

Economy Transdisciplinarity Cognition www.ugb.ro/etc	Vol. 19, Issue 2/2016	21-26
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Stimulating Labour Performance

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Abstract: *The increasing level of competition between enterprises brought out the best ways to stimulate people's work performance. The paper highlights the relationship between the main factors leading to a greater involvement of managers and performers of companies in increasing work performance.*

Keywords: *management, performance, motivation, personal, work, measuring instrument*

Introduction

The sustainable success of the enterprises in their competition environment is possible when providing continuous performance improvement and evaluation of human labour while developing individual and collective capabilities of teamwork. Ensuring work performance is all the current activities guaranteeing the long-term objectives, which gives the content a strategic work processes, supported by employers and leaders through motivational management. Work performance is at the same time, the result of a separate process in personnel management and involves using a measurement tool widely accepted by both the makers and performers.

1. Motivation Management

Knowing the peculiarities of human resources and the issue of conflict and stress in the organized structures of enterprises allow a proper understanding of the mechanisms to harmonize the social climate of institutions and companies. Motivation explains why people in some way manifest preference to other modes. Show the people manifests itself in a certain way, sometimes for long periods, even when they are unfavourable. "Motivation area complements human knowledge novelty and opportunities to optimize the social climate" [1, 452-458].

Trying to explain the behaviour of executors, many researchers have found that there is a potential, more or less explicitly defined by the concept of motivation. Motivation is a major component of the tool drive the organization. It is also a subject of the most commonly discussed in the literature. In this regard were outlined two major meanings of the concept of motivation: "*motivation in a narrow way*, targeting the organization, and motivation in a *comprehensive way*, covering enterprise system in the context of the environment" [1, 471].

Motivation in a narrow way is a classical vision of the relationship between the organization and management, which refers only to employees without taking into account that only a third of the time they spend at work. Motivation in effect envisages a comprehensive overview of the company in the context of complex environment. It extends the coverage from employees towards all of the stakeholders interested by the company: local and state authorities, population, employers, customers, suppliers, banks etc.

Motivation is explained by differential behaviour of humans in relation to the undertaking. Thus, under conditions where all people enjoy equal benefits, individual support enterprise performance can be highly variable. This is explained by the fact that the achievement of the goals of the company is not a necessity for all and for this reason there are differences in behaviour. About the identity of behaviour, some people direct their efforts to achieve livelihoods through earnings while others pursued by outstanding performance and appreciation of others.

Human behaviour is determined by certain reasons, conscious or unconscious, by which the personal satisfaction touches the purposes. The task of managers is to identify and activate reasons for people to

control them by performing work under normal conditions, legal, transparent. "Systematic study of human behaviour at work showed that motivation is the result of interaction between the two components: the reasons and incentives" [2, 480 – 483].

2. Basic Postulate and the Motivation Theorems

In recent years there appeared and developed the so-called current motivational management whose postulate was formulated by Ian Duncan: "man can motivate another one, but man can also demotivate easily a hundred" [2, 505]. This postulate reveals obvious truths:

- specific hierarchy and its values (subordination - insubordination, superiority - inferiority) are perceived as un-motivating for people;
- true motivators are related to labour content, desire for success and need for progress of the organization.

The postulate made previously enabled the formulation of theorems that complements the theory of motivation for companies with turbulent climate [2, 505- 506]:

Theorem 1. *In an environment dominated by relentless global competition, the company can not give its employees more than it receives. Increased salaries and other economic incentives at a rate greater than the rate of profit condemn company to bankruptcy.*

Theorem 2. *All decisions or actions that relate to major changes in the manner adopted non participating, triggering rejection reactions that lead to failure.*

Theorem 3. *Motivation is achieved by managers who communicate to employees a clear vision on the general objectives and duties of each person or each team on their achievement.*

Theorem 4. *The motivational management supposes the adoption of the decentralized principle within the enterprise organizational structures.*

Theorem 5. *If by management there are developed the internal subjective factors of motivation and they are ordered as to respect the personal values and beliefs of each person, work becomes a pleasure component.*

Theorem 6. *The company that puts into practice by non-monetary factors, a more motivating than its competitors management will reach an efficiency that allows it to increase the pecuniary benefits of employees.*

The motivational management current is the consequence of promoting in practice the theories developed and published by the sociological school representatives. It should be noted that the studies on motivation social climate businesses rebounded in the attention of theoreticians and practitioners as a possible source of process improvement and management with visible effects on work performance in enterprises.

3. The Process of Assuring the Labour Performance

The study of work performance has become a concern since the period 1970-1980 in the context of human resource management. Numerous statements that were given differentiated the reporting results of work at various benchmarks. Thus, Michael Armstrong, analysing more views from various researchers, concludes that "work performance includes both behaviours and measurable results of human activity, a way in which organizations act to perform their duties" [3, 429]. Iulia Chivu believes that "work performance is the intensity with which the individual contributes to the development of the organization, in relation to the objectives and standards established by the employer" [4, 243]. Based on these examples can say that work performance is a measure of response personnel employed revealing behavioural aspects and actual results on the objectives undertaken by the employer entity in competition with competitors are on the same product market and / or services.

Labour organization supports competitiveness performance by motivating people smoothly and continuously. Responsibility for work performance boost returns equally direct subordinate managers and employees - supervisors and performers who take their work jointly.

The principles applicable in boosting work performance were analyzed and highlighted by numerous authors in management. These principles, in a vision synthesized, specific to the labour market in Romania are:

- Strategic objectives must clearly set out and communicated to employees;
- Spelling out specific operational objectives of individual and team work in each job;

- The performance of work requires negotiation and cooperation, not control and coercion;
- Collective performance does not exclude encouraging individual performance;
- The head is opened and honest support ongoing dialogue with subordinates;
- Performance analysis carried out must be reported to the goals negotiated agreement between the management and between a supervisor and performers;
- The existing targets should be linked to performance made permanent;
- Ensure performance must be uniform and continuous process accepted by employees and is not aimed exclusively rewards correlate with the results of work;
- Ensuring the success of their work performance is guaranteed while promoting mutual respect between people, regardless of the occupied position;
- Ensure work performance management requires transparency at any time, fairness and equity.
- Increasing performance requires the development work, continuous improvement and specialization of skills, abilities and positive attitudes for both the driver and performers.

Ensuring work performance should not be confused with the annual assessment of human resources is not a form of appreciation to the people, granting qualifiers in hierarchical order, imposed from above or on an earlier period. Ensuring work performance is future-oriented, developing human capital, create a conceptual framework in which managers can help the collaborators and performers at the workplace [3, 439].

Ensuring work performance is a consequence of *stimulating work performance* included in personnel management and aims to increase the quality of human resources; this concept should not be understood as a process of evaluation and coercion. A suggestive scheme of the process of stimulating work performance, reported to the above principles, is shown in Figure no. 1.

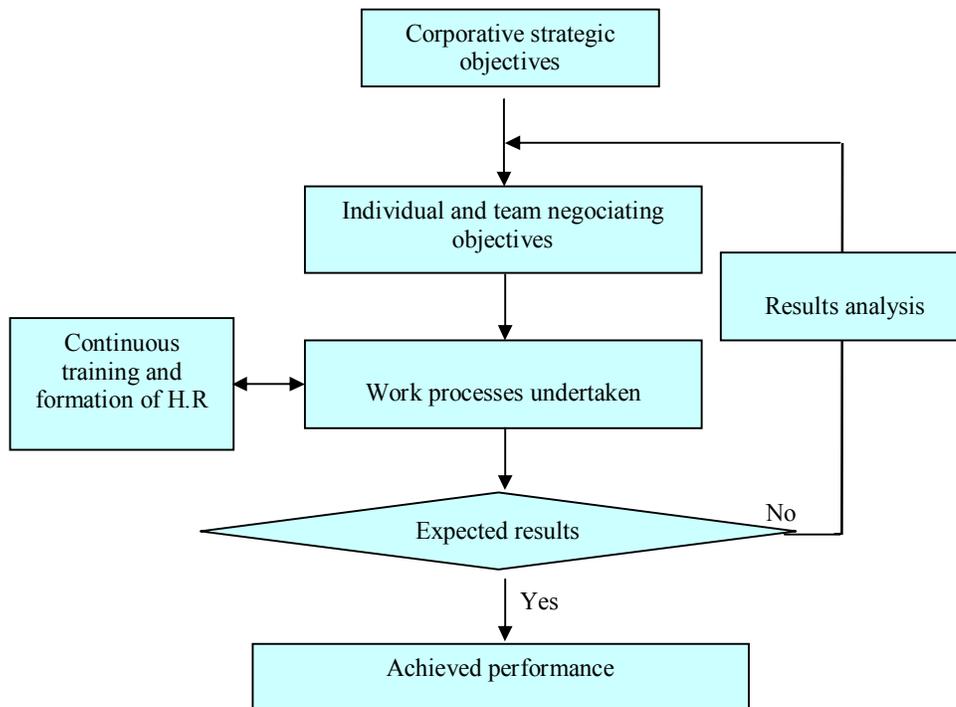


Figure no. 1. The process of assuring work performance [5, 18]

Sequencing activities within the process of securing work performance is achieved logically from one stage to another, based on these principles. Thus, communicate strategic objectives then negotiate and determine the conditions of taking individual and team goals. In parallel with process development work place training activities or continuous improvement of skills and professional skills that will lead to achieving the desired performance of the work. Failure to meet expected results suppose re-start

when negotiating objectives and continue until achieving the expected results, based on a thorough analysis of the causes manifested in the activities.

Results analyzed at the end of the operating cycle, before resuming work in a new cycle can bring some improvements that lead to better performance. These analyzes are interactive and should be the focus of some key aspects [3, 439]:

- Results made individual or in a team compared with the provisions of the quality standards and communicated to senior managers in hierarchical order.
- Communication of the assessments by senior managers to supervisors and performers to resume a new cycle operative.
- Emphasizing good results, so they repeat and be better in the future, and indication of the prevention of repeating some errors.
- Exchange of views freely and frankly on the achievements and what needs to be done to achieve more resumption new cycle operative.
- Taking individual actions and teamwork to be undertaken by performers independently or with the support of supervisors.

The conclusions which should be highlighted by the analysis of work performance should enable managers and performers formulate concrete answers to a series of questions [3, 439]:

- What did they learn or what employees need to learn?
- What do I know and what employees can do?
- At what point is the organization within the competition with competitors?
- To what extent walked organization in the competition with competitors?
- How to achieve the objectives set?
- What support can provide management or the employing entity?

Ensuring work performance evaluation involves devising rules and procedures for *objectively measuring the results*. The issue arises of where to start and how have to be introduced the management process in order to ensure labour performance. Usually, this process is introduced at an entire organization level, starting with the upper hierarchical levels. For this purpose there should be set up a specialized working group made up of managers and employee representatives on posts execution. This group develops a project that approves the strategic management level and then applies it to the personnel management process. [3, 440]

4. Measuring Labour Performance

In the past entrepreneurs and institutional investors, representing millions of shareholders were concerned only with added value and profitability of their businesses. Today they show more attention to how companies treat their employees and stimulate their loyalty to support business productivity and profitability. In this context everyone calls a simple and precise measurement tool to compare a job to another [6, 21].

Measuring work performance is achieved using a set of questions, known as *Q12 instrument* done by Gallup Organization after two "huge studies" conducted over a period of 25 years. The first study focused on more than one million employees from various specialty areas in a wide variety of companies in different countries in order to learn "what expectations have the most talented employees from their place of work?". The second study aimed to find out "how do the greatest managers in the world find, motivate and retain talented employees?". On this purpose there were interviewed over eighty thousand rulers, coming from the same areas and companies as employees in the first study, allocating an hour and a half to every interview [6, 12].

The two studies led to the conclusion that "a job force measurement can be reduced to twelve questions that comprise the greatest amount of useful information." The set of questions highlights the essential elements needed to attract, motivate and retain the most talented employees and have the following statements [6, 24-25]:

1. I know what is expected of me at my workplace?
2. I have the equipment and materials needed to do my work right?
3. In my work I can do what I do best every day?
4. In the last seven days, I was praised for my work well done?

5. My Head or another person from my work seems to care about me as a person?
6. Is there someone at my workplace that encourages me to develop myself?
7. In my work, my opinions seem to count?
8. The mission or goal of my company makes me feel my job is important?
9. My colleagues advocate a quality work?
10. In my work I have a best friend?
11. In the last six months, someone at my workplace talked to me about my progress?
12. In the last year, I was able to learn and develop myself?

If the answer to all questions Q12 instrument is positive, we have an exceptional job. The more positive responses we have fewer job force is reduced.

The research carried out in 1998 by the Gallup Organization in 24 companies of 12 economic sectors, including 2500 work units (factories, bank branches, hotels, etc.) and 105,000 employees, reveals the correlation force – performances for 4 indicators: *labour productivity* , *unit profitability* , *employees loyalty* and *customers satisfaction*. The conclusions that emerged from this research are [6, 27- 29]:

- Each question was found to be related to at least one indicator track. Most of the questions are related to several indicators.
- Ten questions in twelve productivity measurement revealed.
- Eight of the twelve questions related to measurement showed profitability.
- Only five of the twelve questions (questions 1,2,3,5 and 7) showed that, strangely, fidelity depends on direct manager (supervisor).
- Of the twelve questions the top six most have the most powerful relevance of results as many of the company.

Interviews made with great managers shows that they know there is a limit to which a mature person can be reshaped, they do not condemn the differences between people and seek to level out. They try to help people become increasingly more what they already are. "Mature people do not change that much. Do not waste your time trying to wherever he added something was not to be. Try to take advantage of what already exists and see what difficult task you will take" [6, 48].

Experiments conducted in the foundation of Q12 instrument showed four principles of elite business manager [6, 45- 177]:

- Choosing people is done by talent, experience, intelligence, and their determination.
- Determine what to do people by defining the right results.
- People are motivated by helping them to capitalize on their strengths and weaknesses to overcome.
- Apply the rule of "the right man at the right place".

The researchers conducted by the Gallup Organization show that the performances of great managers applied discipline, concentration, confidence and perhaps most importantly, the willingness to know the individual characteristics of employees and subordinates. All you have to guess about people's talent proved to be the support of stimulating sustainable performance in business..

Conclusions

Stimulating work performance is a very topical issue in the context of intensifying competition between companies in an environment of increasingly dynamic and creative. Success is ensured through motivation, in a continuous process of work, supported by talent and expertise, complemented by measurements instrument Q12, which must be known and accepted unanimously by all those involved - owners / investors, managers and performers. A formula for success suggestive work processes is:

$$S = MAQ$$

where the success of labour processes - S is obtained as the result between motivation - M, organizational skills within the incentive process – A, and measurements with Q12 instrument. Success can not exist without motivation, stimulating continuous process supported by competent and talented managers and contractors, and measured by questionnaire Q12 proven and widely accepted in

the world of business. Ignoring any of those enumerated factor makes it impossible the acquisition of success at work.

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