

Eva Zivcicova¹, Kristina Bulkova²SUBJECTIVE FACTORS OF WORK PERFORMANCE:
ONLINE SURVEY RESULTS

The article focuses on the subjective performance factors, respectively, on assessing the performance of individual workers and identification of subjective factors that affect work performance. The study aims to investigate the area of formal and informal relationships at work, respecting supervisors and motives for career switch. As a method questionnaires were chosen. The data was investigated in terms of 3 characters, namely: gender (men, women), type of work (mental and physical) and seniority (length of engagement in organizations).

Keyword: work performance; workplace relations; motivation; career switch; subjective factors.

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СУБ'ЄКТИВНІ ЧИННИКИ ПРОДУКТИВНОСТІ ПРАЦІ:
ЗА ДАНИМИ ОНЛАЙН-ОПИТУВАННЯ

У статті акцент зроблено на суб'єктивних чинниках продуктивності співробітників, зокрема, на їх виявленні. Досліджено сфери формальних та неформальних відносин на робочому місці, відносини з керівництвом та мотиви до зміни місця роботи. Дані для аналізу зібрано шляхом опитування, в якому увагу було сконцентровано на трьох ключових показниках: стать респондентів, тип роботи (фізична або розумова) та досвід роботи в організації.

Ключові слова: продуктивність праці; відносини на робочому місці; мотивація; зміна місця роботи; суб'єктивні чинники.

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СУБЪЕКТИВНЫЕ ФАКТОРЫ ПРОИЗВОДИТЕЛЬНОСТИ ТРУДА:
ПО ДАННЫМ ОНЛАЙН-ОПРОСА

В статье акцент сделан на субъективных факторах производительности сотрудников, в частности, на их выявлении. Исследованы сферы формальных и неформальных отношений на рабочем месте, отношения с руководством и мотивы смены работы. Данные для анализа собраны посредством опроса, в котором внимание было сконцентрировано на трёх ключевых показателях: пол респондентов, тип работы (физическая или умственная) и стаж работы в организации.

Ключевые слова: производительность труда; отношения на рабочем месте; мотивация; смена места работы; субъективные факторы.

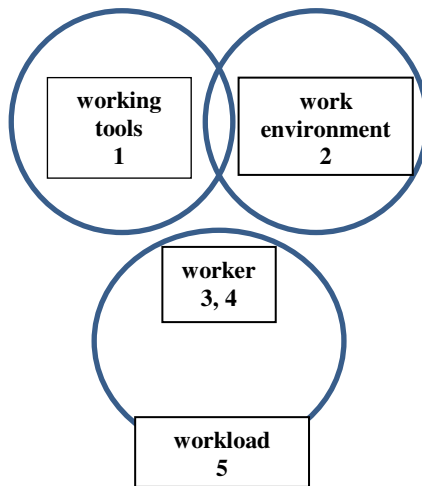
Introduction. Investigating the factors of job performance and capacity at the first stage of research on factors of job performance and capacity was carried out in laboratory, and then in natural conditions of industrial production. The interest of scientists was once directed at solely physical factors of work performance, such as lighting, noise and microclimate. Later on the Hawthorns research conducted by the psychologist Mayo found out a significant influence of social factors on operational performance. Soon it became clear that the study of various conditions that affect job performance do not fully reflect the complexity of this issue. Therefore, in the next period physical, social, technical, economic and organizational conditions were

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monitored comprehensively and in real interaction in a particular organization. J. Tiffin (1943: 313) in this regard stated that the key difference between humans and machines is that human performance to a large extent is identified how people feel in job and their attitude to the business. Subjective factors are now at the forefront of scientific research – their potential, personality and power capacity and readiness to enhance output. Research on these subjective factors is overlapped by the research of job satisfaction, and their relationship is ambiguous, correlation between performance and satisfaction is low. It is thought that the relationship is a complex variable and depends on personality and also situational variables. E. Locke (1970) expressed his conviction that at this relationship we look wrong, if we assume that satisfaction induces performance, in practice it can be reverse, performance is affected by satisfaction.

Work performance and the subjective factors. The concepts of work output and performance are used differentially, while operational efficiency according to J. Wagner (2008) means more general, long-term work performance statement relating to a specific individual – the worker. Performance is characterized as the ability of a person to submit a performance per unit of time. Performance of an individual is not constant, it varies over time and is related to biorhythms and type of work being performed. J. Stikar et. al. (2003) reported that work performance depends on such factors as the difficulty of progress in the performed work, time changes, weekday and season. In practice, within the working process we encounter the fact that employees can achieve different job performance, while operating under the same working conditions. Unlike performance, efficiency is subject to relatively stable personality characteristics. Performance factors can be represented graphically as intersections of specific areas in the center of employee personality characteristics (Figure 1).



1 – physical properties; 2 – construction solution: lighting, work surfaces, heat and moisture conditions, furniture, harmful working environmental factors; 3 – psychological factors, training, education, work capacity; 4 – personality factors, motivation, lifestyle, habits; 5 – legislative conditions, work organization, socioeconomic conditions.

Figure 1. The model works with performance factors (Rovny, 1998)

M. Armstrong (2007) dealt with the question of performance, by which efficiency is not only the ability to seamlessly fulfill routine obligations. According to him, a certain shrewdness of mind, fast and brilliantly clear understanding and immediate action are added. According to P. Forsyth (2009: 8) "performance in all its aspects is closely connected with the essence and motivation given by the formula: Performance = (the ability x knowledge) x motivational feelings (motivation + understanding)".

Changes in performance of individual employees are subject in a long-term research, because they are the result of long-term working conditions influence and job readiness of a worker. Therefore, M. Szarkova (1998: 58) points out that "changes in employees' performance can not be affected by one-time sporadic interference into the worker's activity, respectively working conditions, but they can be achieved by a comprehensive long-term targeted action". S. Vojtovic and E. Krajnakova (2013) emphasize that investment in human capital in order to increase its value is primarily associated with investments in education and human capabilities development, and in work and humans' life conditions. K. Rackova and E. Zivcicova (2015) suggest that one of the most important or perhaps the most important capability and a prerequisite for a good manager is the ability to communicate. Even if managers have a strong communication bases, there is always a need for further development and education.

Two basic types of determinants are identified in psychological characteristics of staff performance: objective and subjective ones. The doyens of Slovak psychology J. Daniel and I. Pikala (1976) defined objective determinants as the external determinants designed by working environment and subjective ones – as inner referred as human factor. In professional literature subjective factors of work performance are also indicted as psychological determinants of work. Subjective factors can be defined in several categories such as:

- individual expertise of a worker expressed by his/her working capacity and qualifications;
- the way of accepting incentives affecting the worker during work performance in working environment;
- the way how worker reacts on operating initiatives;
- the scale, scope and variety of cognitive worker's processes and conscious experience of cognition;
- attitudes to employment, the value system of worker's personality and the degree of interest and professional orientation consensus.

To analyze the performance, J. Wagner (2009) refers to conditions of performance monitoring being the basis for us: description and assessment of performance after the activity completion means, from the user's point of view, as "too late" recognized information, and therefore, it is necessary to measure the benefit in the process of work. Knowing performance factors leads to job performance management as defined by J. Wagner (2008: 12) as a "management tool of staff management. It allows the society to specify the goals and strategic objectives, what it makes to contribute to their achievement and fair rewarding for workers, and this way it is affecting worker's motivation". In this paper we focus on individual employment eligibility of worker and his/her attitude to current job.

Methodology. The study focuses on the selected subjective aspects of employees' work efficiency. The authors present the chosen aspects of subjective factors of work

performance: employee background and the ability to use it in job, respect towards the assigned supervisor as a motivational factor, fulfillment of ambitions in current position and common motives for leaving.

The research was conducted through an electronic online survey, with 6-scale answers). When choosing data collection methods, we need to remember that work performance is the result of many factors. The sample was composed of 215 respondents, all employed. The data collection took place from January till May 2015. The respondents were of various age groups, various employer types, both blue and white collars.

When looking on the findings, such criteria as age, gender, work type, work experience/duration were looked upon. Most of the respondents (51%) were between 20–30 years old, the lowest proportion of employees were between 40 and 50 (17%).

The last factor identified was the length of experience. 30% of all the respondents were white-collar workers with less than 1 year of experience, 50% – with less than 5 years of experience, less than 10 years – 7% of all the respondents, and 13% were white collar workers with more than 10 years of experience. Manual work of less than 1 year was carried out by 14%, less than 5 years of experience was represented by 30%, up to 10 years – 25%, and more than 10 years of blue collar work – 31% of the sample.

Results. Further we focused on the subjective performance factors, respectively, on assessing the performance of individual workers and identification of the subjective factors that affect work performance. We focus on such subjective aspects as: professional preparedness for a working position, superior valuation as a motivational factor, ambitions at the current work, the possibility to change work and possible reasons for job change. As the survey basic method we used the questionnaire that we distributed to 215 workers. In some areas we have defined differential characteristics – age, sex, type of work and length of practice in an organization.

The first item we observed was the subjective assessment of own expertise. According to the results, women and men are using their expertise currently at work in 26% of cases. Depending on the type of performed work, while collar workers use their expertise in 70% of cases. In case of the respondents working physically the situation is almost reverse, only 52% have not used their expertise. An important differential feature in this case is the age of the respondents and the length of work. Expertise is mostly used by workers with the duration over activity of 10 years (85%). More detailed results are presented in Figure 2.

Ambitions are important part of staff motivation and therefore we investigate whether the current work fulfills the ambitions of the employees (Figure 3). According to the results: the work satisfies 31% of men and 33% of women. Intellectual work does not satisfy 14.29% of the respondents and physical work considerably more – 48% of all respondents. In terms of age the ambitions are met by the respondents aged 40–50 years (54%), followed by the respondents over 50 years (48%).

In terms of age groups, job would be changed by the most respondents aged 40–50 years (46%), followed by the respondents aged 30–40 years (42%). With a small difference they are followed by the respondents aged 20–30 (41%). By taking into account the period of acting in an organization, the change of work would be accepted by 67% of the respondents having been employed up to 10 years, followed by a considerably smaller number of the respondents who have worked up to one year

(39%). The respondents working in the organization up to 5 years and those who would like to change their work – 37%, the share of the respondents who worked over 10 years and who would change their job is 33%.

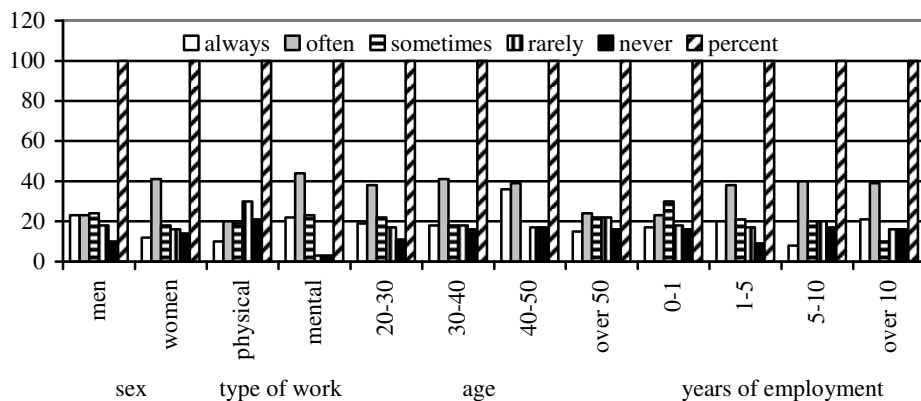


Figure 2. **Subjective assessment of professional knowledge and experience, authors'**

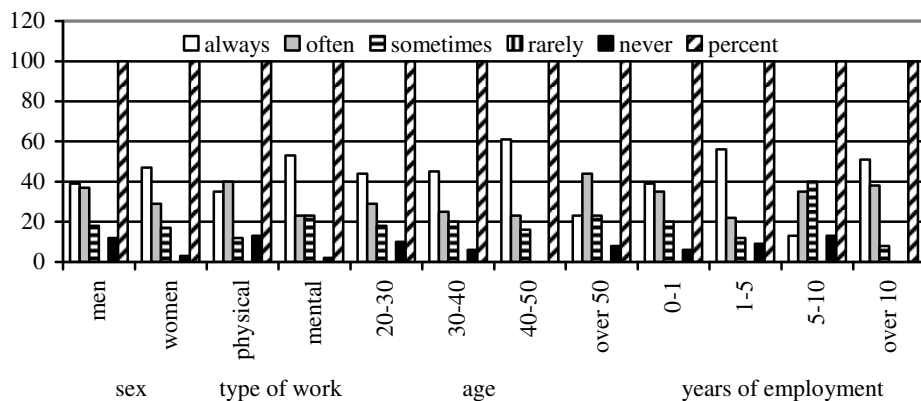


Figure 3. **Importance of ambitions in the current job, authors'**

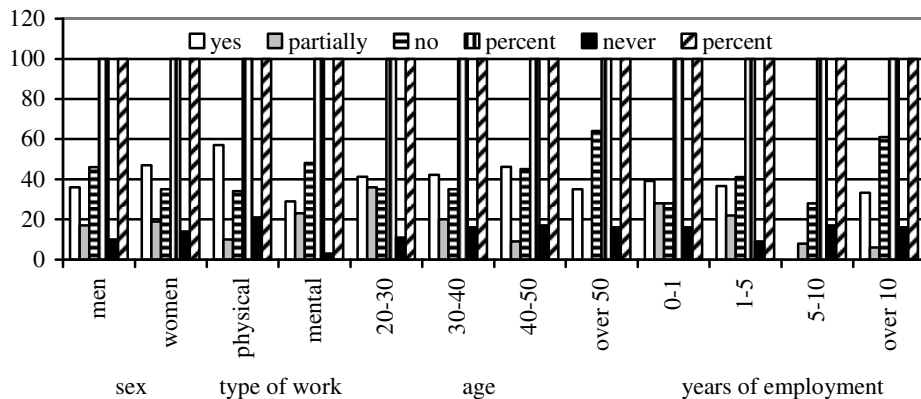


Figure 4. **Motivation to change current job, authors'**

Not only the intention to change job, but also the reasons were interesting for us. Open answers of the respondents were categorized and the results are shown in Figure 5. The most common reasons for changing job were as follows: finance, not satisfying content of work and its monotony. In the first third of the reasons were also obstacles to personal and professional development. Other reasons are such as lack of space for self-fulfillment, relationships in a workplace, low appreciation and stress were in the second group of reasons with equal frequency. Other reasons seem to be secondary, at present.

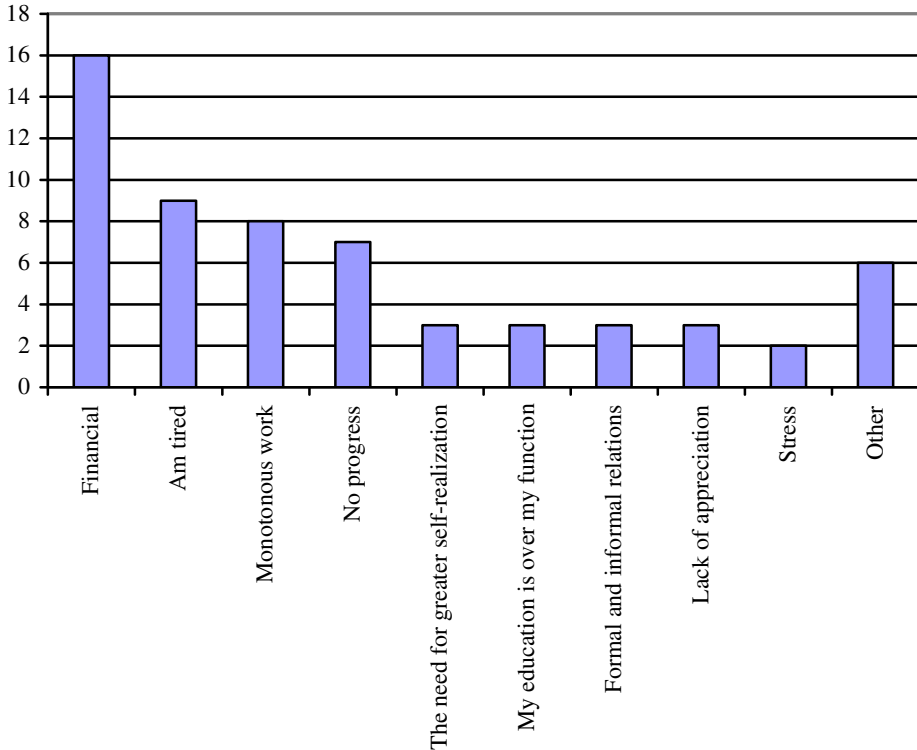


Figure 5. Reasons for changing the current job, authors'

Conclusion. Our findings came out to be rather expected if we accept the idea that lowest education level is exhibited by employees working physically. Expertise in current work is more used by women than men, working more mentally than physically. They are trained by practicing, and fluctuation appears to be very common. Physical work does not meet the ambitions of many workers and most likely it is the cause for lack of appreciation by employers which leads to efforts to change jobs subsequently. The majority of blue collar workers do not use their physical abilities in their profession performance. These workers usually apply their specific knowledge at work, but most of them would change their workplace. The most stable group of workers appears to be workers over 50 years, and workers who have been employed in an organization for over 10 years.

Our findings cannot be fully generalized, but still can be processed for detailed statistical comparisons between groups of workers in order to propose changes in the areas of remuneration policy and employees motivation.

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