PARTICULARITIES IN PERFORMANCE MANAGEMENT IN MODERN ORGANIZATIONS

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ABSTRACT

The article analyses a few aspects of performance management in modern organizations. In a structural and functional way, the authors aim to identify the main reference points on which today's performance management is based. The practice of motivation becomes today an important measure in obtaining performances and therefore it can explain the dynamics of performance management through the aid of the triad reward – motivation – performance.

1. Ways of defining performance and performance management

Performance is a complex term and can be defined, generally speaking, as representing the certain level of accomplishing duties which can define the place of an employee in an organization, the contribution brought by him with the aim of accomplishing organization's objectives. The management system is interested to find out in detail this contribution, at any moment, for comparing it with the demands which really exist among the employees and which are stipulated clearly into the working contracts.

Speaking from a personal point of view, performance can be defined in two ways: firstly, it aims to accomplish the effects created by performance, everything a person has created and secondly it aims to observe performant behavior, the way the process is taking place. Kane [11], in 1996, shows that performance is „a thing a person leaves behind and which exists beyond direct aim''; and Bernadin [2], in 1995 states that „performance should be defined as a sum of ones work effects because it assures the best connection with the strategic objectives an organization has, the client's satisfaction and economic contributions''. On the other hand some authors show that performance is a kind of behaviour and should be parted from results and effects because these can be affected by the factors brought in by the system. A more large definition, concerning the word performance can be offered only if we link it not only with the effects but also with different types of behaviour. Brumbach3, in 1998 considers that performance means both results and different types of behaviour. Behaviour emerges from the person who excelles

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[1] Kane, J.,S., 1996, "The conceptualisation and repreyentation of total performance effectiveness", *Human Resource Management Review*, Summer, pp. 123-145.

[2] Bernadin, H.K., Kane, J.S., Ross, S., Spina, J.D., Johnson, D.L., 1995, "Performance appraisal design, development and implementation", in Handbook of *Human Resource Management*, ed. G.R. Ferris, Blackwell, Cambridge, Mass.

and transforms performance from an abstract notion into a concrete action. Different types of behaviour are in a certain way results – the sum between physic and mental effort a person offers to lay down for accomplishing certain tasks.

Brumbach's idea[1], as was other's too who embraced mixed model (see Hartle, 1995) is that when performance is handled one should take into consideration the starting point – behaviour but also the finish line – the results given by it. Nowadays, the entire system of handling performance takes into consideration both the level of competence and accomplishments, the establishing of certain objectives and in the end, last but not least, the results of the analysis. The concept of performance promoted in this article takes into consideration this aspect as well.

The direct link between management and performance is made through performance management defined as a strategic way of handling and also as a strong link which assures success over a long period of time among organizations, through improving people's level of performance and through developing competences and abilities a team or an individual has[2]. The ability of being part of a whole system of performance management it is based on four different aspects:

✓ vertical integration, which aims to link and state clearly organization's objectives with the more general or individual ones, fact which allows the building of a concept which helps someone to reach certain objectives.

✓ functional integration, aims to link functional strategies at the level imposed by an organization's department or subsystem which allows the building of a strategy and policy which in turn can cover all interests and activities members of an organization's level.

✓ integration in the plan sketched by the department of human resources, aims to link various aspects of MRU, mostly organizational development, the growth and reward human resources deserve, professional career for assuring a complete development among personnel.

✓ the integration of an individual's necessities with the ones of an organization's, in the best way possible, so that an organization's interests be satisfied in order to determine and satisfy its members' interests.

These four aspects have the role to assure a certain base to cover all departments of an organization and to correspond to all activities done by an organization for assuring success over a long period of time. On the other hand, the fact that performance management is of a strategic manner, it allows the development of certain aspects concerning other general points of interests with which an organization is dealing for obtaining efficiency and allowing the sketching of a certain general way to follow and to promote so that in the end everything be accomplished, all objectives met over the long run.

From this point of view, and not only, we have chosen to set this approach at the first level of fundamenting performance evaluation. Firstly, a necessary aspect is to define (before analyzing the way evaluation is promoted) in a management system the concept of performance and to analyze the principles and the main preoccupations which take place in the system of performance management.

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[1] Brumbach, G.B., 1988, "Some ideas, issues and predictions about performance management, Public Personnel Management", Winter, pp 387-402.
[2] Amstrong, M., Baron, A., 1998, "Relating competencies to pay: The UK experience", *Compensation&Benefits Review*, May/June, pp 28-39

2. Concepts of performance management

The principles of performance management synthesize the global way of thinking and the main policies of this domain. We show them to you for understanding with a greater clearance the entire concept and the approach at a strategic level, all of which are promoted. These are[1]:

➢ it translates cooperative objectives in terms of individual objectives, of a team's, department or even a division's.

➢ helps to clarify cooperative objectives.

➢ Represents a continuous and evolved process, in which performance is upgraded over time.

➢ It is based on the consensus and cooperation, rather then control and coercion.

➢ It encourages the self-managing of an individual's performance.

➢ It imposes the adoption of an open and honest style of management and it encourages communication mutual between superiors and subordinates.

➢ It imposes a continuous feed-back.

➢ Methods of feed-back allow that experience and knowledge gathered by employees in activities to modify cooperative objectives.

➢ It measures and evaluates all performance in comparison with well-established objectives.

➢ It applies as a whole for all employees and all types of performance and has as a primarily aim to collaborate financial reward with performance.

Respecting these principles assures the strategic development of performance management, the accomplishment of a common conception regarding things needed to be achieved and a methodological approach of personnel managing and development so as the probability of success can increase. Such requirements lead to the development of some constant activities in managing organizational performance which directs the actions, focalizes the initiatives and the concerns of management in this line of work, it embodies them and creates true zones of investigation and research. The most important of them refer to[2]:

✓ performance upgrading – performance management dose not concern the simple evaluation. It is designed to create mechanisms for obtaining better results through helping the individuals learn from their own experiences, their problems, the differences and successes they confront with on a daily basis.

✓ the development of the employees – by creating and consolidation personal or collective development plans, which are based on the necessary competences and abilities for specialization and perfecting.

✓ fulfilling the needs and expectations of all the groups of people interested in the good functioning of the organization – owners, managers, employees, common public.

✓ communication and implication – by facilitating a certain climate, especially between managers and working staff, for defining mutual expectations and utilizing the information about the mission, values and objects of the organization, imposing a common understanding of things.

The performance of the office is the certain result of the subordinate's effort influenced by his/her abilities and understanding of his/her tasks. The effort of an

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[1] IRS, 1996, "Using human resources to achieve strategic objectives", *IRS Management Review*, 1(2), July.

[2] Armstrong, Michael, 2003, *Managementul resurselor umane*, Editura. CODECS, pp. 423-424

individual is strongly related to his/her motivation. Especially in the case of an adult, the relationship work-motivation is important for his/her daily life[1]. Two American authors stated that most of the adults are organizing their lives according to their way of working. This is structuring their days and restraining their mobility; it determines their standards of lives and also affects their relationships patterns. Work not only influences their behavior but also plays an important role into their ego genesis. Work stresses people but also offers them satisfactions. It affects self sympathy and has a great impact upon their health. In extensor, people define themselves through work.

The complex character of these relationships materializes itself through abilities owned by every individual. In general, abilities refer to personal characteristics of every employee used for accomplishing various demands. Abilities play an essential role in forming professional excellence has also have continuity in time. They are the result of our choices and our way in which we personally chosen our carrier. Abilities and competences play an important role in building self esteem and self trust which eventually helps the individual to excel and obtain performance in a specific domain of activity. Martin Luther King jr. said that if a man has the fate to be a street cleaner, he has to clean streets in the same very way in which Michelangelo was painting, Beethoven was composing and Shakespeare was writing. He has to clean streets in such a great a way that God Himself to stop and say: in this very place a great cleaner is living, a great cleaner who has done his job[2].

The effort and his abilities help the individual to understand his role in organization and which refers to the direction which was chosen by the employee and for which his efforts are directed. This professional training is important in the entire process of obtaining performance at a great level being in fact a key factor for the motivational side.

The dynamics of handling performance is as important as the enforcement law system, seen, mainly as a public service at the hand of the community. Organizations which provide services count with difficulty their own performances mainly because the accent lays in most of the time on quality rather than quantity. Criminality prevention, the education and realization of community's members upon dangers and impending commissions of felonies are activities where performance is a lot difficult to quantify. This doesn't change at all the importance performance has in this domain. In the paper Police Management, written by the Canadian Police College, Ed Scissons analyses a few principles of handling performance. These are:

• Handling performances is addressing to bosses and it has to aim at a great development of certain aptitudes. The planning and distribution of the workload, the encouragement of the employees and the handling of performances are part of the entire work done by the leader, regardless the fact that a program exists or not, structured upon handling performance.

• Handling performance doesn't has to be translated through an imposed formality. Any process done for handling performance has to absorb in the whole work of an efficient boss, it has to be a part of his practices and not an excuse of bringing two sides face to face: the executive and the employees.

• Handling efficiency has to be considered by the employees as an efficient exercise. It has to facilitate supervising and a retroactiune equal in importance. It has, thus, to be motivating for the personnel because a well structured feed-back is in fact one of the

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[1] Deci, E.L., Rzan, R.M., 1990, "A motivational Approach to Self: Integration in Personality", in *Nebraska Symposium on Motivation,* vol 38, The University of Nebraska Press, Lincoln
[2] Harrington, James, H., Harrington, James, S., 2001, *Management Total*, Editura Teora, Bucureşti

most efficient ways and also one of the most inexpensive ways of raising the level of motivation in every employee.

- The efficiency of handling performance methods is to be found in their practice. This is way every limit has to respond at the same time both to the executives' and employees' needs. It has to be at the same time efficient, which means not requiring more time and effort than the obtained advantages.
- Any good performance handling doesn't have to let itself buried under the weight of administrative papers.
- For being efficient, a handling performance program has to focus on positive results which mean to have as a primary aim the control encouragement of a good performance. It has to offer to the executive a mechanism for recognizing better performance and worse performance of every employee, rapidly enough for allowing every executive to take the best measures – motivating and coercive.
- For being accepted in good manners by the employees, the handling performance program has to envisage their participation. Even if the official responsibility of controlling the work environment is attributed to the boss, all employees have to have the impression that they actually have a word when it comes to handling performance and not that this task is imposed to them as a rule.
- Because is, for most the times, difficult to measure performance, the program has to benefit from the evaluation process, in a way in which to appreciate at a more precise level the measurable factors of performance at work. In this way, the results obtained could be transferred to the more difficult factors to measure. Handling performance looks for to determine the improved aspects which can be measured and to put an end to the reasonable ways of appreciating them. To a certain extent, it is said that well known tendencies are applied even to the less measurable aspects of the work, because it is difficult to use a way back.

As a conclusion linked to the performance management, we can well assume that this is based on the firm belief that every thing humans do at work, regardless their level of organization or hierarchy, it contributes to the accomplishment of the sole purpose of the organization. As a result, it takes care of what people are doing (their work), of the way they are doing it (their behavior) and of their accomplishments (their results) and gathers all the formal and informal measures adopted by an organization for increasing its efficiency and for developing their skills, aptitudes and competences[1]. The main activities are in essence, the following[2]:

⇨ Defining their role when everyone agrees to the main domains of result and demands of competence.

⇨ The agreement and performance contract which defines the expectations which an employee has to accomplish in the form of certain objectives, the way performance can be measured and the level of competences needed for obtaining necessary results.

⇨ The plan for personal development which establishes actions people intend to take with the aim to self development for being able to extend his or hers knowledge and skills, for develop his levels of competence and for improving his performance in certain domains.

⇨ Performance management throughout the year is the stage in which actions are being performed for implementing the performance agreement and the personal

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[1] Armstrong, M., op. cit., 2003, p. 425
[2] ibidem, op. cit., p. 431

development plan, while the employees do their daily jobs and their planned activities for learning. It includes a continuous process of feedback over performance which will be analyzed in the present article), informal analysis of the evaluation of the obtained results, the objectives updating and, where the situation requires the resolving of the problems related to performance and counseling.

⇨ Performance examination is the formal stage of evaluation, when an analysis of the performance takes place. Such analysis is being performed over a period of time (completed tasks, progresses and resolved problems as a basis for revising the performance agreement and a personal development plan).

3. Performance management and motivation practice

Although the understanding and x-raying of the motives represents a complicated task due to the vital link between the theory of motivation and managerial practice, the correct use of motivation is extremely important for succeeding[1]. How can we tell if an individual is not motivated? Even if numerous managers consider themselves experts in observing the lack of motivation in their employees, things are not as simple as they appear to be. Generally, the complains of a person about what he/she is doing, are reflected in his/her behavior. Some signs that indicate a certain degree of the lack of motivation and which should concern the managers are presented in the following lines:

- o the person doesn't cooperate when a common effort is needed;
- o the person doesn't have initiative; he/she adopts a formal attitude towards his/her colleagues and bosses.
- o the person lingers on coffee and lunch breaks
- o he/she doesn't respect the deadlines;
- o the person constantly complains about insignificant things;
- o he/she doesn't respect the imposed standards;
- o he/she blames the others when things go wrong;

Such behaviors hide matching attitudes. The attitude is defined as the position adopted by a person, emotionally charged, regarding what happens around him/her. Boredom, curiosity lack of interest, mean reactions, etc. are all types of attitude. All these things are part of a chart which can be summarized in a few stereotype expressions.

➡ "this wouldn't have happened if"... instead of solving the problem, the individual loses time trying to find someone responsible for what went on.

➡ "what a lousy company I'm working for"... is the most self-destructive attitude. If the company is so unworthy, then why don't these persons do something constructive or why don't they change their workplace?

➡ "I'm always the last to be informed" shows the fact that, inside a company, communication is lacking, a rupture between the hierarchical levels being present.

➡ "it's only their fault" – the group is blamed, or a certain individual, or anything for that matter, the person hesitating to take responsibility.

➡ "that's the way it is" – the person sadly accepts the situation without being prepared for or desiring something from it.

➡ "Anyway, who cares?" – tries to motivate his/her weak results through the indifference of others.

➡ "I knew this would happen" – indicates a pessimistic state of mind without the possibility of changing things.

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[1] G. A. Cole, *Managementul personalului*, Editura CODECS, Bucureşti, 2000, p. 99

➥ "nobody ever tells me anything" – shows the lack of initiative in finding out what's going on; the person waits for somebody else to tell him/her everything.

As managers, is identifying such attitudes among your subordinates possible? Are these behaviors the majorityy or not? Are you prepared to take on these problems?

Assuring a positive motivational climate has to commence with this analysis and with establishing the cases that lead to the lack of motivation. The idea that, in the absence of financial motivation, we cannot talk about motivation at all, is certainly false. Material motivation is, obviously, an important element, but not the only one.

Coming to office with interest and joy is not necessarily related to the salary one is receiving. Money is never enough, although plenty. Economists state that, in a family, useless expenses are proportional to its income.

Beyond salary, there are elements related to respect, consideration, empathy in the boss-employee relationship, which draws, more exactly, the complex motivational chart inside an organization, including Police Departments.

The manager is the person who must build this chart. Why is this thing not doable most times? Let's take a look at the main causes that block the accomplishment of positive motivation, which derives from social researches.

o   unfitting leadership – the managerial staff of an organization is the main pylon through which the unit's core objectives are solved: mission accomplishment, assuring an adequate work climate and the building of an image, a prestige. If the subordinates were poorly lead, they might show little respect towards authority in general.

o   undefined standards – if the standards set for the results of work are not clearly defined, the person who should fulfil them will improvise. It's highly important that the staff knows even the insignificant details concerning the work standards.

o   incompetence – when someone is not competent in his work, he can give the impression that he complicates rather than solving the problems. Few people admit that they lack the necessary knowledge and abilities; they prefer finding excuses for the work which cannot be done.

o   insufficient training – if the workplace was changed or if there were significant modifications, the employees tend to feel less competent than before the change took place, therefore being less motivated. Any kind of change must generate the proper training.

o   excessive use of formal language and behaviour – in any organization, especially in those of public order, there are regulations

o   instructions that create a formal network much more complex than the one in the civil organizations which usually is excessively defined by executives in connection with subordinates *military, cazon spirit,* are words that translate this excessive usage of the formal manner mentioned above. The personnel that runs has to be aware at the handling of such a formal network because is a reality the existence of a general antipathy although not all the employees have the power to admit such a thing.

There are causes which determine demotivation at the working place, those counted above being more general.

4. The triade reward-motivation-performance

An important rule regarding human resource is that we should put the proper man into the right place. Many complains, which attract demotivation are due to the work itself and to the conditions in which it's being achieved. The creation of suitable work conditions is one of the most important targets of the managers. To obtain high performance a good manager lays down the best conditions for his employees. The conditions are not only material, many times an relaxing atmosphere, honestly and respectful contacts do wonders in terms of performance.

A study regarding what would employees like about their job show that they have turn their attention towards the constant aspects like: the recognition of their efforts and achievements, the possibility of specializing even more in order to obtain high-standard of performance, to reveal new dynamic elements and also not to determine a routine in his or hers professional life. Studies of this kind point out the importance of the job description analysis, an important activity which correlates a function, a job with the best suitable person.

Being asked which are the aspects of their work that displease them, many of the employees will remember bureaucracy and formality, the conditions in which work is carried out, the methods used by the management system and the work schedule. We observe that all these aspects are objective on aside, they don't depend on the employees will and on the other hand they can not modify them as they wish.

Because of that, many experts divide these aspects into subjective aspects, which describe the employee's behaviour and attitude and objective aspects regarding the politics and the strategy of organization, which are very hard to change. The motivational system is formed in people by these two aspects, which can not be broken or isolated from each other.

Imagine the situation in which the management system considers that people must form a positive motivation based only on subjective aspects, in other words to reconsider their behaviour or attitudes and the employees consider that positive motivation can be formed only by objective aspects, work conditions, schedule, bureaucracy change, which no longer depends on them. If things were like that we'll have a serious structural problem. The truth is that motivational system is based on these two aspects. The employees must be willing to train themselves responsibly in their work and the management system must offer them those conditions which can help them avoid the aspects that might disadvantage people in work.

What both partners follow, employers - management system, is that the rapports of the employees with their work should be positive and they should generate professional satisfaction. This concept translates that balance between the subjective aspects of work and the objective materialized in the following hypothesis: professional satisfaction arises in the situation in which the employee uses his opportunities regarding the subjective aspects of the work in the highest degree and limits the objective aspects in the highest degree.

The installation of professional satisfaction is a success for the management system which gains many authority and influence in the rapport with the employees. It's also a success for the employees by being an indicator strong enough to realize that they are on the right path and they will be rewarded for it. Studies regarding professional satisfaction highlight the role of subjective aspects in the construction of satisfaction. People become proud of their work and they achieve their duties responsibly –they work with pleasure. Some authors[1] consider that satisfaction leads directly to obtain performance facets of this connection are represented in the complex and bidirectional character of these relationships. This high level rapport of the individual with his work is not reached in all organizations. Some of them are not even following this thing because they consider that the employees will receive too much freedom of movement.

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[1] Zlate, Mielu, *Tratat de psihologie organizaţional-managerială*, Editura Polirom, Iasi, 2007

5. Rewarding management employees

The statement that individual motivation is directly proportional with the reward he receives is true, although some of the theorists insist on the idea that from a certain reward level motivation may not grow.

Rewards theory says that motivation is an effect of contextual stimuli which determine the body into a certain direction or more. Depending on the characteristics of these stimulants, individual behaviour tends towards the desired goals or avoids undesirable things. The rewards ought to be attractive enough to determine the individual to choose a certain direction of action. A reward determines the individual towards a certain activity.

Must be understood the fact that rewards don't have a value themselves, but they receive the values throughout the individual perception. Let's analyze the following situation – a person acts taking into account the reward when he hopes to receive a value as it's written on a direction or to the extend to avoid undesirable directions.

In other words an employee is considered to be rewarded when he does what the management asks him to do or in the situation in which he avoids the situation that management doesn't want. In terms of organizational effectiveness there are different situations which belong to the management style and it's very important in the rewarding management. At first appearance we could say that motivation exists in both situations because it's about listening to the management system. In organizational terms the first situation is related to the reward and to manage it term and in terms of the theory of rewards because the employee is guided or pushed by a specific action or particular purpose. In the second situation, the employee, even if he/she doesn't respect the dispositions of the management system, we cannot talk about rewards because this is not guided towards a certain purpose; the employee is only warned about what to do. It is a problem of compromise. People fall in line not only in the situation in which they have something to gain – reward, but also in the situation in which they can lose what they already have. From this analysis, we understand the way in which the rewards should be managed, and by that we mean the determination of the employee to do a specific task to be directed towards a certain target (or objective).

An equally important problem in reward management refers to their nature. The statement that material rewards are far more efficient than the non-material ones can also be false. The nature of true words rises the problem of critics and the applauds as modes of rewarding and implicitly motivating people. Asked during a course in perfecting police management how do they use critics and applauds and their leadership work and how the ration between the two should be, most chiefs answered that there should be more critics than applauds and the conditions that they admitted that there should be a balance between the two. a justified answer would be made in the following manner: if the employees do their jobs, it is a matter of duty and therefore no need for applauds, if they don't, they should be criticized. This manner of handling rewards is also linked to the specific style of management. It is efficient to congratulate people if they do their jobs, because for them it is a sign that they are on the right track. We must not congratulate people for achieving only extraordinary things. In the process of labour it is good to congratulate people if they simply do their jobs.

One last problem tied to managing rewards is tied to the ratio between reward and punishment. The manner of using the two means of leverage at ones disposal is important. People can make mistakes or their behavior can be of an incorrect manner due to personal calculations. Rewards and punishments must be treated separately. He who wrongs is sanctioned and he who does the things management wills is rewarded. If any person makes a mistake in one context and in another obtains maximum efficiency, he must be punished

and rewarded at the same time, the two cannot cancel each other out. In this way, the employee will have a better understanding of the consequences of his actions.

6. The management of professional motivation

The ability to make people to work with and for you is essential to the success of any manager. In the activity of modern managers, insight into the behaviour of the lower ranks is essential although extremely difficult to anticipate in matters of behaviour specific to each and every one of the employees, managers must identify not only who is responsible for certain behavior but also the manner through which he can be influenced.

Behavioral science must offer modern leaders even if theoretical speculations and analysis are interesting, the answer to the question *can people's motivation be guided?* And reveled notion of guided behavior.

Assured analysis of life experience thus far shows that usually most human actions are preceded by the anticipation of what friends, collaborators, family etc expect from us. Success is conditioned. By certain information or premonitions related to expectations that the aforementioned friends, collaborators, families have towards us and of the manner in which we live up to said expectations. His theory of social waiting may explain this aspect.

By guided behaviour we understand the guiding of the favorable reaction of another person through a behaviour in tune to its wishes. The person manipulated is not the employee, but the manager that must have a behaviour as close as possible to that of his employees in order to motivate them. This change in direction represents one of the fundamental modifications in the modern style of leadership.

Why do people work?

Possible answers have been given analyzing the possible forms of motivation, starting from the fact that to each form are linked specific types of reasons that determine people to work. Training and the exact knowing by managers of motives with the help of observation makes for an essential condition of the possibility of leaders to answer the challenge.

Identifying real motives may often be a difficult process because of a real risk that managers will take into account their own motivations when evaluating those of their collaborators. It is very easy to get the wrong idea regarding to what makes people work or not. If the diagnosis is incorrect, then the measures destined to correct the identified situations may be completely unsatisfying.

Knowing the reasons of employees, the actions started by managers with the purpose of determining said employees to integrally utilize their physical and intellectual capabilities towards reaching the set performance benchmark represents the great change in perception brought by the motivation of workers. Setting aside goals set at an individual level and organization wide objectives, the individual is attracted towards accomplishing any of those.

A person in charge has at its disposal a great variety of instruments, like the setting and reinforcing of a stimulating payment system, the assurance of constructive competition, the rise in self-esteem in workers with the purpose that they become motivated towards engaging in complex activities.

The success of utilizing these instruments depends on the existence of a harmonious relationship between a person and the position occupied by that person. For the motivational methods and techniques to be put into practice with any chance of success, the motivational implications must be taken into account when designing new jobs, as far as a person-job correlation is concerned.

For a sure diagnosis to be possible, one must start with screening and understanding the internal market, through knowing its motivation:
 ➢ identifying the needs and expectancies of the organization's clients;

➢ evaluating the level of satisfaction or lack of satisfaction in a ratio with the style of leadership, organization and functioning within the organization.

➢ the images presented by the producing organizations or their services.

Managers' preoccupations with obtaining the most out of their employees must take into account each individual's motivations and the specific motivations that appear at group level. This is the only way one can know the real situation and take the required measures.

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