

Evaluating Managerial Team Efficiency and Effectiveness in a Public Enterprise: A Behavioural and Role-Based Model for Different Hierarchical Structures

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Abstract

In contemporary organizational settings, assessing and optimizing the performance of management teams is essential for achieving strategic objectives and maintaining a competitive advantage. Leadership structures are typically segmented into hierarchical levels, each with distinct roles and responsibilities. However, the efficiency and effectiveness of these management tiers, as well as their interrelationships and collective impact on organizational outcomes, remain challenging to quantify. This study aims to develop a comprehensive model for evaluating the performance of two management teams operating at different hierarchical levels within a Macedonian public enterprise. By examining senior executives and middle management, the research identifies key performance indicators that accurately reflect their respective contributions and interdependencies. The proposed model will facilitate comparative analysis, providing insights into how various management levels influence strategic effectiveness, operational efficiency, and adaptability within a dynamic organizational environment.

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Introduction

In modern organizational theory and practice, the performance of managerial teams is increasingly recognized as a decisive factor in achieving strategic goals, maintaining operational efficiency, and fostering institutional adaptability. As organizations grow more complex, particularly within the public sector, leadership structures often become layered, with distinct managerial tiers holding specific responsibilities. These multi-level configurations, while necessary, pose challenges to coordination, communication, and goal alignment. Therefore, evaluating both the efficiency and effectiveness of such structures has become essential, particularly for institutions that aim to remain competitive and agile in changing environments.

This study focuses on managerial structures in Macedonian public enterprises, identifying two main tiers of management: first-level managers (e.g., department heads) and second-level managers (e.g., sector or division leaders). These levels are not only functionally distinct but also differ in decision-making authority, strategic involvement, and interaction with subordinates. Despite their importance, the contributions of these two managerial layers are not easily measurable using conventional metrics. Performance indicators such as output volume, profitability, or team satisfaction may reflect surface-level success but fail to capture the underlying dynamics between management levels.

The core motivation for this research is the need for refined instruments to assess how well these managerial tiers perform both independently and collaboratively. The research posits that traditional performance evaluation tools are insufficient, particularly in the public sector, where bureaucratic procedures, limited resources, and resistance to change often impede effective management. Hence, a more nuanced and behaviorally informed model is required—one that can dissect the internal logic of management roles, evaluate style alignment, and identify performance bottlenecks across levels.

One of the central frameworks adopted in this study is Ichak Adizes' model, which conceptualizes managerial behavior across four essential roles: (P) Producer, (A) Administrator, (E) Entrepreneur, and (I) Integrator (Adizes, 2004). This typology enables a sophisticated analysis of managerial competencies, including the balance (or imbalance) among execution, planning, innovation, and interpersonal coordination. By applying this model, the research explores which role combinations are dominant at each managerial level and how they affect team cohesion, decision-making quality, and responsiveness to change.

Another conceptual pillar of the research is drawn from Peter F. Drucker, who emphasized that management is a universal function involving planning, decision-making, control, and the mobilization of people toward achieving goals (Drucker, 1954). His viewpoint reinforces the understanding that effective managers must be adaptive, visionary, and ethically grounded - qualities that are evaluated in this study through both theory and empirical observation.

To support empirical investigation, the study uses the Julie Hay Working Styles Questionnaire, a validated psychometric tool for mapping individual managerial behaviors and preferences regarding communication, team orientation, and leadership (Hay, 2002). This instrument enables both quantitative and qualitative insights, supporting the triangulation of data with theoretical constructs.

The objectives of this study are threefold:

1. To develop a comparative model that evaluates the effectiveness and efficiency of first- and second-level managerial teams in a Macedonian public enterprise;

2. To identify dominant working styles and leadership approaches at both levels, along with their implications for team function and strategic alignment;
3. To propose targeted interventions for enhancing managerial capacity and institutional performance.
- 4.

This research is not limited to organizational diagnosis. It also serves as a strategic tool for guiding future training programs, recruitment criteria, and structural reforms. The insights gained are intended to help public enterprises better understand the interdependence among management levels, thereby enabling them to improve internal collaboration and communication systems and, ultimately, service delivery.

In conclusion, the need for dynamic, evidence-based management models is critical in public sector governance. By developing and testing such a model in the Macedonian context, this study provides both theoretical insights and practical applications that may serve as a benchmark for similar organizations in transition economies and beyond.

Theoretical Framework

The theoretical underpinning of this research is primarily grounded in contemporary management science, leadership theory, organizational behavior, and psychological models of communication and work styles.

A core component is Ichak Adizes' theory of managerial roles, which classifies managerial behavior into four archetypal roles: Producer (P), Administrator (A), Entrepreneur (E), and Integrator (I). Each role contributes uniquely to the organizational structure: Producers ensure delivery of results, Administrators maintain systems and control, Entrepreneurs drive innovation, and Integrators foster team cohesion and cultural harmony (Adizes, 2004). These roles are used to categorize and assess managers' dominant behavior and to identify imbalances that may lead to dysfunction in management teams.

Adizes emphasizes that effective managers are rarely dominant in all four roles. Therefore, successful teams require complementarity among members, where others' strengths offset individual weaknesses. The Adizes model is essential to this thesis for its ability to operationalize behavior and clarify the psychological composition of leadership teams.

Complementary to this is Peter Drucker's concept of the managerial function, in which management is seen not as a rank but as a responsibility that cuts across planning, organizing, leading, and controlling (Drucker, 1954). Drucker's work supports the systemic view of organizations and the necessity for cross-level communication and strategic alignment.

The empirical dimension of the research is structured around Julie Hay's working styles model (Hay, 2002), which identifies behavioral tendencies and psychological drivers in the workplace. Hay's typology focuses on patterns such as "Be Perfect," "Try Hard," "Hurry Up," "Please Others," and "Be Strong"—each of which can either enhance or hinder managerial performance, depending on how consciously they are applied. Her questionnaire serves as a diagnostic tool in this study, enabling behavioral mapping of both first- and second-level managers.

Finally, the theoretical framework integrates principles from organizational communication, emphasizing the distinction between formal and informal networks, vertical and horizontal information flows, and the influence of communication culture on leadership outcomes. Effective communication is treated not merely as a skill, but as a structural necessity for team alignment and decision-making (Mintzberg, 1973).

Methodology

The primary purpose of this research is to develop a model for evaluating and improving the effectiveness and efficiency of first- and second-level managerial teams within a Macedonian public enterprise.

The specific objectives are as follows:

1. To assess the dominant managerial styles at both hierarchical levels using Ichak Adizes' framework, and to identify the presence or absence of PAEI role balance in individuals and teams.
2. To identify behavioral patterns and working styles of managers using Julie Hay's methodology, with particular focus on communication, conflict management, motivation, and decision-making styles.
3. To explore the interaction and alignment between the two management levels in relation to strategic objectives, task execution, and interdepartmental collaboration.
4. To develop a comparative matrix that allows for the benchmarking of management team effectiveness across levels, highlighting discrepancies, complementarities, and potential areas for improvement.
5. To provide actionable recommendations for internal restructuring, professional development, and managerial training based on empirical evidence.

These objectives collectively support the overarching hypothesis that the performance of public enterprises is tightly linked to the structural and psychological alignment of their managerial hierarchies.

This is a mixed-methods study that integrates qualitative and quantitative methods to provide a comprehensive evaluation of managerial dynamics. The research was conducted within a Macedonian public enterprise. Two key strata of the managerial hierarchy were targeted:

- First-level managers – team A (sector heads)
- Second-level managers – team B (department heads)

Participants were selected based on their formal leadership roles within the organization and their involvement in strategic or operational decision-making.

Two principal instruments were used in the investigation:

1. Julie Hay's Working Styles Questionnaire – Used to identify behavioral drivers and communication tendencies. The questionnaire was adapted to suit the specific cultural and organizational context.
2. Role Self-Assessment Based on Adizes' Model – Participants assessed their alignment with P, A, E, and I roles, both individually and in team settings.

Each manager completed the questionnaires anonymously. The data were collected over a defined time period and organized for comparative analysis between management levels. Quantitative responses were tabulated and analyzed using descriptive statistics. Behavioral tendencies were categorized by dominant style, and results were plotted in comparative matrices. Qualitative responses were analyzed using thematic coding, enabling triangulation with theoretical constructs from Adizes and Hay.

Despite the following limitations:

- The sample size was limited to a single enterprise, which may affect generalizability.
- Self-reporting bias may have influenced questionnaire responses.

- The hierarchical nature of the organization may have impacted openness and transparency. However, the methodology is still robust enough to offer meaningful insights into the structure, behavior, and performance of managerial teams.

Results

The analysis of managerial effectiveness within the selected Macedonian public enterprise was conducted by examining two distinct leadership tiers: first- and second-level managers. The findings offer a comprehensive insight into the behavioral roles, communication patterns, and psychological drivers that characterize each group, as well as the discrepancies that arise in their interaction.

First-Level Managers

The data (Table 1) revealed that first-level managers predominantly adopted the Producer (P) and Administrator (A) roles as defined by Adizes' framework (Table 2). This indicates a strong capacity for task execution, procedural control, and adherence to established operational guidelines. Managers in this category consistently demonstrated reliability in fulfilling day-to-day functions, meeting targets, and ensuring compliance with institutional procedures.

However, the distribution of roles also pointed to a significant deficiency in the Entrepreneur (E) and Integrator (I) domains. The absence of these roles suggests that innovation, strategic vision, and team cohesion were underdeveloped at this level. Consequently, these managers were less inclined to initiate change, foster creativity, or integrate diverse perspectives within their teams.

The application of Julie Hay's working styles model further illuminated key behavioral tendencies. The most commonly exhibited styles among first-level managers were "Be Perfect" and "Try Hard." (Figure 1) These drivers suggest a psychological orientation toward high standards, meticulousness, and intense personal effort. While such tendencies often result in diligent work and attention to detail, they also carry potential drawbacks—including overcommitment, heightened stress, and the risk of burnout—especially in rigid or high-pressure environments.

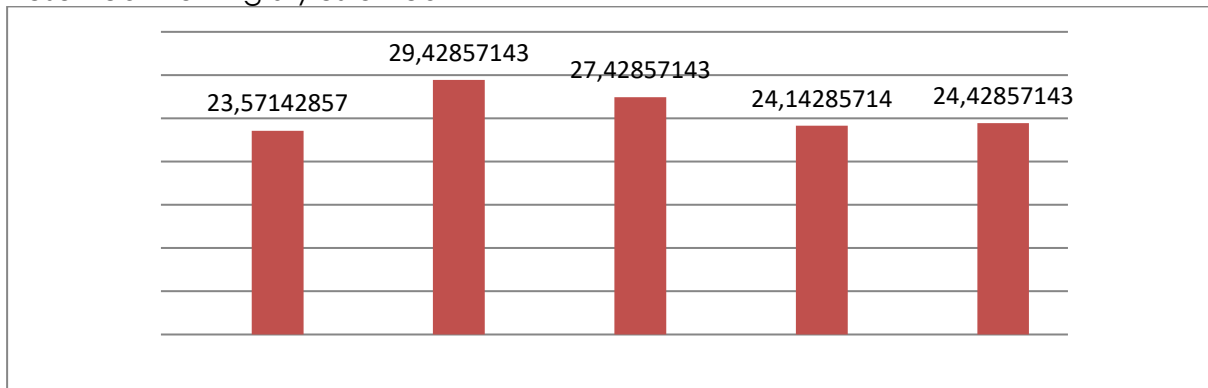
In terms of communication practices, the interaction structure was predominantly vertical and formal. Exchanges occurred mostly within formal chains of command, with minimal lateral or cross-functional communication. This pattern may contribute to information silos and hinder collaborative problem-solving, as horizontal feedback mechanisms were rarely utilized or encouraged.

Table 1
Resumed Working Styles of Team A

	A1	A2	A3	A4	A5	A6	A7	Total	Average
Hurry up	18	24	16	31	25	31	20	165	23,57
Be Perfect	28	23	30	35	31	35	24	206	29,43
Please Others	24	27	28	32	29	36	16	192	27,43
Try Hard	28	13	28	32	29	27	12	169	24,14
Be Strong	24	32	22	32	16	25	20	171	24,43

Source: Authors' work

Figure 1
Resumed Working Styles of team A



Source: Authors' work

Table 2
Resumed Working Styles and Adizes' Roles of team A

Analysis according to Working Styles	A type who is a true team worker, puts the needs of the team first, and demands high standards from them. Does not always appear to be the most motivated or focused on their own responsibilities.				
	HU	BP	PO	TH	BS
> 70%	/	/	/	/	/
50-70 %	23	29	27	24	24
< 50%	/	/	/	/	/
Analysis according to Adizes' Roles	A (pAEI) type, a true organizer who genuinely integrates their people, but due to not always being fully focused on their responsibilities, may ultimately fail to bring tasks to a final result.				

Source: Authors' work

Second-Level Managers

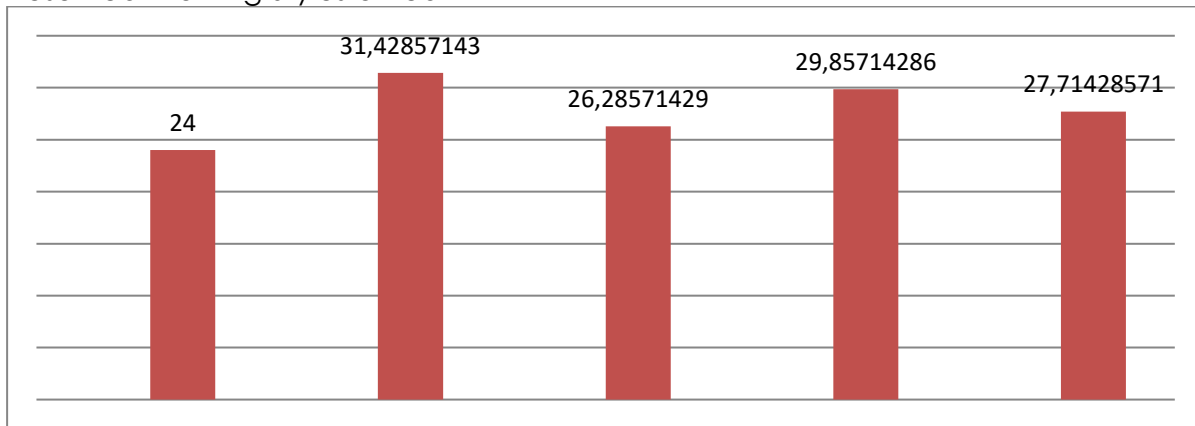
In contrast, the group of second-level managers exhibited a more balanced and diverse distribution of roles (Table 3). Many individuals in this cohort displayed strong Integrator (I) and Entrepreneur (E) characteristics. These roles signify a leadership style oriented toward interpersonal cohesion, strategic thinking, and adaptability to change. Second-level managers demonstrated greater capacity to foster a sense of shared purpose within teams, promote cross-departmental dialogue, and encourage innovative practices.

Table 3
Resumed Working Styles of team B

	B1	B2	B3	B4	B5	B6	B7	Total	Average
Hurry Up	28	26	20	19	29	24	22	168	24,00
Be Perfect	34	37	28	29	29	32	31	220	31,43
Please Others	32	32	20	25	29	24	22	184	26,29
Try Hard	34	35	32	26	25	32	25	209	29,86
Be Strong	29	35	20	23	28	36	23	194	27,71

Source: Authors' work

Figure 2
Resumed Working Styles of team B



Source: Authors' work

Table 4
Resumed Working Styles and Adizes' Roles of Team B

Analysis according to Working Styles	An exceptionally team-oriented type, whose main priority is to get their work done, and if difficulties arise, they prefer not to make too much fuss about it. May have trouble meeting short deadlines.				
	HU	BP	PO	TH	BS
> 70%	/	31	/	30	/
50-70 %	24	/	27	/	28
< 50%	/	/	/	/	/
Analysis according to Adizes' Roles	A (PAEI) type who truly organizes and integrates their people toward the successful and effective completion of tasks over the long term. A type of subordinate who is highly motivated to listen to and follow.				

Source: Authors' work

This group also scored higher on measures of emotional intelligence and participatory leadership, aligning with contemporary models of transformational leadership (Table 4). However, despite these strengths, the data indicated a relative weakness in the Administrator (A) role. This manifested as occasional lapses in procedural rigor, documentation, or enforcement of organizational standards. While their visionary approach boosted team morale and creativity, it sometimes led to inconsistent or undisciplined execution.

Behaviorally, second-level managers are commonly identified with the working styles "Please Others" and "Be Strong." (Figure 2) The first style reflects a desire to maintain harmony and gain approval, which can be advantageous for building trust and cohesion but may lead to the avoidance of necessary confrontation. The "Be Strong" style, on the other hand, represents a stoic, self-reliant approach that may lead to overcompensation or reluctance to delegate, ultimately creating decision-making bottlenecks or uneven workload distribution.

Overall, second-level managers cultivated more supportive team environments and encouraged greater collaboration, yet they frequently encountered challenges related to task prioritization and consistency in performance enforcement. These issues underscore the importance of achieving not only horizontal alignment within a managerial layer but also vertical integration across layers.

Comparative Analysis

A comparative analysis of the two managerial levels revealed a notable disconnect in expectations, communication styles, and strategic orientation. First-level managers demonstrated a clear inclination toward control, structure, and individual task completion. Their approach was shaped by immediate operational responsibilities and a tendency to adhere strictly to defined procedures. In contrast, second-level managers were more concerned with people-oriented leadership, long-term goals, and adaptive strategies.

This divergence led to misaligned objectives and fractured communication across layers. The absence of a shared leadership language or framework reduced coordination effectiveness and impeded the organization's ability to implement integrated strategies. Furthermore, the inconsistent distribution of Adizes' PAEI roles across levels suggested that neither group possessed the full set of competencies required for a high-functioning leadership structure.

The findings strongly indicate a need for systemic team development and leadership alignment initiatives. A balanced representation of all four PAEI roles—across and within both managerial levels—is essential to ensuring that operational efficiency is complemented by strategic agility and organizational coherence. The introduction of targeted training programs, cross-level coaching, and team composition strategies based on behavioral diagnostics may prove instrumental in bridging these gaps and enhancing overall performance.

Discussion

The data confirm the core hypothesis: effective performance in public organizations depends not only on individual managerial competence but on cross-level alignment of managerial roles and communication strategies.

The Adizes model proved highly effective in identifying systemic role imbalances. The concentration of (P) and (A) roles at the first level suggests a strong operational backbone, but one that may resist change and struggle with adaptability. In contrast, the emphasis on (E) and (I) roles at the second level fosters innovation and integration but may lead to implementation inconsistencies.

The working styles model highlighted personality-driven management patterns. For instance, perfectionism and urgency at the first level clashed with the more empathetic and flexible approach of second-level managers, resulting in friction rather than synergy. This confirms previous research suggesting that behavioral misalignment between levels can undermine organizational performance (Hay, 2002).

Moreover, the communication breakdown between the two tiers reinforces Drucker's concern that mismanagement is often a failure of communication, not competence (Drucker, 1954). The findings support the argument for deliberate design of communication networks and team-based management structures, especially in public institutions where rigid hierarchies dominate.

An additional insight is the misinterpretation of leadership styles. While both levels perceived themselves as "democratic" or "participatory," the behavioral data revealed that many engaged in hybrid styles that vacillated between directive and laissez-faire, depending on context. This inconsistency could create confusion among subordinates, lowering motivation and trust.

Conclusion

This study successfully developed and implemented a comprehensive evaluative model to assess the effectiveness and efficiency of two distinct management tiers within a Macedonian public enterprise. By integrating the Adizes managerial role framework with Julie Hay's working styles assessment, the research provided a nuanced analysis of leadership behaviors, revealing critical imbalances, distinct behavioral patterns, and notable communication gaps throughout the organizational hierarchy.

The findings indicate that first-level managers demonstrate a strong capacity for operational control and procedural execution. However, these managers face significant challenges regarding adaptability and the integration of team dynamics, which limits their overall flexibility in managing change and fostering collaboration. In contrast, second-level managers exhibit a more inclusive leadership style characterized by visionary thinking and a broader strategic perspective. Despite these strengths, this group requires enhanced administrative discipline to ensure consistent implementation and operational rigor.

A pronounced misalignment between the two management levels was identified, adversely affecting strategic coherence and leading to inefficiencies in the execution of organizational objectives. This gap underscores the complexity of balancing visionary leadership with disciplined administration within hierarchical structures. Furthermore, the study highlights that the inherent working styles, which are deeply rooted in individual internal drivers, significantly shape managerial approaches and behaviors. These styles must therefore be consciously acknowledged and managed to foster a more cohesive leadership environment.

To address these challenges, the study recommends strategic interventions such as targeted coaching programs, thoughtful team restructuring, and comprehensive communication training. These measures are essential to harmonize the management layers, enhance inter-level collaboration, and ultimately optimize organizational performance.

The proposed model demonstrates valuable diagnostic and developmental potential and can be adapted for use in similar public and private institutions. Its application contributes meaningfully to the ongoing discourse on management efficiency, particularly within transitional economies where hierarchical organizational systems remain prevalent. By offering practical insights into leadership dynamics and actionable strategies for improvement, this research supports the advancement of more effective management practices in complex institutional contexts.

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