

## ANALYSIS OF IMPACT FACTORS IN THE MANAGEMENT CAREER

*Cristina DIMA*<sup>a\*</sup>, *Ovidiu Andrei Cristian BUZOIANU*<sup>b</sup>, *Gabriel NĂSTASE*<sup>c</sup>

<sup>a</sup> Bucharest University of Economic Studies, Romania, [cristina.dima@man.ase.ro](mailto:cristina.dima@man.ase.ro)

<sup>b</sup> Bucharest University of Economic Studies, Romania, [ovidiu.buzoianu@man.ase.ro](mailto:ovidiu.buzoianu@man.ase.ro)

<sup>c</sup> "Dimitrie Cantemir" Christian University, Romania, [gabriel.i.nastase2013@gmail.com](mailto:gabriel.i.nastase2013@gmail.com)

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### ABSTRACT

*The man, once recruited, selected and employed, enters into a profession and begins to practice it effectively. But the profession is not static; on the contrary, she and all her "accessories" (positions, positions, roles, tasks, occupations, etc.) evolve over time, along with the person involved in it. Each person has a professional history that we could designate by the term "career". Today, careers are much more varied and less predictable than in the past. Organizations are sometimes forced to change their dimensions, goals, strategies, structures, which directly affect the different types of professions and careers. In turn, individuals have begun to become more and more involved in their own formation and evolution, which is affecting the functions of organizations.*

**KEYWORDS:** *success, career, management, organization*

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### 1. INTRODUCTION

At present, management is approached from several perspectives. It is considered either a science that studies a particular category of work processes and the relationships they generate, an activity, because management involves a grouping of specific tasks in which several positions in a compartment are involved, or a practical field in the sense that the elements of theoretical-methodological nature are operationalized at the firm level or structured through specific decisions and actions.

Those who carry out this management activity bear the name of managers, people who, based on specific competences and responsibilities of the position, make decisions and coordinate the activity of other people. A manager in addition to the above tasks, must provide, organize, train, coordinate and evaluate the subordinate people and the actions to be carried out to make the company more efficient. One of the most important managerial functions is forecasting. This includes decisions and actions by which the objectives of the company and its procedural and structural components are established, the modalities of achievement are established and the intermediate and final deadlines for the achievement of the objectives are specified.

I chose this study theme because I wanted to identify the success factors in the managerial career. The present paper aims to reach some objectives in order to draw some conclusions. The purpose of the research is to identify and analyze the main success factors in the managerial career of some managers.

### 2. THE BEHAVIORAL QUALITIES AND ABILITIES OF A GOOD MANAGER

The title of manager is far too often granted on the criterion of seniority in the workplace and of the relationships that an aspirant has for obtaining good results in the workplace, but this does not mean

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\* Corresponding author. E-mail address: [cristina.dima@man.ase.ro](mailto:cristina.dima@man.ase.ro)

that the person has a special ability to be understood or work well with people or as the only way forward in a company that doesn't know how to create highly coveted non-business positions (Ioniță et al., 2009a, b). When it comes to finding successful people, it is often the appearance of the ability to drive. Too often, people have been elected to leadership positions based on superficial traits and characteristics such as: seduction of pure intelligence, an imposing presence and a great communication ability, a bold vision, the notion of an innate leader. Of course, intelligence, self-confidence, presence, ability to communicate and to have a vision are important things.

The ability to self-organize encompasses a wide range of attributes: self-knowledge, flexibility and good planning in carrying out tasks. Creativity refers to the originality of the ideas emitted, to the imagining of new ways of working and to finding solutions or suggestions nonexistent until then (Rădulescu et al., 2018a, b). Creativity comes out best when old patterns are broken and when someone dares to take it on a different path than the rest of the world.

Brainstorming is, for example, a creative way to get a group of ideas in a short amount of time. Essentially it is a group activity that uses an official framework to generate as many ideas as possible without stopping to evaluate them (Costache et al., 2015). A good manager should not forget to be creative. Brainstorming and other techniques to increase creativity will help open new avenues, but in the end you will have to think clearly and analytically about the advantages and disadvantages of the preferred solution before making the final decision.

Hans-Michael Klein and Christian Kolb advise managers to bet on certain effects - surprise: small gifts and services, flowers, ambience, design, smiles, even reciting poems, playing an instrument, etc. In other words, free rein to the imagination and creativity.

Work experience is an asset for a manager. It is assumed that experience should help us achieve perfection in professional life. Authority is required of a manager. An authoritarian person, determined, tough in certain situations, is more listened to. Authority, on the other hand, must be based on knowledge and wisdom and not on the power offered by the function (Jianu et al., 2019).

In order to earn the respect of colleagues (subordinates or bosses), a manager must demonstrate skill, determination, responsibility and self-confidence. Human resources management and organizational behavior specialists have condensed the many features into a list of five major personality dimensions known as the Big Five MCs. The defining elements of the MC personality dimensions are the following:

- Conscientiously
- Extrovert / introvert
- Openness to the experiment
- Emotional stability
- Agreeableness

Whatever the qualities and strengths of a future manager, it should not be forgotten that he must always take into account the environment and the time in which he evolves.

### **3. RESEARCH ON SUCCESS FACTORS IN MANAGERIAL CAREER**

#### **3.1 Presentation of the Continental company**

At present, Continental is among the top five car suppliers in the world and number 2 in Europe. With its products in the field of braking systems, propulsion and rolling systems and components, instrumentation, infotainment solutions, electronic systems for vehicles, tires and technical products made of elastomers, Continental contributes to traffic safety and climate protection. In addition, Continental is a competent partner in interconnected car communication. Continental is structured into Automotive and Rubber Group, respectively in five divisions:

- **Chassis & Safety** comprises the central competences in the field of interconnected traffic safety, brakes, driver assistance, passive safety and the treadmill.
- **Powertrain** means innovative and efficient system solutions for the kinematic chain of motor vehicles.

- **Interior groups** all activities related to displaying and managing information in the vehicle.
- **Tires**
  - **Car tires** develops and produces tires for compact, medium, upper class cars and for field vehicles, vans, motorcycles and bicycles.
  - **Utility vehicle** tires offer a wide range of tires for trucks, buses, industrial and off-the-road tires for the most varied areas and conditions of use.
- **ContiTech** dezvoltă și produce elemente funcționale, componente și sisteme pentru industria auto precum și alte industrii cheie.

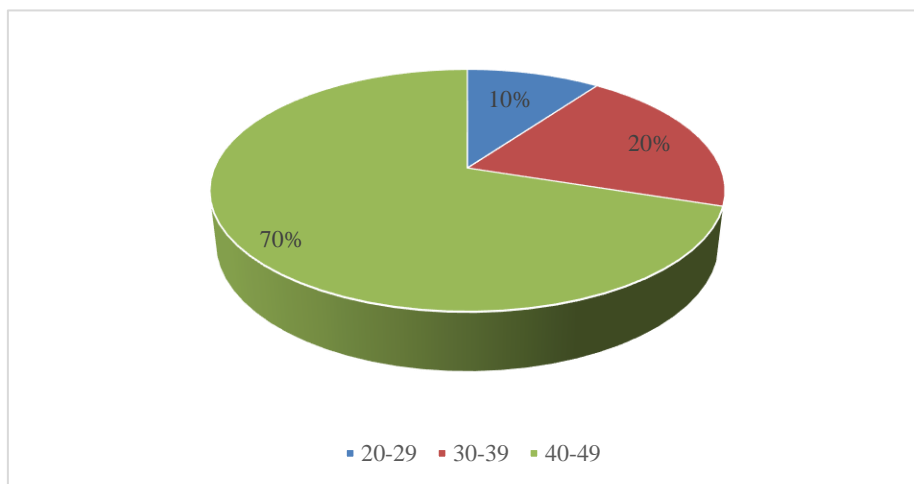
**Table 1. The evolution of the turnover**

Nr. crt	Indicators	2011	2018
1	Turnover (millions of euros)	30.504,9	42.554,2
2	EBIT (millions euro)	2.596,9	3.340,7
3	EBIT revises (millions euro)	3.043,1	3.806,3
4	Employees	163.788	310.977

Source: Continental Data

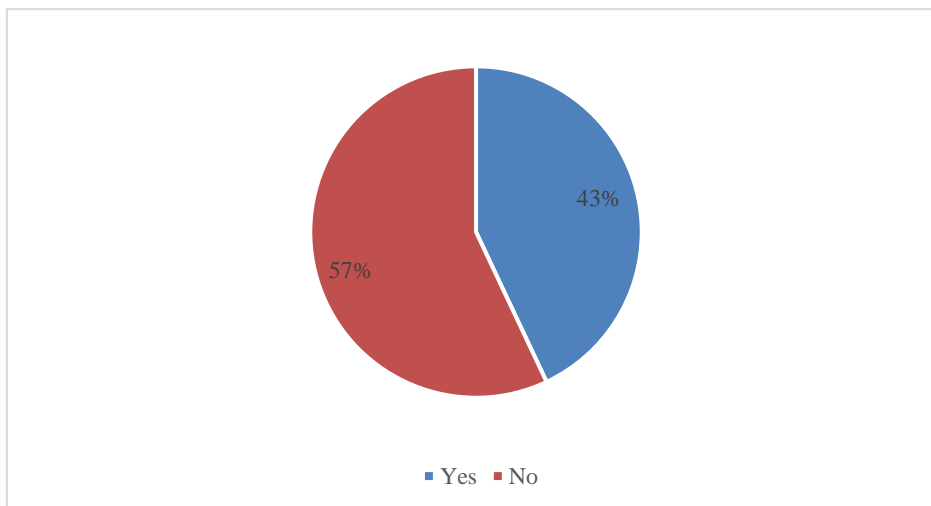
### 3.2 Research design

Within this subpoint, each question in the questionnaire created for a sample of 100 persons, conducted between August and September, was analyzed.



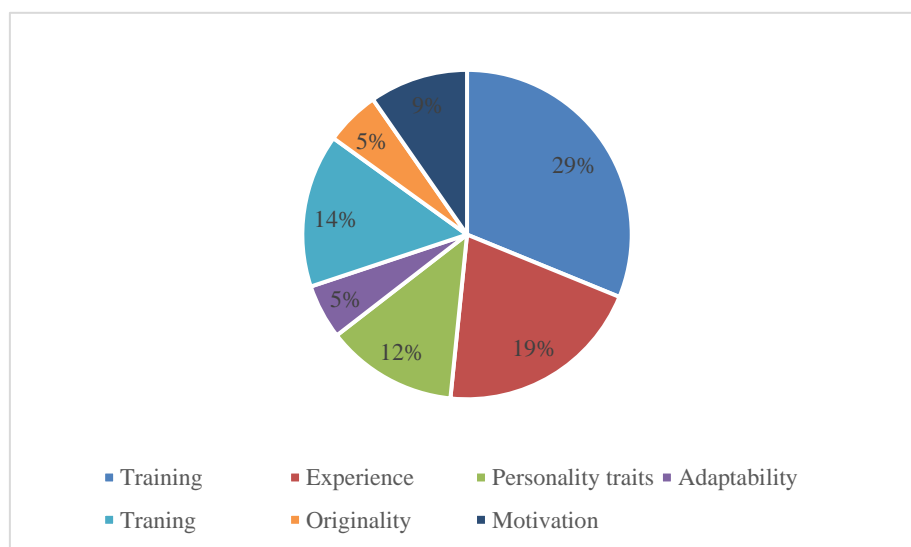
**Figure 1. Beginning in manager's career**

Most managers who answered this question - 70% - started in the managerial career after the age of 30, but not later than 40, and the fewest - 10% - held a managerial position before 30 years old. 20% of the respondents came to the position of manager after the age of 40. We deduce from here that the optimal age range for a managerial career start is 30-40 years. Most managers interviewed (62%) are graduates of university studies, followed by graduates of doctoral studies with 15% of the answers, 10% of the respondents have high school studies. Only 8% have an MBA degree. 5% completed the category "others" with variants of type response: post-secondary or even high school.



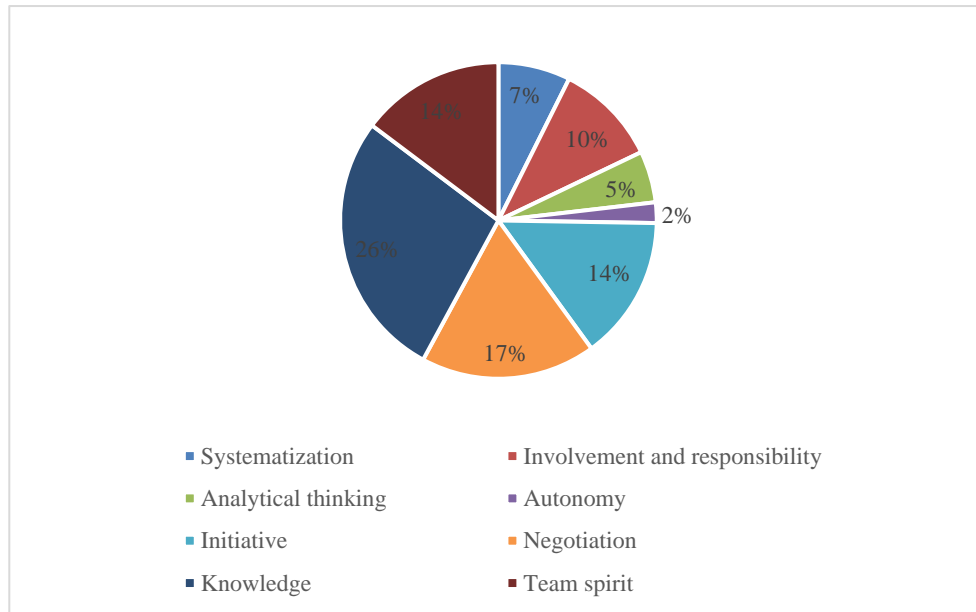
**Figure 2. Did you attend specialization courses in order to improve as a manager?**

More than half of the questioned managers participated in specialization courses, either organized and paid by the company in which they work, or on their own initiative, bearing the costs of schooling. 43% of managers said that they did not participate in such courses but that they would like or even intend in the future to gain additional skills to become successful managers.



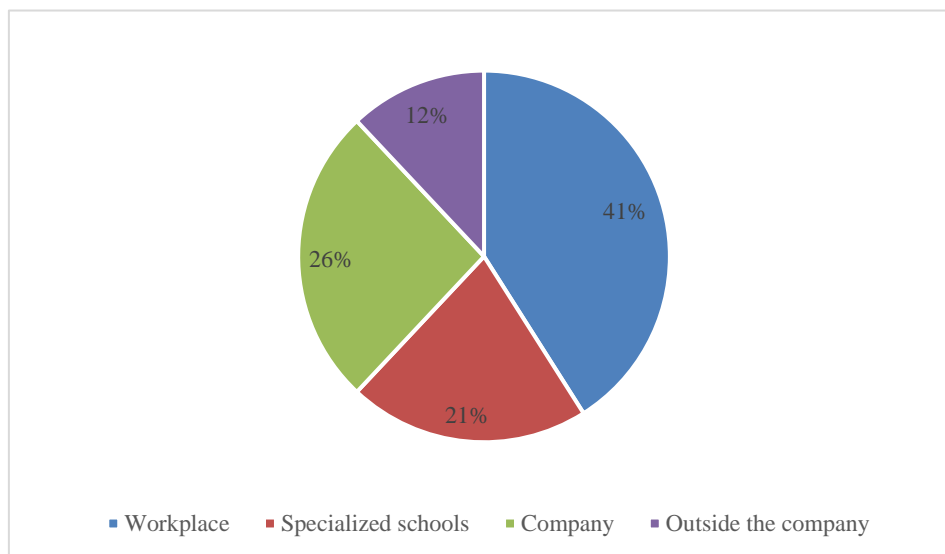
**Figure 3. Distribution according to the importance of the factors in achieving a successful career**

Of the employees surveyed, 29% gave high importance to vocational training, 19% consider that in achieving a successful career an important factor is also experienced, 14% of the interviewed persons claim that in order to achieve a successful career training has a rather important role, 12% emphasize personality, 9% consider motivation as important, 7% moral traits and 5% adaptability and originality.



**Figure 4. Distribution according to the strengths that a manager must have**

Most of the people surveyed said that the main quality that a successful manager must possess is knowledge acquired over time - 26%. 19% believe that an important quality is the initiative, 17% believe that the negotiation technique must be a quality held by a manager, 14% team spirit, 10% involvement and responsibility, 7% systematization, 5% analytical thinking, 2% autonomy.



**Figure 5. Distribution according to professional training**

Of the employees of Continental Automotive Group, 41% are convinced that the effective form of professional training in achieving a successful career is the one in the workplace, 26% believe that training within the company contributes to a successful career development, 21% are of the opinion that the training received in the specialized schools is the most important, and 12% are convinced that the form of professional training effective in achieving a successful career is the training outside the company.

From the data presented above it can be observed that 67% of the people surveyed consider that the requirement that a team must meet in order to achieve high performance is represented by the communication within the team stating that it plays an important role in all IT companies. 19% believe

that professional ethics play an important role in achieving high performance, 12% believe that for team success there should be no differentiation between colleagues. At the opposite pole, with only 2%, there are those who believe that in order to achieve performances the team members must do whatever they want.

Most of the people surveyed (62%), want in the near future to occupy a position superior to the current position, 26% do not know yet if they are ready to advance, and 12% want to remain in the position they occupy today.

#### **4. CONCLUSIONS**

Career is an important aspect of an individual's life and consists of several stages: exploitation, stabilization, advancement and maintenance, end of career.

The orientation of a person's career is essential when we refer to the profession he currently holds. From the matching of the two are deduced the important repercussions for the individual, for his behavior and attitudes at work, as well as for his state of balance and satisfaction. Career orientation with all the implications returned the point of interest of the scientists who issued theories regarding the occupational consensus of the individual. A successful career is also conditioned by the involvement of the organization management in the career planning and counseling of the person.

It is indicated that the initiation of the new employees is made by a mentor from the respective company, an individual who knows how things are going in the company will help them to integrate and cope with the difficulties that they will encounter in the future.

Concerns about the issue of career choice and development have emerged long ago, from the point of view of professional orientation and reorientation. It is important that the person carefully chooses his profession, he has to think in the long term what would mean more concretely, what are the specific activities, the types of organizations, the opportunities to exploit their natural potential. There may be a difference between the perception of what the respective profession means outside and what it actually implies.

Career is not a distinct activity of the human resources department, activity that runs in parallel with the others, but is interdependent with all other activities because it involves the individual with his needs and motivations, but also with the organization's objectives. Thus, the individual career in the organization must be taken into account in the processes of personnel planning and performance evaluation. In the planning of the employees it is necessary to consider the maintenance and training, so that in the evaluation of the results the results will be used not only in the development of the wage policies, but especially in the development of the career. Thus, a company that has a model of career development and planning that takes into account the motivations of the employees, has a very important advantage in the loyalty of the employees.

Regarding career management, it should be specified that within a company there can be many potential problems such as: advancing an employer with its positive or negative effects, where the resulting behavior is equally important for the company, but can still lead to a mismanagement in the end.

An experienced manager fulfills the performance standards established at the company level: performing the tasks set out in the job description in order to perform a good activity; the pursuit and involvement in the smooth running of the orders / contracts drawn up (assumed as a service task); the quality of the work submitted appreciated by carrying out the activities without malfunctions or errors; accuracy of documents, documents, materials used; the degree of satisfaction of the beneficiaries of the services offered; involvement in achieving the general objectives of the compartments; efficiency in reducing costs through the allocation of the allocated amounts; tracking the rational use of the financial resources allocated to the activity of procurement - acquisitions, endowments, when conducting market studies; efficient scheduling of time by scheduling working

time, using working time to perform timely, real and timely tasks for the smooth running of the activity and obtaining a high degree of satisfaction from the beneficiaries.

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