of change in the capital structure that is inevitably associated with the composition, the staff motivated by personal professional experience gained from education, training, age, sex, and many other features that shape the identity of the man.

Keywords: efficiency, management, education, training, individual.

Introduction

In today's modern world of innovation with the latest technical and technological equipment however each individual for itself is unique, while all men are distinguished based on the different characteristics of the person, and the young love and a sense of risk taking, but with it can take a risk and simultaneously lose. In this sense, the motto program of the Government of Macedonia „Dare“ for opportunity youth to just convince them to manage, but forgetting of possessed knowledge of the needs for the introduction of new mechanisms of labor motivation of employees, improve their skills, labor relations based on partnership and cooperation, active involvement of staff management, profit sharing. Management system covers a very wide color problem: planning the number of employees, their recruitment and professional adaptation, and thereby to increase staff with new employees, training employees, or human resources to examine and review their knowledge, people skills as a key resource and intangible assets of the organization, ensuring their efficiency and competitiveness, etc.

We know that at the beginning of XX-th century establish term management of human resources, not only as a man - a person, but a person - the owner of labor that man - the subject of labor relations. Results of operations have a significant impact on the capital structure of the institution.

Human activity is correlated with a number of permanent changes in everyday life that the socio-political, economic and other fields of public life, which cumulatively seek change ourselves. In any

case at this point we must endeavor to strengthen teamwork and cooperation where employees with rest will relate the position of employees more as partners rather than as subordinates.

However, management depends on the effectiveness of the administration, with their competitiveness and ability to predict consumer behavior that determines the correct management policy within the organization.

Effective management

Today's democratic economic conditions in Macedonia expect "voice" of the economy and medzhamentot for effective management and the adoption of appropriate positive solutions in the area of effective strategy and developed tactics in the workplace to achieve reliability of business projects, as it would be done their proper monitoring of their implementation in order to detect unused opportunities, and to achieve the expected increase effectiveness and efficiency in the economy through business activities that implement a daily basis in the economy.

Effective

The term "efficiency" - is a key to economic science, it is a matter of scientific debate in different areas, many cases of domestic and foreign scientists. Generally speaking, the performance of economic activities in practice emphasizes and gives the degree of utilization of resources and their hard impact.

The term "effect" (from *lat.*- enforcement action) results, due any reason and action. The effectiveness is due to the great influence of management. It is necessary to distinguish the concept of "economic impact" and "economic efficiency". The economic effect is the final indicator, which is characterized based on the result of the activity of the monetary assessment.

Economic efficiency - a relative indicator of the effect obtained in proportion to the costs and resources used to achieve this effect. Criterion effectiveness in economic literature is worded differently and comes from: the maximum result with the optimum value of the costs; - maximum results with minimum costs; - maximum result per unit cost; - minimum cost per unit of output.

So, the economic impact represents the difference between the desired outcomes of the completed activities and costs incurred in preparation for their economy. The effect of the difference between the product and the cost of its production occurs (*ceteris paribus*) in two cases: first, when a growing number of manufactured products (for example, production growth ..); Second, when reduced cost (saving resources). The effect as a final result of the economic activity is characterized by a different value and actual performance - the production volume, value, conditions, income (savings) for individual items of expenditure, total savings from cost reduction by saving more separate elements etc.

An important goal of any business in a market economy is certainly profit, which if viewed as an economic criterion ogash at that point advocates effectiveness maximize profit per unit of capital costs (resources).

Economic efficiency - capacity of the system during operation produce economic effects (potential performance) and the actual creation of such an effect (actual performance) system or the ability to produce in its change (and the conditions for the realization of its operation) greater economic effect than in other circumstances; implementation of this capability. Thus, apart from the economic benefits, economic efficiency is not absolute but relative value; the most common way to set up consists of dividing the magnitude of the effect of the resolution costs. As a result, all the greater economic benefit and lower costs for this resource, higher efficiency. Thus, we can say that is a reflection of the degree of effectiveness of the implementation of the organization's goals to a minimum but necessary expenses.

Efficiency is relevant system in the socio - economic spheres of human communication, delegation, motivation, educational - education cycle to influence (suggestions, encouragement, penalty) in business.

Another problem, the effectiveness is interesting for person/position for adults and little active for a person who is not on/in position. In times of modern economy and a time of globalization, with increased and enhanced international market competition, all Western companies since the mid twentieth century collide with opportunities to compete for companies of Asian countries through similar products and services, and a lower price. For this set needs of survival and survival by Western companies they have found themselves having to improve their methods and ways to improve their own efficiency, but also to set personal tasks to fail to come up with cost reduction models, models, establishing quick and effective solutions for deeper and broader insight of their strength and potential.

Symptoms that wants something to achieve it are the final results that are interrelated and interdependent and how they reflect the performance of management in different areas. We must in this situation to take into account factors that can affect the efficiency in pursuing business activities. In a relationship the Macedonian economy's current political situation and who are they facing problems, especially with unemployment and economic subsidies to Western partners. Output of these problems the Macedonian economy, new management tools, modernization and development of basic sectors of the economy in Macedonia.

Such mechanisms include instruments for knowledge management that increase the efficiency of management. Among the instruments for managing the organization in accordance with its phases can be identified: 1) extraction of knowledge (group and individual types of work, certification of employees); 2) analysis of knowledge; 3) the exchange and transfer of knowledge.

Qualified Master must at all times to overcome the techniques and methods of economic analysis, and through their knowledge of the masters of the technical areas of training will be able to easily adapt to changing market conditions and to find the optimal effective management decisions and propose management solutions, aimed at increasing the effectiveness of management and which will also be applied in practice.

Decision for the proper and effective management solution is the result of cumulation the organizational - economic, legal - technical information, logical - mathematical, psychological and other aspects. So management solutions is a way of permanent subsystem control exposure management subsystem that is subject to control by controlling the facility and staff. This effect bottom line it is goal lead finally towards achieving the set goals.

Based on the above, you can give the following definition of an administrative decision.

The administrative decisions that enter the organization represent an act of management (managers or group of managers), with the only goal of choosing from several possible options for organizing the development of one embodiment of security in achieving the goals at the lowest price. In this situation immediately emerges the question - How to bridge the gap between formulation and implementation of strategy management? I can to propose establishing a new department or office management strategy, which will have the sole purpose of connecting the units responsible for strategic planning units of execution.

In accordance with the standards of the international community to assess the best and most effective use of management, it is defined as the likely reasonable and permitted use of estimated object, which must meet the following criteria: Be physically possible, legally allowed, appropriate from a financial perspective, and provides the greatest economic benefit. We can point to the Macedonian practice must be optimally utilized analysis discovered by checking the compliance with the considered options for using the following four criteria:

- be physically real, ie to communicating with potential resources;
- be effective, ie, time and form of designated use to it is not subject to legal restrictions, actual or potential;
- be a financial spirit, or use to provide income equal or greater than cumulation of operating expenses, financial obligations and capital expenditures;

- to be effective, ie. for example possess the highest productivity among the applications the likelihood that who is confirmed only by the market.

Feature for a stable financial situation of the company is to increase personal capital at the expense of their own as well as borrowed funds, indicators of its solvency and financial stability that will ensure high productivity and economic performance, and efficient use of resources used.

Management decision making

Inevitable analysis of decision-making in an accumulation relationship with interrelated functions - planning and accounting which shapes the whole system management.

The first and most important task of planning is to enable real systematic enterprise development and identify ways they achieve the best end for obtaining production results. Necessarily have to have complete and reliable information about the process and its goals to have this effective process management. Solving this problem fully function provides accounting, during which we come to the permanent completeness, systematization and generalization of information required for this purpose.

Created control management system has the ultimate purpose to allow a situation of knowledge not only to implement the plan and the performance, and trends and nature of changes occurring in the economy. This process is possible thanks to the economic analysis which allows us to get primary information, which in turn, will reach the analysis that will start the operation of comparing the results achieved with similar current from previous periods. These tools include management tool knowledge, and increasing the effectiveness of management which concludes the effect of various factors of performance indicators; identifying gaps, mistakes and missed opportunities that will be determined by management.

I must emphasize that the economic analysis as one of the functions of management is the foundation of management decisions which creates specific condition guaranteeing for the impartiality and effectiveness.

So, the effective management should be organized collection, processing, analysis and use of information (customers), competitors, suppliers, markets and technologies. Therefore, after analyzing the information, the employee shows the leadership of the need to initiate the process of change. Since changes are primarily people, it is necessary to take into account the reaction of the individual to change, reflecting the general problems of insecurity and control. Thus, control of change is an essential part of management, and the result depends on the competence of the manager in this area.

As management functions, analysis of industrial and economic activity of the company is closely linked to the planning and forecasting of production, because it is impossible without a deep analysis of the implementation of these functions. The important role of the analysis of industrial and economic activity consists in the preparation of information for planning, assessing the quality and validity of the objectives of the enterprise. It is a means not only to study the plans, but also a tool for monitoring its implementation. Planning begins and ends with the analysis of the results, which enhances the level of planning and make it scientifically valid.

Thus, an economic analysis is an important element in the system of production control, an effective tool for identifying internal reserves, a tool for developing science-based planning and management decisions. The role of the analysis as a means to control the activity of each year is increasing. This is due to the need to continuously improve the efficiency due to increased scarcity and costs of resource use, and increased skill - capital intensity of the activity. Decisions and management activities should be based on a deep and comprehensive economic analysis with a reasonable estimation of their effectiveness. Without such justification, maintenance, technology or organizational decision can be taken on account of full execution.

Effective people management

Effective human resource management is fully determined by its contribution to the achievement of organizational goals. The real effectiveness of the management system is possible only by comparing the degree of realization of business objectives with the funds allocated for this issue.

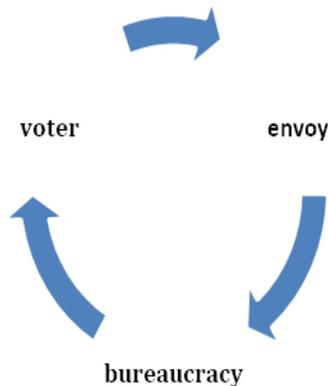


Figure 1

The final assessment in this situation the effectiveness of the human resources distinguishes two types of effectiveness based on the nature of socio-economic goals and - economic efficiency and social efficiency.

In this sense, and in relation to labor must embrace the inevitable public choice theory, and that is the economy of bureaucracy. Above all, we know that legislatures created and executive, and they did a terrific large apparatus in order to perform different functions of the state and that meet the interests of the citizens - voters who still vote for lawmakers, and with it, directly affected by bureaucracy (Fig. 1). Bureaucracy is a stable organization with long-term programs, organization able to adapt to external changes and helps preserve the continuity of leadership and oversee opportunistic behavior.

This paper wants to confirm the importance and significance of the personal and professional characteristics of the entrepreneur - individual as a force, as a component of their own competitiveness in the definition of the term "strong personality". We must be aware of the person as an entrepreneur to give particular importance to the force of personality that will enable success in business activities, ie entrepreneur as a strong personality, has its own characteristics: the power of the spirit, will and faith, self-efficacy and success and others describe the strength of the connection of an individual entrepreneur with his leadership qualities .. it turned out that the power of the individual is naturally cause psychological components, and properties that you can successfully evolve with the help of psychological methods and technologies.

Strong personality:

In XX century Taylor introduced scientific management concept Tejlorizam - "Man is an element of the system." And strategy - strict regulation of the physical work. Basic principles - "scientific system of sweating" rigid labor regulation, managing the staff - hiring, firing, payment of wages. In general and personnel management and management of the organization as a special kind of professional activity does not yet exist. 20s of XX century affirm administrative management concept - "Economic man" strategy - minimalism of employment rights, and lack of labor costs, aligning working conditions and physical - mental characteristics of workers (employment , firing, calculation and payment of wages, safety) problem with the authoritarian style of leadership.

50s of XX century is established concept - "psychological man" in order - focusing on small groups - teamwork, loyalty, conflict, tension reversal, participation in decision-making. Characteristic of leadership personality and that problem by getting the social and psychological assistance, knowledge, education and training.

In 60-70-ies of XX century it manages the concept of socialization - "professional person" strategy - professionalism, specialization of personnel management - group work, facilitate the activities of the hierarchical structure. Leadership style - dominance of cooperation, with special features - training, retraining, training of staff rotation.

80s were characterized by the concept of "social man," goal - domination of knowledge - analysis of competition in the labor market, higher costs for staff employed, increasing the legal right to participate in decision-making (professional associations or organizations) , partnership. Leadership style - cooperation through the interaction of the stages of reproduction of the staff.

90s - the concept of business organization - "Developing People" strategy - engaging personality in each employee through - education and self-education through technology, creating a flexible organization. Leadership style - democracy and human resources.

2000 concept - "An enterprising man," purpose - introduction and entrepreneurial spirit in personnel management, ie - independent personal decision making, self-learning for the organization. Leadership style - solidarity with the strategic development of human resources. Now, current relevance and importance is directed to the person and work of entrepreneurs and their competitiveness respective personal and professional qualities of entrepreneurs, psychological characteristics of the activities and relationships of entrepreneurs, their competitiveness, the individual characteristics and motivation of personal and professional development, so on.

Significant impact on the team and individual with the intertwining of three cultures: Chinese - to communicate to the people of India, spiritual absolutism, and the US, based on the free will of the individual.

Effective management leader

Increasing economic efficiency is marked by the influence of educators, staff training for mass trades, training and retraining of administrative staff, development of knowledge and skills for the activities they perform. Normal compulsory must be observed and analyzed personnel, professionalism, loyalty to the institution by creating the necessary conditions of labor for professional development and career of each employee, based on improving staff motivation system and the responsibility of managers. For efficient formation of teams capable of managing high quality are becoming increasingly important at the present time, a highly qualified managerial staff.

The term "manager" and "management" was used in England in the last century in the second quarter of the XX century, when get a value, whereas a manager is a person who organizes specific work, guided by modern methods.

The term "manager" is used in connection with: 1) the organizer of certain types of work within individual departments or programs, target groups; 2) Head of the institutions as a whole or its units (departments, offices, agencies) in respect of his subordinates; 3) The administrator of any level of management, organization of work, guided by modern methods. The term defines management - planning, organization, motivation and control to achieve certain goals.

Current features are as follows: 1. Planning - is setting goals and developing ways of achievement; 2. Organization - function of management, involving shared issues and labor cooperation, including the creation of organizational structures, delegation of authority, the organization of interaction; 3. Motivation - incentives - workers for effective achievement of objectives; 4. Control - check the results.

There are three types of individual leadership style:

- Authoritarian: preferential use of methods of command, control, focusing on the problem or the centralization of power, initiate initiatives suppression, strict control, high opinion of themselves, impose its will, minimal information, low transparency, giving preference penalties, removing unwanted, intolerance to criticism, cruelty, atrocity, inconsistency;
- Democratic: emphasis is on socio-psychological and economic management, focusing on the person, the delegation of power, collegiality decisions, encouraging initiative, adequacy and confidence, high morale wide publicity, full awareness, preference encouragement, helping subordinates, tolerance, criticism, kindness, politeness;
- Passive: lack of methodology, not using the powers impossibility of dealing with the organizational part, lack of control over subordinates to take care of taking decisions, the use of collegiality to avoid responsibility, unsystematic stimulation indifference to criticism, neglect staff.

Today require leaders appealing aspects: to provide great opportunities for personal development, a person with dignity, is an exciting and fascinating, decide on challenges in critical situations and

uncertain prospects. Leaders receive many external features, such as cooperation with partners, government and politicians, etc. Every direction leads to engage in independent management so that the CEO to become the manager of the organization, with the primary responsibility to coordinate activities with multiple variants.

Difference: manager – leader

Table 1

manager	leader
administrator	innovator
directs	has inspired
work and other purposes	work on your goals
Plan - a basis for action	Vision - Action
relies on the system	relies on people
use arguments	use emotions
controls	funds
supports movement	It gives impetus to the movement
professional	enthusiast
decisions	Transform solutions into reality
It makes the case properly	Doing the right thing
respected	worshiped

1. management, power management, managing a large group of people;
2. leader capable of leading the subordinates using his power, high level of professionalism, positive emotions;
3. politician, establishing contacts with partners and authorities succeeded to overcome internal and external conflicts.
4. educator with high moral ability to create a team and lead it to developing the right direction.
5. innovator who understands the role of science in modern conditions, can measure without delay to introduce the production of a particular invention or rationalization proposal.
6. The person with high knowledge and ability, high culture, honesty, determination, character and at the same time to judge, to be a model for others.

Conclusion

From a practical standpoint, it is the question of the impact of the manifestations of the lack of strength in the individual entrepreneurs. The study raises considerations that prove that the methods and principles of human resources are an integral part of the leadership of any organization or company as a whole. They will enable to successfully regulate the activities of employees and, therefore, effectively the whole production, because the work of employees with an instrument predominant to the performance as a whole. Heads of management must know how effectively and properly use the appropriate principles and methods of personnel management.

Managers with a lack of personal power are afraid to take risks, and the risk of any kind of business is inevitable. Such leaders are in fear about any innovations that require changes since transitional periods in innovative activities require increased costs of their own psychic energy. In addition, it will be due to high anxiety for fear of failure at such low predictive ability of

entrepreneurs/managers. In the forecast affected by mental tension and exaggeration of the importance of knowledge skills are posted difficulties often make mistakes.

And if they could imply practical mastery of relevant skills, then by relevance understand the relevance of the principles and methods of personnel management.

In this respect, currently known methods of personnel management can be grouped into three subgroups:

- methods for the formation of personnel structure;
- methods for maintenance of working capacity;
- methods for optimizing human resources;

There is no single model of personnel management. have an effective principle and disadvantages of each system. At the international level it is constantly going to find the most effective ways to manage - so for example, a number of foreign enterprises is created hybrid "of the US-Japan", which contains the basic ideas of the American and Japanese human resources . The so-called "Model Z", combining individual value system (personal activity and initiative, prestige, self-affirmation, independence) with forms of group interaction.

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