

## THE 4 R MODEL IN MANAGEMENT PRODUCTION

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### Abstract

*The 4R model offers a theoretically sound, conceptually simple and practical framework for integrating virtue into a global production business. The 4R model provides a conceptual framework consisting of four comprehensive macro categories of leadership attitudes and behaviours and pictures the critical linkages and dynamics interaction of these categories. This paper examines the factors who can influence quality of management change, motivational factors that person need to become entrepreneurs. A comparison of these motivational factors is done between business persons The study is based on 250 persons engaging in the manufacturing trading and services sectors in Small and Medium Industries in Baia Mare, Romania. Motivation factors are classified into economic, work, individual, entrepreneurial and social core. Description analyses revealed some very important aspects and motivation factors for production activities .A discussion on survey about the business profile and leader entrepreneur is also providing.*

**Keywords:** *quality management, change management, entrepreneurship, growth Small and Medium Enterprises, leader .production management*

**JEL:** *M11 Production Management*

### 1 INTRODUCTION

The 4R model is a graphic working model. The model provides a conceptual home for the critical variables in the transformational leadership process.

These variables are organized in four categories relationship, reputation, research and recognition.

Similarly, the 4R model details and organizes a vast amount of information of transformational management from theory production to practice, and presents it in a clear and accessible manner.

A good roadmap presents a vast amount of information in a simple, clear, comprehensive, accurate and accessible manner.

The map is not the road, the 4R model only approximates how transformational management works in economic organizational life. Specifically, the 4R picture:

1- **research** access to key information about markets, customers and competitors to improve marketing focus message;

2- **relationship** one to one or one to many relationships with individual customers that generate sale opportunities, the virtuous leader is depicted in specific organization context

3-**reputation** interest in company by target market based on company's and market understanding of it's capabilities and expertise;

4-**recognition** awareness of company and its value proposition by market position, results the attitudes and actions of the virtuous leader are depicted as linked to outcomes over time.

Each R category is discussed in light of the contemporary economical situation on Romanian market. The benefits of the 4R are explored and present the real situation on economical and management production like a problem or a false fake ?

## 2 STUDY CASE

In Romania government has been involved in projects which encourage and implemented entrepreneurship quality, resilient and successful which are competitive in all potential growth sectors of the economy and cultivate and enterprising culture among women as an alternative of equal chance to improve life standards.

The survey realise a research on entrepreneurs and has focused on the educational background as well as differences between male and female entrepreneurs, sectors of activity.

This research was designed to identify the motivational differences between production and services activities for a quality management change in their own organizations.

Therefore, this paper aims to provide reasons on why some persons choose to become entrepreneurs and which changes needs in their leadership of their own business, by examining the motivational factors.

This paper also identifies if these motivational factors differ among business market.

### 2.1 Methodology

The sample was draw for people involved in business activity in Baia Mare city. A total of 250 respondents were contacted. Respondents were surveyed using a three part structured questionnaire.

**Part 1-**measured demographic variables using single items such as age, educational background, type of business activity, type of organization.

**Part 2-** measured the factors which were classified into entrepreneurial core, work core, individual and social core relevant for leadership style of the respondent person.

**Part 3-** measure the profile of leadership, the attitude in different situation of the manager, and identify the type of leader.

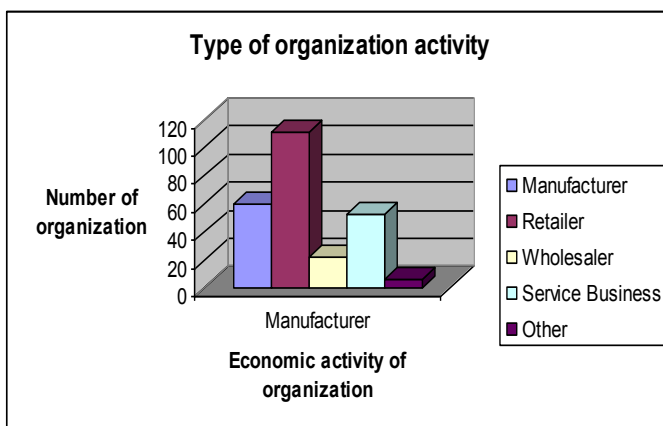
The internal consistency of the measure and the results indicate that the items in measuring the leadership dimensions are reliable. Also the survey make a radiography upon the economic activity of the city Baia Mare, and give an answer to the organization problems.

## 2.2 Results

Out of 250 respondents, majority of them are aged educated that's the motive of involvement in his own business (26% baccalaureate and 57% academic studies). Women entrepreneurs were found to be more matured in terms of age and more educated, here fore, the educated generation is more interested in becoming entrepreneurs.

They are also found to be very well equipped with work experience, to desire to have own preferred working style and change in working style may explain why they have decided to become entrepreneurs.

In this study the demographic profile of entrepreneur show that women are basically below the age of forty, between 20-40, (34%).



**Figure 2 Type of business activity**

It is not surprising that the number of women entrepreneur gas increased and growing interests in privatisation, self employment and business oriented employment,

all this facilitated by the growth in various sectors such as general commerce, personal and public services, training and consultancy and other (Figure 2).

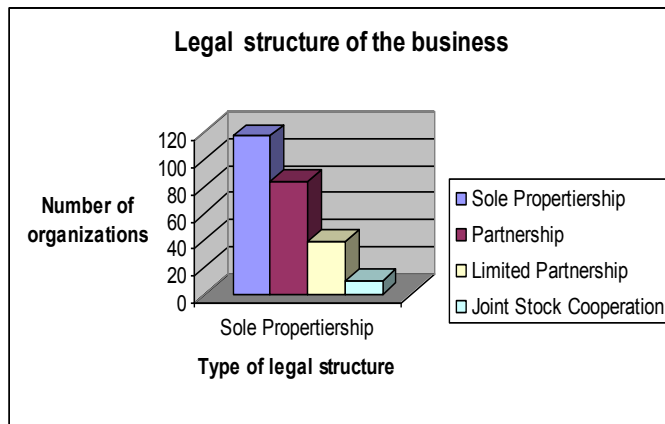
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It is clear that government has been involved and concerned about unemployed person including women entrepreneur development in the last period.

This is to ensure that women entrepreneurs are not left out the process of national and economic development, particularly in important sectors of Small and Medium Enterprises (Figure 3).

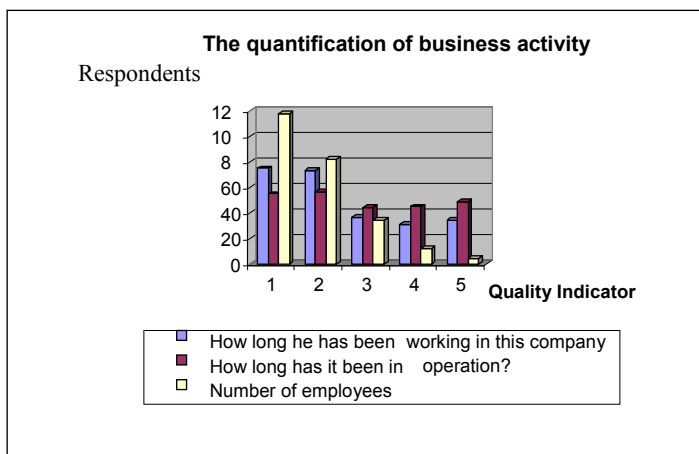


**Figure 3 Legal structure of the business**

Desire for a greater life flexibility, seeking challenges, fulfilling a long-felt desire or escaping from organizational glass ceiling are also among the motivation factors that women to start-up their own businesses (Figure4).

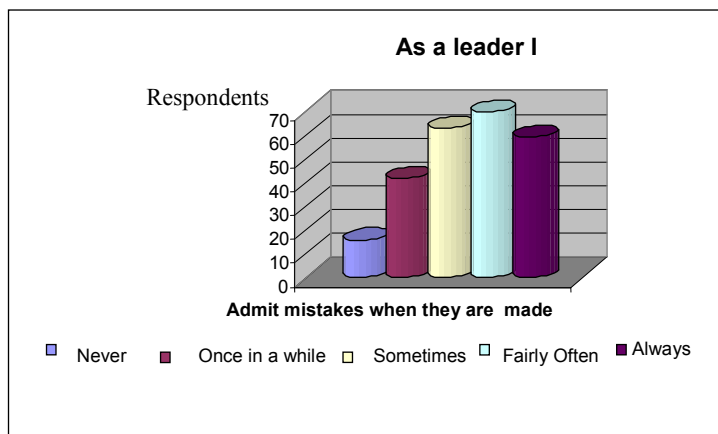
From research work perspective various attempts were undertaken to identify factors that support the growth of women entrepreneurs as leadership and comprehensive list of factors are identified and put in evidence the object of this study.

As the factors proposed are generic in leadership profile, they are also applicable to a quality women entrepreneur and a practical change management in their own business.



**Figure 4 Analyze of business characteristics**

From the dates obtain we identify that major activity are non productive as a matter of fact the production it is not developed yet in our region, we are under the discovering faze of the miracle products which can be produce (Figure 5).



**Figure 5 Profile of leader**

The Matrix factors for leadership profile examines the personal background, stage of career, early life experiences and growth environment, indirect benefits, opportunities in the carrier prospect and the impact of market conditions.

In this study comparing the motivational factors among males and females I found that disagreements with the bosses, with the drive to control own destiny, were motivating factors for male entrepreneurs.

The reason for women, however is different to sustain family, to find a job because of their unemployed situation, or suffer job frustration, or to make some extra money to offer to their own family better conditions for living (Figure 6).

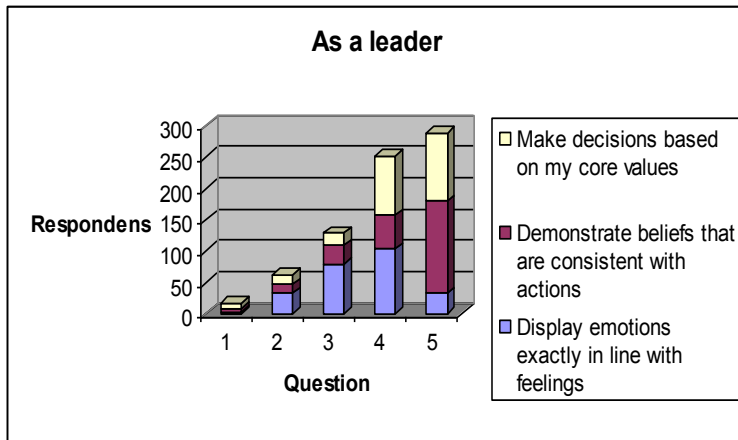


Figure 6 Opinion of leadership

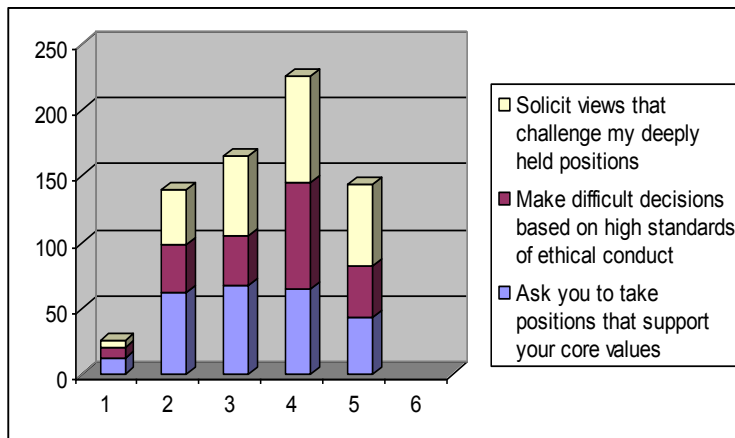
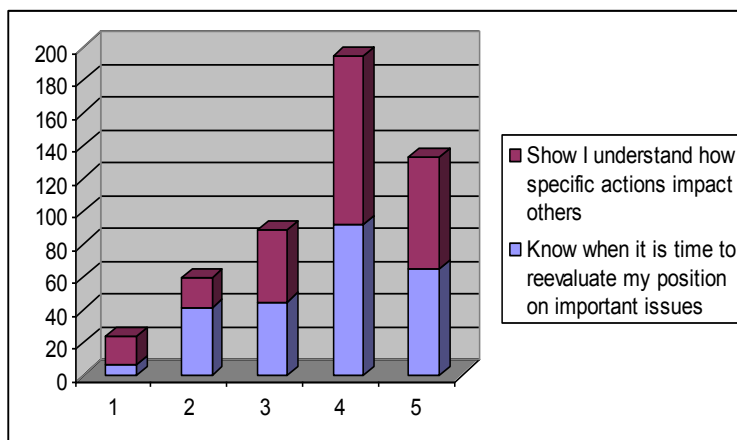


Figure 7 Leader style



**Figure 8 The flexibility of leader**

The women are involve in service activity because of their good communication and their spirit of creation always take in consideration the benefits of the entire organization (Figure 7).

Hence women were driven to entrepreneurship because the independence and sense of achievement which entrepreneurship offers.

Management refers to the ways of the personnel in charge of directing the organization, which in this instance is an entrepreneurship (Figure8).

Being in the management connotes power and influence for the person, it is not unusual for an entrepreneur to do all the management functions at the start of the business.

It is only later when the business grows that proper designation of functions can be made. In organizations characterized by poor leadership, employees expect nothing positive. In a climate of distrust, employees learn that leaders will act in indecipherable ways and in ways that do not seem to be in anyone's best interests.

Poor leadership means an absence of hope, which, if allowed to go on for too long, results in an organization becoming completely nonfunctioning.

The organization must deal with the practical impact of unpleasant change, but more importantly, must labor under the weight of employees who have given up, have no faith in the system or in the ability of leaders to turn the organization around.

Leadership before, during and after change implementation is the golden key to getting through the swamp.

### 3 CONCLUSION

Improving Quality Management in an entrepreneurship means the PDCA cycle overseeing various functions such as:

1. **Planning**-making decisions with regards to the future and making those plans happen.
2. **Do**- utilizing the fullest potential of resources people, capital and assets to ensure the success of the plans.
3. **Activity**- inspiring others to do their part effectively in carrying out the organization's plans.
4. **Controlling**- step by step monitoring of the implementation process to see if changes are necessary to be made on the plans.

Entrepreneurs should establish and maintain an environment within the business to encourage efficiency among employees.

An in depth understanding on the influence of these variables will be useful to understand the complex phenomenon of entrepreneurship.

Based on the survey, I concluded that not every organization management the manager leader, understand the managerial competency in the some connotation.

The system of independence of competencies with performance management, which has an impact on other areas of employee work like is not used in all companies in the survey. Using competencies and skills assessment remains only on the formal level in most companies.

Since 48% entrepreneurs are focus on retailer activity and services, and only 24% it is involved in productivity activity, a new orientation it is necessary to encourage the economical growth of the city.

The individual and entrepreneurial core appears to be very important, it is important also to encourage the spirit of production as long we are in an economical crises who need new alternatives and also new products.

The future research will focus on efficiency of methods used for competency development in Romanians companies and realised a diagnose in comparison with other countries.

### **Acknowledgements**

This work has been realize as a topic from a research work to diagnose the regional potential of market place, the pulse of industry in a city where economic crises put his signature on industry and people life.

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