

The manager and his role in developing a successful transport business

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Abstract

Management is a complex task that can hardly be in today's conditions performed by only one person and therefore, as a rule, management in large organizations is entrusted to a group of people - managers who must have the appropriate knowledge, experience and skills needed to successfully perform the given task.

The four basic challenges that managers in transport companies face these days are: achieving a competitive advantage; maintaining ethical standards; managing a diverse workforce; and the use of new technologies and information systems. Realizing the competitive advantage is associated with the utilization of resources (labor and raw materials), increased efficiency, quality, introducing innovations in operation and satisfying consumer demands and service users. Maintaining ethical standards is a very important principle, especially when it exerts pressure on managers by shareholders for higher profits and realization of dividend. Under such conditions, managers need to find ways through better organizing and planning to achieve the goal without resorting to drastic measures and torture against employees. The management is expressed even by the behavior. Under such conditions, managers need to find ways through better organizing and planning to achieve the goal without resorting to drastic measures and torture against employees. The manager prefers creating small, but continuous earnings, while the leader is thinking about the strategies that lead to big earnings.

Becoming a successful manager is, in fact, process of developing a capacity to understand the nature of the results and their achievements and the same to connect with appropriate system of values.

Keywords: managers, transport company, organizational culture, efficiency - effectiveness.

1. Introduction

There is a stream of markings that make the manager's work specific and full of requirements. Activities and results are expected by the managers that will significantly surpass their individual possibilities. The manager as a producer, is directed towards tasks and results, has high visions, motivation, energy. As a matter of fact, he accepts the responsibility, gives tasks and maintains high productivity among the employees. This usually involves motivating the members to increase productivity and improve the quality of the aimed goals.

Today, the manager must look like a leader, which means he has to have manager and leader skills.

The manager is concentrated on the weak side of the work and how to get over it, while the leader is concentrated on how to make an upgrade over them.

The manager is usually focused on retention and removal of individuals who don't carry out their work tasks, while the leader takes care of the development and preservation of people

even when they do not work satisfactorily. Consistency preoccupies the manager, while the commitment is engaged by the leader.

Managers can use their influence to improve the morale. This impact does not necessarily change the behavior, it only makes a change of the attitude. Power can also be defined as a stronger influence. Having power does not mean being able to change the behavior and the attitude of other individuals.

2. The managers role, his characteristics and capabilities

The management team is fully committed and takes care of the achievement of good results. The existence of the results implies establishing a set or a system of values for the nature of these results and for their meaning due to which they need to be fully achieved. Becoming a successful manager is, in fact, developing of a capacity to understand the nature of the results and their achievements and the same to connect with appropriate system of values.

The successful manager is in a situation to work in occasions that are ranged in complex situations and problems. For that matter he has to have skills for analysis, in order to establish the priority and communication.

The term management [1] has a meaning of controlling, supervision, enforcement, performance, decision-making in order to satisfy the needs.

The modern theory and practice treat the management from the aspect of:

- Process;
- Institution;
- Hierarchy;
- The manager is a person who understands:
- Achieving results;
- Through the work of the other, at the same time, the own co-workers;
- Individual or collectively;
- In complex conditions;
- On constant changes and uncertainty.

The management is a special process of planning, organizing, encouraging and controlling, performance of the set goals by the help of the people and other resources. [2]

According to Peter Dracker, the term management also means placing separate parts into one whole and by Stoner and Freeman the management is a process of designing, organizing, leading and controlling the work of the people in the organization. [3]

According to Egan there is a cycle or a circle of goals and tasks, developing clear work programmes, relief of the work programmes realization, creating a feedback, observing and adjusting the work programmes and award for the successful realization. [4]

Having in mind, it is clear that in order the managers to be efficient and effective, it is necessary for them to have appropriate competitions (knowledge, skills and formed attitude on certain questions) but, in fact, a certain behaviour. As an answer to the question: How to find the best managers? – is that those people must: [5]

- Understand other people;
- Set good borders in occurrence;
- See and communicate on great plans;

The management, understood as a process, leads to the manager's functions existence. Different authors give different lists of functions like that.

In agreement with the development of the technology and the science for the management, throughout the history the understandings for the role and the meaning of the management in the business organizations has changed, so the seeing for defining the the functions have

changed too, in fact, the things and tasks that the management is doing can be shown in the following way:

Table 1. Developing approach towards the functions of the manager

Henry Fayol (1920) functional / administrative approach	Peter Drucker (1961) approach according to the goals of the work	Kreitner Robert (1989) approach based on 8 functions	G.A.Cole (1990) POMC approach	Weihrich, Koontz (1994) POSLOC approach
Planning Organizing Ordering Coordinating Controlling	Set goals Organizing Motivating Measure and grading the received results	Planning Organizing Decisioning Staff Communicating Motivating Leading Controlling	Planning Organizing Motivating Controlling	Planning Organizing Staff Leading Controlling

Key differences in the shown approach towards the management in the organizing and managing the transport services consists:

- Different attitude and behavior towards the people;
- Attitude towards formulating the team;
- Attitude towards the communication;
- Attitude towards motivating and promotion;
- Attitude towards promoting, measuring and the grading of the achieved results;
- Attitude towards the control and the controlling.

As base functions of the management that can meet among most authors, are the following:

- *Planning* – systemized and organizes process for setting goals and secured direction for every action of the managers;
- *Organizing* – setting, adjustment and fulfilment the system of norms and behavior between the people. It is a process of dividing the work among the groups and individuals and coordinating their activities in achieving the goals of the organization;
- *Teaming* – represent a process of filling the working places with individuals that have the needed knowledge, skills, attitude and habits for a successfully completing the working tasks in the achieving the planned goals of the organization;
- *Leading* – capability for a positive influence in the thinking, seeing and the behaving of the employees in fulfilling the tasks and influence on them to feel ready and responsible in achieving the organizational goals;
- *Controlling* – process of observation, measuring and correcting the achievements of the goals of the organization. This means checking the efficacy and efficiency of the work.



Figure 1. Circle of the manager's functions

Beside the basic manager's functions and capabilities, there are others like the following:

- *Decision* – as function that consists in other manager's functions;
- *Giving orders* – process of transferring the concluded decisions to the lower managerial levels and subordinates;
- *Coordinating* – process of connecting, directing and harmonization;
- *Motivation* – influence on the subordinates encouraging them to fulfil the task;

The management as an institution is consisted by the people - employees, who are either collectively or individually responsible for the way the job is being done, as well as fulfilling the mission of the organization. In this context, it is possible to speak about a variety of management roles that the managers do into the organization

The extent of responsibility of one manager determines the level at which it operates. The higher the level, the greater the managerial responsibilities for integrating the activities and their management towards the ultimate goal of the organization. There are three types of meanings and skills that represent the need for each manager:[6]

- *Professional skills* - ability to apply to specialized knowledge. They are focused on the production and distribution of products and services.
- *Skills in the behavior with the people* - ability to cooperate with people (individuals or groups), the ability to understand their needs, motivate and manage people, and to make the overall attitude of the employees more effective.
- *Conceptual skills* - mental ability to diagnose and analyze the problem in complex situations. It understands the ability of the manager to see the organization as a whole.

3. Characteristics of the transport as an activity

The transport is service ie. non-material good that is used at the moment when there is need or when the services are performed. This means that it is not possible to make "transport" reserves of transport, as is the case with material goods. That's why the planning of the transport was a huge challenge.

In the transport business, there are many monopolistic behavior and external effects, and it is clear that in such situations the free market can not regulate these relations alone in order to lead to economic optimism.

The transport is very slowly adapting to the market rules, especially due to the irregularity of the supply and the purchase related to the:

- seasonal and time-based variations of the traffic,
- the enormous sensitivity of this sector to the economic and political crisis and
- the large share of fixed costs in the total transport costs.

These are the reasons for the instability on the transport service market and the public administration has the task to correct it and bring work to the market in this sector.

3.1 Knowledge of the environment and market competition by managers for developing a successful transport business

Dynamic circulation, the large number of news that we face every day, the increased speed of globalization, as well as the way of conducting the business, lead to continuous confrontation with the challenges of the market. In market competition, for one transport company to be competitive, it is necessary to introduce new ways of managing and functioning, which will contribute to the growth and development of the company and good positioning on the market.

In order to achieve the expectation of the transport company for continuous growth and development, in order to satisfy the needs of certain target groups or to take sides, the manager's commitment plays a major role.

3.2 The manager's encouraging for a constant assessment of the environment and knowledge of the legal, political, economic and technological factors

All managers should be aware of the importance of knowing the external environment in a systematic manner. In order to properly create a successful transport business, managers must know the process called "external environment analysis." This process usually involves four activities: [7]

- Scanning - Identifying the initial signals of changes and trends in the external environment.
- Monitoring - Detection means through the current notes on macro changes and the trends in the external environment.
- Forecasting - Projections of the expected results are developed based on the following changes and trends.
- Grading - Determining the importance of changes and trends in the external environment for the strategic plans of the organization.

A large number of external factors influence the development of the transport business and therefore some of them will be highlighted.

Legal framework it covers all laws and legal regulations, and the political framework relates to the relational system created between political power and business. Example: commercial law tax regime, labor law, environmental law, etc. From this perspective, it can be discussed about the need to provide a climate of political and legal stability, which can encourage or discourage business, risk avoidance [8];

Economic factors - they directly affect business organizations by interest rates, inflation, exchange rate, fiscal policy, etc.

Technological factors - with new technologies, productivity is rapidly being achieved today, creating new products, creating a need for them, through their consumer.

So, the external environment can be characterized by rapid changes caused by: technology, economic, political and legislative changes, and the existence of strong competition among clients, resources, or the impact of different technologies, markets and cultures [9]. As a result, the organization must be careful of any stimulus from the external environment, it must constantly adapt to it, and above all, it must constantly adapt its knowledge and information.

3.3 Creating a strategy for a successful transport business

Creating a strategy for a successful transport business is the process by which the organization chooses the most appropriate way of doing it in order to achieve its defined goals.

Proper creating of the strategy requires the fulfillment of the following activities:

- 1) Defining the activity of the transport organization and identifying the clients.
- 2) Defining the strategic mission;
- 3) Defining the strategic goals;
- 4) Continuous improvement of the competitive strategy.

The first step in the definition of a particular transport organization is to identify the clients of the company, or to identify the factors that are appreciated by their clients.

Strategic goals as a third step in the process of formulating the strategy, requires the organization to identify the necessary targets for its clear execution. These targets may

include: increasing the sales position of the market in relation to competition, production of products and services, the desired share of the market, improvement of services, the advancement of technology.

The next and last check in the formulation of the strategy is the continuous improvement of the competitive strategy. This applies not only to the organization as a whole, but also to each individual and department.

3.4 Creating a competitive advantage in work

In the process of globalization, the business increasingly becomes complex. Modern enterprises are confronted with the challenge of developing and improving their competences, increasing their level of expertise and managing innovations, thus increasing their competitiveness on the market. The work is becoming more sophisticated, new, expanded in combination with multifunctional skills, acquired through a formal education system, while training and practice are required during the work, in order to use the possibilities for creating and applying personal implicit and structural meanings to a greater extent [10]. With placing the knowledge at the center of the economic development process, the economy is transformed into the economy of significance. The use of new, more efficient production methods is rising and productively increasing, in parallel with the increase in the speed for generating and spreading knowledge. In the business, the first thing that needs to be done is to look at the world from the eyes of the purchasers - to see products and services, businesses and sectors in the way that potential buyers look at. The competitive edge in the end line is attributed to the possession of a valuable resource. Collins and Montgomery offer a series of five tests for valuable resources [11]:

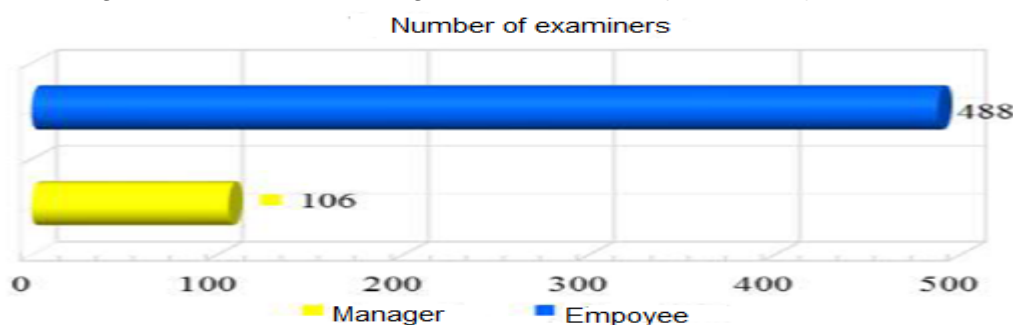
- Valuable resources can not be imitated, or very difficult to broadcast.
- Their sustainability in relation to depreciation (the gradual loss of its value).
- Appropriation of the value generated by the resource: the company, customers, distributors, suppliers, or employees.
- Substitution, or how can a unique resource be replaced by another resource.
- Competitive superiority or its position in relation to its competitors.

Managers need to build their strategies for valuable resources, through continuous improvement and upgrading of resources.

4. Empirical research

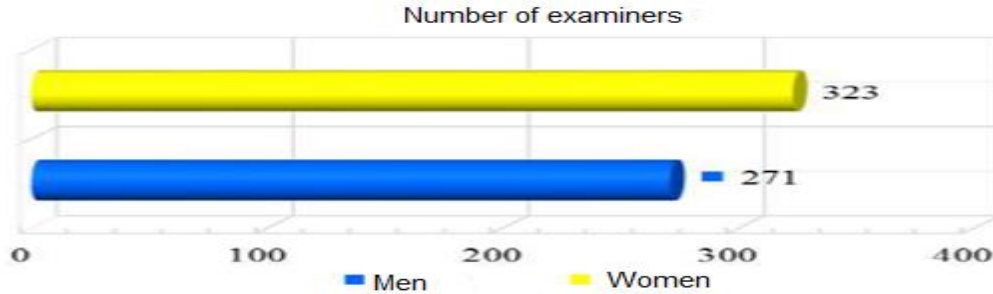
The empirical research was aimed at examining the situation with the ways of management in the direction of developing a successful transport business. In that view, 594 managers and employees from organizations from different spheres of work were employed: service and transport activities (102), business (108) and public sector activities (384).

Due to the management of the situation with the management in the mentioned spheres, 106 managers and 488 non-managers were covered (Grafikon 1).



Grafikon 1. Structure of examiners according to the workplace

Viewed from the aspect of the gender-representation, 323 female and 271 male respondents were surveyed (Grafikon 2)



Grafikon 2. Number of examiners by gender

As the main hypothesis of research is that the efficiency and effectiveness of a transport organization depend on the ability of team leaders to manage, realizing the real value and building a functional organizational climate and a work culture. While the other hypothesis stated:

- 1) If in the organization, the manager is able to build a management team and correctly apply the team work, then the work of the organization will be successful.
- 2) If in the organization the manager prefers real values, then in the organization they will be positively spread.
- 3) If in the organization the manager is able to develop a proper organizational culture in the organization, the organization will function properly and achieve positive results on the job.

The answer to all questions was graded with five grades according to the opinion of the respondents, with:

- 1 – no (not satisfied at all)
- 2 – little (not satisfied enough)
- 3 – satisfied (good)
- 4 – mainly satisfied (very good)
- 5 – fully satisfied (excellent)

After the conducted qualitative analysis, the answers to the question were quantified and calculated, in accordance with the group of responses of the managers and employees of the investigated activity.

4.1 Processing of the answers received

Empirical research in the activities of the public sector is done to a total of 384 employees, of which 116 were managers, and 268 non-managers (employees), according to the questions listed in the table below.

Table 2. The comparative results received from the research in the public activities.

Questions	1	2	3	4	5	Average
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1) The manager can build a management team and correctly apply teamwork						
<i>Managers</i>	3	22	20	60	11	4.26
<i>Employees</i>	6	27	60	150	25	2,84
2) The manager prefers real value in the work and behavior						
<i>Managers</i>	4	21	26	56	9	4.31
<i>Employees</i>	5	28	131	50	54	2.85
3) The manager can develop the correct organizational culture						
<i>Managers</i>	5	20	25	56	10	4.28
<i>Employees</i>	9	24	134	48	53	2.80

In the table below, the answers will be displayed through their average values.

Table 3. Comparative results of the research in the public activities

1) The manager can build a management team and correctly apply teamwork	2) The manager prefers real value in the work and behavior	3) The manager can develop the correct organizational culture
Managers 4.26 Employees 2.84	Managers 4.31 Employees 2.85	Managers 4.28 Employees 2.80

Based on the average numbers presented in the table, it can be noted that the managers in the public sector organizations consider that they are very well able to form a management team and correctly apply the team work, with an average score of 4.26, while the interviewed employees, they think that their managers have the skills that, according to ranking, are much lower than the average rating.

This suggests that managers in these activities have a low level of self-assessment capability, while employees have high expectations from their managers and expect them to further develop their managerial skills. With one word, they do not see people with their level of ability who will enable them to be efficient and effective leaders.

With the same type of questioning and the same way of ranking, empirical research is carried out in the economic activities of the economy. In this, a total of 108 employed 11 managers are examined, and 97 are non-managers (employees).

Table 4. The comparative results received from the research in the economic activities

Questions	1	2	3	4	5	Average
1) The manager can build a management team and correctly apply teamwork						
<i>Managers</i>	1	1	4	2	3	4,08
<i>Employees</i>	2	6	40	28	21	3,56

2) The manager prefers real value in the work and behavior						
<i>Managers</i>	2	1	5	2	1	3,70
<i>Employees</i>	2	8	48	29	10	3,46
3) The manager can develop the correct organizational culture						
<i>Managers</i>	1	2	4	3	1	3,77
<i>Employees</i>	1	10	50	25	11	3,09

The summarized average results are shown in the table below.

Table 5. Comparative results received from the research in the economic activities

1) The manager can build a management team and correctly apply teamwork	4.08	2) The manager prefers real value in the work and behavior	3.70	3) The manager can develop the correct organizational culture	3.77
Managers	4.08	Managers	3.70	Managers	3.77
Employees	3.56	Employees	3.46	Employees	3.09

From the answers received it can be concluded that the differences are as follows, as managers assess their managerial skills, and in addition, the employees see their managers as part of their abilities, much less. It points to the fact that managers in these activities consider that they have abilities that are not on a very high level and that some of them reach the employee's assessment. This situation implies real self-assessment which gives managers the possibility to develop their skills and skills, to develop the need for upgrading their skills and abilities that contribute to the improvement of their managerial behavior. Also, research in the transport services was carried out, with the same type of questions and the same way of ranking. A total of 102 employees were interviewed, out of which 10 managers and 92 non-managers (employees). Their processed results are shown in the tables that follow:

Table 6. The comparative results received from the research in the utility transport business

<i>Questions</i>	1	2	3	4	5	<i>Average</i>
1) The manager can build a management team and correctly apply teamwork						
<i>Managers</i>	1	2	2	3	2	4,91
<i>Employees</i>	2	6	42	26	16	4,15
2) The manager prefers real value in the work and behavior						
<i>Managers</i>	1	2	2	1	4	4,91
<i>Employees</i>	3	6	48	24	11	3,85
3) The manager can develop the correct organizational culture						
<i>Managers</i>	2	2	1	3	2	4,82
<i>Employees</i>	4	11	42	20	15	3,94

The table below summarizes the average estimates:

Table 7. Comparative results received from the research in the utility transport business

1) The manager can build a management team and correctly apply teamwork		2) The manager prefers real value in the work and behavior		3) The manager can develop the correct organizational culture	
Managers	4.91	Managers	4.91	Managers	4.82
Employees	4.15	Employees	3.85	Employees	
				3.94	

Also, from these answers can be concluded that there is no big difference between the testimonies of the interviewed managers and employees, but they are not completely identical.

However, from the overall empirical research, it can be concluded that there will always be continuous training for both managers and employees in order to feel fulfilled as in the general and as in the assisting hypotheses.

4.1 Preference for development activities for a successful transport business

As a priority factor for developing a successful transport business is the proper management of human resources.

It implies the development of a strategy for continuous, training and development for acquiring professional knowledge and skills, for the successful realization of the goals of the organization. In other words, the development of human resources has the power to enable it [12]:

- Improvement of quality, reduction of labor costs, and hence, improvement of the performance of the organization as a whole;
- Raising the competitive spirit with the only goal to achieve as much better results as possible of its functioning, that is, to increase the efficiency and quality of work;
- Stimulating the climate for continuous learning and raising the creative potentials of the staff, and thus improving the performance of the organization;
- Proper management of organizational changes and organizational development;
- Efficient and effective implementation of the set strategic goals.

Only through the training and the development of human resources will the term mean, as a crucial strategic factor achievement of success. While the management in one organization knows how to properly manage the human capital, the organization will be successful.

Creating the assessment and motivation criteria is one of the important mechanisms for the development of the organization.

Observating and evaluating work achievements is an important task that helps achieve the goals of the organization.

For proper measurement of the success from the work is the determination and selection of adequate criteria that will assess the work efficiency and effectiveness and they must be based on an objective and subjective basis.

Objective criteria are related to the quantity, quality, time and costs.

While the subjective criteria, which are based on the grading of the managers, are usually related to the recruitment of the procedure of the work, the number of different activities, fulfillment of the agreed obligations, taking responsibility, efficiency in the realization of current obligations, independence of the work, self-initiative, communication with colleagues, cooperation with the superiors, activities that are caused by the obligations determined by the

description of the job itself, customer assessment, innovations, participation in the sale, presentation of the company, participation in projects, assistance of the other employees and clients, efficiency in the work, competence, balance of the goals of the employees and the company, trust between the employees and the manager, etc.

5. Conclusion

The success of each organization, and also the transport organizations, is related to the capabilities of the managers. Therefore, they should have adequate competences (meanings, skills and attitudes on certain issues), but also, and defined organizational behavior. Managers must pay attention on achieving the motivation of the employees and thus to achieve good results. The existence of the results implies the establishment of a set or system of values for the nature of those results and for their significance as a result of which they should be achieved.

Knowing the work and surroundings, the commitment of managers to manage the costs, knowing the competitive environment and the proper management of employees and the resources of the transport organization are key elements for the development of a successful transport business.

Theoretical and empirical research suggests that the proper management of human resources and their understanding is of great importance in the interest of the organization. The upgrading of the meanings of managers and employees in the transport organization, as well as the use of modern transportation means, is necessary for development of a successful transport business. If the organizations want to achieve the achieved efficiency and effectiveness in their work, they will have to recapture the intellectual capital, linked to the employees themselves and build a loyalty with the clients.

The performance of the transport organizations can be achieved through the commitment to work and continuous improvement of the meanings and capabilities of both managers and employees.

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