

Performance analysis, collaboration, power and fear at work of manager

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Abstract: The contribution is aimed to clarify the relationship of factors specific to the work and performance of manager. Based on the theoretical knowledge it describes the various concepts - power, motivation, cooperation, power, fear and analyzes their importance in terms of employment activity manager. The paper defined and implemented through a survey of management priorities in management the roles, interdependence and influence of the mentioned factors on the work of existing managers. The result of the analysis is to evaluate the relationship and the impact of various factors on the work of managers, the definition of essential managerial qualities and motivational factors that significantly contribute to the presentations of the activities of managers.

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Introduction

We meet in practice with cases, that even after you close all formal, material and staffing prerequisites for the functioning of the organization's performance, falls short of the desired level. Work of the people is the most important production factor in the organization and management system and its performance has a considerable effect. The most successful managers are those, who in addition to high level of expertise, know how to work with people. The manager, who pays attention to develop their skills in this area, is dedicated to improving performance and thereby is increasing the efficiency of the entire organization.

The aim of the paper is to highlight the specific factors that influence the management practice. The paper provides an overview of theoretical knowledge and its practical application in the manager's work, relying on good knowledge of managerial psychology and management.

The individual is the proprietor of activity and productivity in organization. The individual is involved in the creation of social values through work activities and provides important needs in society. In this respect it is important, how to perform working tasks. Work performance is measure of manager's success, which is assessed according to the results of work, according to its quality and quantity per unit time and under objective conditions related to performance.

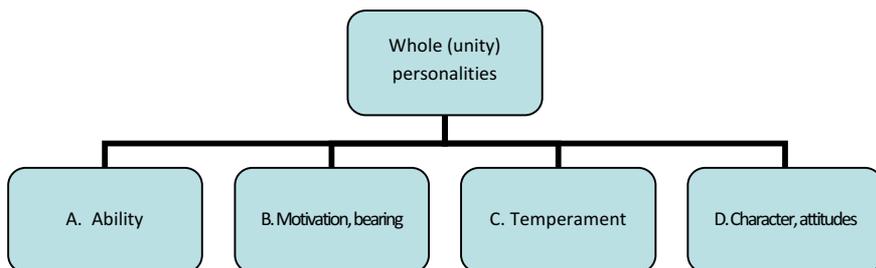
Analysis of work performance (Mayer, Růžička, 2002) is based on the general determinants that specify conditions that affect employee's performance. The set of properties and disposition of employee affect the level of performance task. We mark them as performance, the readiness of staff for a performance. Fatigue and stress also contribute to changes in employee's performance. Professionals often admit that under their influence are not able to concentrate to additional performance (Owen 2006).

One of the requirements for the manager's work is the ability to work under pressure. Task which increases in proportion to the control level and focus on their successful fulfillment manager to create a tension in relation to time. A good way to reduce this tension is most optimal arrangement of working time called time management.

All personality components affect manager's performance and success and the whole organization as well. The manager should be aware of own shortcomings, it should endeavor to remove them and the primary responsibility for its own development, which is very important. He should learn to modulate own behavior to fit for different situations and for different people.

Personality is generally defined as the unique features of the pattern, i. j. permanent basis, which individual differs from other individual (Guilford, 1969, according to Bedrnová et al., 1998).

Image: Personality structure



Source: Bedrnová et al., 1998 : *Psychologie a sociologie řízení*, p. 52

Motivation is determinant of the manager's and employees performance. Sedlak (1998) argues that human behavior is determined through internal factors and external stimuli. External stimuli of behavior are called stimulus. Their mission is to achieve the desired human behavior. In contrast, the "motivation is usually a set of internal motives in the mind of individual" (Sojka, 2006, p. 77), which cause some kind of activity. Internal motives are driving impulses that govern our conduct. The most important motive which influence human actions are needed. Satisfying the current needs is explaining human behavior.

According to Čepelová (2005), motivation mobilizes human activities to carry out assigned activities. It can be understood as a chain of reactions that follow each other. This situation causes the formation of an individual's activities which are designed to achieve fulfillment needs. The final result is a motivational processes attaining a state of satisfaction.

1. The relationship between motivation and performance

A human chooses, decides what, how much and what quality would like to achieve. This fact reflects the opinion of his abilities, qualities, possibilities to achieve resolutions. The overall level of life expectancy is also reflected in "perseverance and competence to overcome obstacles" (Bedrnová et al. 1998, p. 128).

Atkinson (1958, according to Nakonečný 1973) states that the relationship between the level of motivation and performance level is simple: higher level of motivation is related to greater effort and to better performance. The same author believes that in achieving the goal is always evoked two goals: need for success and avoiding failure motive - the strength of both motives play important part in decision making. Motivation is possible only if is present perceived relation between performance and success and when the result is considered as a tool to meet the needs (Armstrong 2007, 225). In this connection, it should be noted that motivation is not enough alone- even if the motivation is strong, human can't achieve optimal performance without the necessary skills (Bedrnová et al., 1998).

An important phenomenon accompanying the evolution of humanity and continually fosters in the functioning of all hitherto existing social formations is the phenomenon of power. It is as old as mankind itself and takes many forms. It is in human society virtually ubiquitous (Bedrnová, New, 2001).

Power is often described as the ability to impose will on others. Power plays a big role in the management and organization. It is a means to influence the behavior of subordinates. Holders of power can often understand their position as a means for the fulfillment of individual goals, rather than services required for the functioning of the company. This implies a negative perception of the power in the organization.

An important component of managerial work is cooperation. Synonymous with the term cooperation are words like partnership, collaboration, relationship. All these words describe the way how to work with people. Cooperation is the means to the objectives of the enterprise. It is carried out in working groups and teams.

Most people spend a significant proportion of their existence in organizations and under their influence. The working life of the individual takes place in the context of the organization. Employees are incorporated into the structure of professions and functions and are determined by their position in the hierarchy of formal relations, defined rules of cooperation and ways of mutual communication, designed with the desired working meetings. "Specific level of technology, working conditions, prevailing social climate and a range of purposeful activities of the organization influence the attitudes of employees and their willingness to work, efficiency and satisfaction" (Výrost, Slaměník 1998, p. 28).

Decision-making is the core of management, the process of obtaining, processing and using information with respect to the objectives of that decision-making. Art of decision-making, according to Mikuláščík (2007) is one of the essential management skills that is necessary for good managerial work. Managers make decisions in their work in parallel with other management activities.

Managers make decisions intuitively or rationally. Rational decision-making is a certain sequence of decision steps. Managers use intuitive decision-making when the rational decision is undermined. Intuitive decision-making generally involves decision making under conditions of uncertainty.

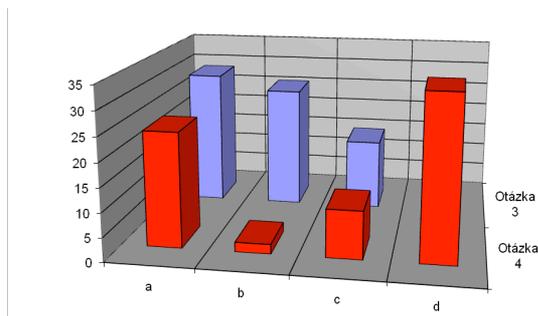
Managers realize the erroneous of their decisions and they often delay the decision-making, to seek the necessary information and more views in particular. Depending on the circumstances, fear may be a challenge- an incentive for further efforts to increase work performance. Lack of information can be regarded as a deficit that is necessary to remove the active acquisition. The worst impact on the steering is inability to decision-making.

The probability of wrong decision is reduced through experience and qualifications. Associated with it risk appetite, which in the case of experienced managers promote more confidence and courage. The experience obtained practice, but is not necessarily the rule that the most senior manager is experienced (Stack 2006).

2. Research

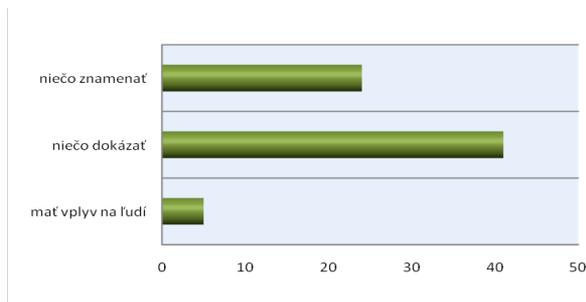
The questionnaire contains 13 questions. Questions were focused on motivation and de-motivation, on the implementation of managerial functions. A substantial part of the questionnaire consists of questions focused on the analysis of management priorities and processes in the areas of cooperation, decision making and management. To implement the survey were mentioned a total of 97 questionnaires, of which 60 persons and 37 electronically. The sample consists mostly of people in management positions (65) and individuals for non-managerial positions (32).

Graph 1: Work motivation and demotivation

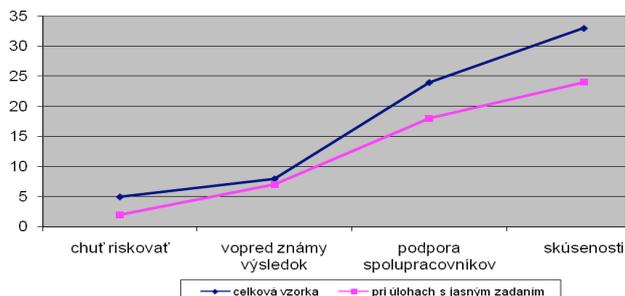


At the beginning of the manager's track stands the desire for gaining a higher status in tandem with the financial security which is actually a precondition for an adequate standard of living, effort to maintain its position is limited primarily through subjective motivation. Personal (e.g. family, social) reasons clearly dominated. Sense of satisfaction through work performance is also important. The above findings can be explained through research sample, because survey was mostly conducted among lower and middle management, which is not yet critical society-wide prestige and the employee actually trying to process masses of someone entirely subordinate to the management hierarchy.

We also questioned about intrinsic motivation of manager's perform according to McClelland theory. Various forms of ambition affect behavior towards subordinates and superiors. The largest portion of respondents eager to prove something. They are primarily motivated by the need for success. An essential is need for affiliation, which in practice means the desire to mean something, recognition and respect. Its severity may acquire over time, when the gradually gaining managerial benefits will be an important and longing for society recognition. Only in five cases, is the desire to affect people the biggest determinant of respondents need.

Graph 2: Motivation to exercise

Fear is human emotions and other questions of questionnaire dealt with this emotion. Fear affects manager's decision-making, bigger risk means bigger fear of failure. In addition to psychological help to cope with the circumstances amount of fear mainly acquired experiences, skills and support associates who ultimately better decisions when accepting the consequences are involved. Similarly to one of the questions in the questionnaire, in decision-making situations, helping to reduce the fear experience and qualifications (33 responses), support staff (24 responses). It is noteworthy that even in advance the outcome of the decision (8 replies) does not reduce the fear so much as the experience and support. Probably due to the lower decision-making power it is not a significant share of transit commuters (5 responses). It is further recognized the strong correlation between the supporting factors and the types of decisions fulfillment of tasks. Tasks with clear instructions for managers are less demanding.

Graph 3: Decision in fear

However, 25 of 33 respondents, despite extensive experience and qualifications, which should help them reduce the fear, prefers tasks with clear instructions, and 18 of 24 respondents, which assures the promotion of co-decision is also inclined to this option.

3. Conclusions

Survey surely inherit the entire width of the topic, its results may be regarded as a sample of preferential trends in managerial practice. The work is demanding manager. Places high demands on the professional but also on personality dispositions. Nevertheless, the position of general manager is appealing. Opportunity to succeed, to affect people apply their knowledge and skills, but also gain recognition and respect of temperature or financial rewards as motivation for its implementation.

According to the survey, manager's work and their performance are driven by a need for success, which is contrary to theoretical preferences. Managers are motivated by the need for success and by eager to prove something,

to be visible, to be attributed to some merit. The discrepancy between theoretical and practical view is possible because survey sample was consisted of the lower and middle managers, in the wings who still lie ahead. The literature shows that the most significant success managers achieved through socialized power.

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