

HIBRID MANAGER - MAIN FACTOR IN SUCCESSFUL ORGANIZATIONAL DEVELOPMENT

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Abstract:

In this paper we intend to highlight the importance of organizational culture, and how it influences managers, both public and private ones. We will analyze the main characteristics and differences between public and private managers and this will conclude with the importance of a new public-private manager (a hybrid manager). The hybrid manager is that person that communicates through very structured messages, provides details, emphasizes the clear meaning, but also understands visual messages; the person that can say “no” when he has to and at the same time is reluctant to say “no” when a certain situation requires a diplomatic attitude, and that can combine direct and indirect verbal actions.

Organizations are groups consisting of a large number of people in which social and psychological relationships exist and that work together, led by a manager, in a coordinated and structured manner in order to achieve one or more common goals.

Key words: *hybrid manager, public manager, private manager, organizational development*

JEL classification: *M12*

INTRODUCTION

Organizations are groups consisting of a large number of people in which social and psychological relationships exist and that work together in a coordinated and structured manner in order to achieve one or more common goals.

The main resources needed by organizations that are interested in achieving a successful development and in obtaining the proposed results consist of: people (human resources), capital (financial resources), raw materials and supplies (natural resources) and information (informational resources).

The quality of human resources is given by personnel qualification and training, by the professional development programs the personnel receives and the specific skills of each category of personnel. Another factor, and perhaps the most important one, is the manner in which organizations know how to motivate their staff members to contribute in improving the interpersonal relations and in achieving the organization's objectives.

A manager is a person who based on competencies and responsibilities given by the job title, adopts decisions and initiates actions that influence the decisions and the operational behavior of other employees.

Hybrid manager is a person that combines the skills and organizational culture of a public manager with the ones of a private manager. The hybrid manager is basically a public-private manager, that combines the best practices from the “two worlds” (private organizations and public organizations), because whether we like it or not the truth is that there are a lot of differences between the management styles, as well as organizational culture from public organizations compared with the ones in private organizations.

ORGANIZATIONAL CULTURE IN ORGANIZATIONS

Organizational culture is basically the organization's personality, represented by values, rules and principles applied with the purpose of carrying out its activities.

Culture is a perception, but we must be aware that this perception exists in organizations and not in individuals, respectively in employees. Consequently, employees have different levels of education and professional training and at different organizational levels tend to describe the organization's culture in similar terms.

Organizational culture is a descriptive term, focused on how the members perceive the organization, and not whether they like this aspect or not. In our opinion the most important characteristics of organizational culture are:

- Management support, the degree to which managers provide clear communication, assistance and support to their subordinates.
- Control, number of rules and regulations and the degree in which direct supervision is used to track and control employees behavior.
- Identity, the degree to which members identify with the organization as a whole rather than with their own work group or field of professional experience.
- Conflict tolerance, the degree to which employees are encouraged to resolve conflicts and to be open to criticism.
- Direction, the degree to which the organization creates clear objectives and expected performance, as expected.
- Reward system, the degree to which reward allocations (increasing salaries, promotions) are based on employee performance criteria in contrast to seniority, favoritism and others.
- Communication models, the degree to which organizational communications are restricted to formal hierarchy authority.
- Integration, the degree to which the departments are encouraged to operate and to act in a coordinated manner.
- Individual initiative, degree of responsibility, freedom and independence of which employees benefit.
- Risk tolerance, the degree to which employees are encouraged to be aggressive, innovative and to take risks.

After analyzing some important features of organizational culture we tried to make a differentiation between the public organizational culture and private organizational culture. Thus in Table 1 we present the most important differences between management styles in public and private organizations.

Table 1

Differenciations between public and private organizational culture

<i>Public organizational culture</i>	<i>Private organizational culture</i>
The current activities are the most important ones.	Project, aspirations and future achievements are the most important.
The current plans are not questioned, but they are rarely enforced.	Planning is done in an enthusiastic manner.
Present ("here and now") realities benefit from an intense interest.	Young employees and with potential are much appreciated.
Everything is seen in terms of impact at the moment.	The past and present are used for creating future benefits.
A dominant, even aggressive position is taken in achieving the established objectives.	Most of the times a flexible attitude is taken, seeking compromise.
Conflict and resistance indicate strong convictions.	Harmony and flexibility indicate stability.
The emphasis is on their group and their own organization.	The emphasis is on others: customers, partners, and employees.

After analyzing organizational culture in public and private organizations we have reached the following conclusion: public organizations are represented by cultural values that are present oriented, while private organizations are represented by future oriented cultural values.

THE MANAGER IN PUBLIC AND PRIVATE ORGANIZATIONS

Public organizations

After analyzing public and private organizations in terms of their organizing methods we noticed the following aspects:

- PUBLIC ORGANIZATIONS*** {
- The objectives are changeable, and unfortunately this does not depend on them, complex, adversarial and difficult to identify.
 - There is a dominant concern for equity.
 - There is a limited authority due to governmental subordination.
 - The expectations regarding performance are vague and constantly changing.

- The objectives are clearly defined.
 - There is a dominant concern for efficiency.
 - Management is made inside the company, independent of external influences.
 - The expectations regarding performance are clear and precise even on a long-term basis.
- } ***PRIVATE ORGANIZATIONS***

In terms of relationship typologies, as well as their micro and macro environment we noticed the following aspects:

- PUBLIC ORGANIZATIONS*** {
- The market consists of its supervisory bodies.
 - The organizations that provide similar types of services collaborate.
 - Funding is obtained through budget allocations.
 - Instructions and obligations limit autonomy and flexibility.
 - The political influence is caused by the authoritarian networks and users.
 - The population must use the organization's services and of course pay for them.
 - Public property with multiple shareholders, in some cases people act like owners and impose, or at least try to impose, their own requirements.

- The market is defined by the consumer's behavior
- The organizations that provide similar services are competing.
- Funding is obtained through fees and charges.
- Autonomy and flexibility are limited only by laws and internal rules.
- The political influence is indirect.
- The population's consumption is optional and is paid according to the consumption.
- Stock ownership with a small number of shareholders.

***PRIVATE
ORGANIZATIONS***

In every organization, whether it is a public or a private one, its entire activity is organized by a qualified person, a manager. After analyzing the two very different types of management applied by public and private managers we note the following specific features regarding the management styles that guide public and private managers. We have to make clear the fact that the features presented in Table 2 are specific for public or private managers, but do not define every manager; there are managers that act differently, so the following comparison is made only regarding some situations, and not all of them.

Table 2

Public manager versus private manager

Features of the public manager	Features of the private manager
Tends to prefer direct verbal interaction	Tends to prefer indirect verbal interaction
Seeks to understand the meaning at a single level	Seeks to understand the meaning at several socio-cultural levels
Is usually less effective when it comes to understanding non-verbal nuances	Is usually more effective in understanding non-verbal nuances
Values individualism	Values group membership
Uses linear logic	Uses spiral logic
Says "no" directly	Is reluctant in saying "no"
Communicates through very structured messages, provides details, emphasizes the clear meaning, considers written communications very important	Communicates through simple messages, sometimes ambiguous, independent of the context, understands visual messages

CONCLUSIONS

Regarding the private manager we can observe that he is guided by the characteristics of the higher context organizational culture, in which little is said or written because most information is implicit. Higher context organizational cultures are rich and subtle.

Most managers in public organizations present the characteristics of a lower organizational culture; they tend to be analytical, logical and action-oriented. The transmitter sends clearly articulated, professional and efficient messages.

In lower context organizational cultures communication is direct, specific and explicit. It is expected to get immediately to the point, and not to be a chatterbox. The

persons or situations are not necessary relevant for the information that needs to be disclosed. Everyone can understand the message and has equal access to information.

Higher context organizational cultures are rather intuitive; the transmitter gives increased attention to words. These cultures emphasize interpersonal relations, non-verbal expressions, physical and social coordinates and are more aware of the history, status and position of the transmitter.

So in our opinion there is absolutely necessary to combine these characteristics of public and private managers, the hybrid manager is needed in all organizations, both public and private ones.

The new hybrid manager is that person that can combine the most important characteristics and can lead the organization towards success and high-level performance. The hybrid manager is that person that communicates through very structured messages, provides details, emphasizes the clear meaning, but also understands visual messages; the person that can say “no” when he has to and at the same time is reluctant to say “no” when a certain situation requires a diplomatic attitude, and that can combine direct and indirect verbal actions. And most important the hybrid manager is that person that knows how to listen to employees or customers when it comes to their interests, this applies both to public and private organizations.

We believe that the appearance of a hybrid manager in any organization will definitely lead to a successful organizational development.

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