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AN ESTIMATION OF EMPLOYEES' LOYALTY AS A MECHANISM TO PROVIDE THEM WITH INTEGRATED ACTIVITY

The conception of life's quality, work life included, has been dominating in economically developed countries for a long time. Now it is also becoming more urgent in Ukraine. An advanced worker of today wants for his life at enterprise being secured in all aspects: financial, social, sapid and emotional ones. In its turn, organization in order to guarantee an effectiveness of employees' efforts is trying to conciliate their interests with its own goals.

For this to be achieved the system of organizational incentives reflecting the management's merits and enterprise's possibilities should be in conformity to the employees' motivational aspirations. Staff estimation is applied as a mechanism meant to meet worker's motivation. First of all, management evaluates the specialist's competence. Later on, an estimation of his work results will witness his ability to use this competence in the interests of organization.

But for the completeness of employee's assessment management should take into consideration his emotional motivation along with pragmatismal one. The former emanates from man's individual perception and reflects his inner system of values. The external manifestations of individual perception testify about worker's attitude to organization and his job in it.

In such a way the formation of organizational loyalty is taking place. To estimate employee's loyalty means to learn about his / her satisfaction with work's content and hence with organization and its priorities. Hereby organizational loyalty is forming as a result of comprehending of the corporate values and doctrines and their comparison with the personal ones. At that level of consensus between organizational and personal interests one can find the substantial reserves of labour efficiency as well as work life improvement. It is because an emotional motivation proves to be more flexible "stuff" for stimulation than pragmatic one.

Loyalty, or devotion, or adherence of employee to organization best of all reflects inner content of his activity. The mechanism of organizational loyalty's estimation, in accordance with the conception of incentive estimation [1, p. 102] may strongly influence the formation of the sense of work's integrity, or its significance. Those employees, who perceive their activity in that way are characterized not only by the certain level of professional competence but, as a rule, by the high degree of emotional intellect, EQ. In essence, EQ corresponds to what is usually called character or man's personality. It can be described as «an ability to realize ones own and other people's senses, to motivate oneself and others, to rule one's emotions either being alone or dealing with other people» [2, p. 100].

According to various researches, emotional intellect is more significant in all spheres of man's activity than logical one, IQ. The latter, by the way, witnesses only the ability to cognition. The advantage of EQ over IQ is explained by the key role of man's emotions and values in the process of taking decisions.

It must be taken into account that organizational loyalty is considered as "a positive emotional reaction on organization, its goals and values" [3, p. 38]. Thus, securing the high level of employee's loyalty management contributes to the development of his motional intellect. Such a corporate policy pertaining to personnel should be a priority as far as harmonization of organization's and staff's interests is concerned.

To stimulate the development of emotional intellect, prerequisites and factors of incentive character should be created in organization favoring to the improvement of worker's personality. In general, an attention employee as a person is the main factor for his loyalty to rise. Such loyalty is gradually becoming

man's motivation to work hardly in organization's interests as he feels there the prospects of personal development.

Emotional intellect is a vivid indicator of personality's balanced, integral development. At the same time, organizational loyalty turns out to be a labour motivation to the evolving of worker's EQ. So, in practice management set a goal to streng – then employees' loyalty by the means of offering to them specific (incentive) models of working activity. Within that models employee should perceive his personal job as integral one therefore realizing his best qualities to the mutual benefit.

The best way to strengthen worker's loyalty is its incentive estimation. Here one should understand that any estimation of work results will be incomplete without estimation of job content as well as analyses of worker's qualities guaranteeing him competitive advantages in the certain sphere of activity. Only complex assessment will be effective from the viewpoint of staff's further development.

Just like labour motivation is usually subdivided into external (pragmatical) and internal (emotional) ones, job content may be pictured as a combination of external and internal components.

An external content is conditioned by the course of worker's activity, i.e. by the succession of his actions directed at the fulfillment of certain tasks or carrying out office instructions, the observation of organizational norms and rules. Obviously, that side of job content is dependent on employee's competence, namely, on how his competitive advantages (qualification, experience and so on) [1, p. 101] influence working process and working environment.

Inner content of job is based on personal emotions and values. Of course, it depends on the development of worker's emotional intellect. The quality of internal job content is defined by the degree of worker's understanding, even feeling of the work's influence on his personal well-being and development and on the other people and society as a whole. The decisive significance here is acquired by the perception of one's role in organization and its importance in society.

So, an inner content of employee's activity as a perceived degree of work's influence on him and his environment in a great measure determines the level of enthusiasm in the course of work. From the viewpoint of organization's management this side of job content is expressed by worker's loyalty and should be assessed to stimulate his EQ development.

The combined estimation of external and internal contents of employee's activity needs to be accomplished for the sake of the reaching management's main task. The first one, external, virtually means an assessment of worker's competitive advantages. Finding out the level of his competence, it is directed at the deepening of his professionalism and creativity. An estimation of internal content "forces" these merits to work for the organization's weal. In essence, there will be a single mechanism of estimation with regard to jobcontent (fig. 1).

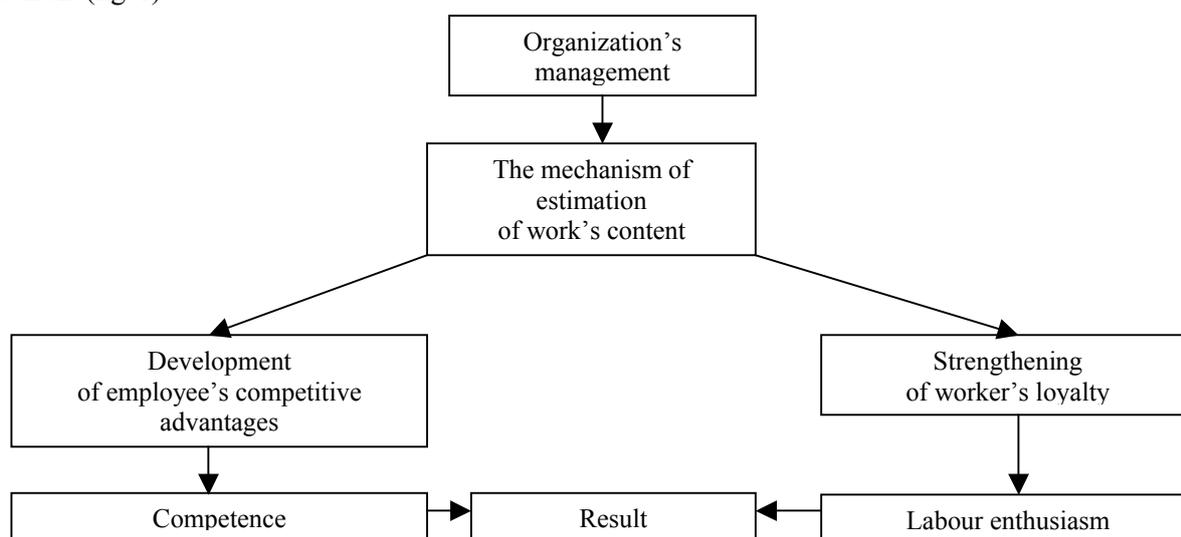


Fig. 1. The mechanism of work's content estimation as a method to secure the result of activity

The left unit on the fig. 1 implies an influence of appropriate incentive factors on worker's pragmatic motivation. The right part of the figure describes an effect of inner stimuli on his emotional motivation. In the result of a combined (single) incentive assessment of employee's work content the required levels of his competence and his loyalty is reached. Staff's competence together with its loyalty compose a secret of organization's success.

As an external job content is dependent on worker's competence so an estimation of that content lies in the same plane as evaluation of his competitive advantages. Thus, an appropriate set of tools, i.e. the criteria of professionalism, innovation and so on, is already known here [1, p. 103]. The main parameters of external job content, among them amount and tasks of work, job organization and conditions, will be fixed in the result of estimation in accordance with the degree of the wanted advantages development.

An estimation of inner work's content corresponds to assessment of employee's organizational loyalty because a comprehension of one's job significance is being acquired when one's aims and organization's goals are getting closer. This part of job content should be estimated on the base of other criteria and will be lied in other plane of the crossing of employee's and organization's interests.

Various researchers, going into details about the notion of loyalty, as a rule, single out some components, for example, the following ones [3, p. 38]:

1) identification that means an embracing of organizational goals and values by an employee as his own priorities;

2) involvement as a psychological plunging or «absorbiry» into one's work activity;

3) loyalty as such, namely the sense of love and adherence towards the organization.

The last characteristic is usually associated with the so called «confidence towards future», which is guaranteed by organization itself, and not always with integrated activity in it. So, in this sense, identification and involvement deserve the most close attention because they describe loyalty as a factor of inner job content.

The integrity of activity is a subjective notion since it is peceived as such by a worker himself. In practice the management's task boils down to distinguishing employees willing to expand the limits of their competences' application in the interests of organization. The best mechanism for this being an estimation of worker's loyalty. A stimulation of emotional uprising in the result of estimation would take place if prerequisites and factors of integrated activity were offered as incentives.

Bearing in mind the concept of individual perception, an integrated activity means that specialist, on the one hand, has a clear notion of his role and place in the mechanism of achieving certain corporate goal. On the second hand, he should get authentic information about effectiveness of his work actions. Converse connection with management is an indispensable condition of the integrated work. In such a way employee intensifies his sense of work's importance, first of all, for the solution of common corporate tasks.

To stimulate specialist's competence in the result of estimation of his competitive advantages management grants him some freedom of actions, or autonomy, with regard to job circumstances. In a similar way, an assessment of employee's loyalty results in stimulating his adequate perception of work's significance. It will be manifested in genuine work enthusiasm.

The main problem of assessment lies in the working out of appropriate criteria by which a loyalty may be measured quantitatively or, at least, qualitatively. For this purpose, the most characteristic psychological states of an employee which are fitted to his organizational loyalty, i.e. identification and involvement, and his personal striving to integrity can be taken for the basis. The set of criteria are formed if these psychological states of employee to be considered in their behavioral manifestation:

1) generally optimistic frame of mind –

- positive and principally approving attitude towards the top management's policy and organization's existing order;
- an adequate reaction on assignments of immediate superiors, moreover, a readiness to plunge into new and unusual job;
- good-willing attitude towards colleagues and their activities, being expressed in readiness to cooperate, help and sympathize with;

2) a creative way of problem's solution –

- a perception of obstacles and difficulties in work as challenges that favour to development of one's skills and personal gifts;
- mental and behavioral flexibility transpired in ability to switch on, as required, to unfamiliar sphere of activity;

3) purposefulness –

- consistency in deeds and words at all stages of work;
- persistency in the desire to bring initial plans to tangible results;
- business ability, or energetic manner to carry on job, which is attested by readiness to work more and longer.

The world experience in the sphere of staff management offers some effective methods of employee's estimation which may be used as universal, or multipurpose ones. For example, within the method

«assessment 360⁰» superiors, managers, colleagues or subordinates, outside experts pass their judgements about employee with the help of questionnaires. Such method can be applied to the estimation of loyalty, as well as competence, choosing criteria which correspond to the subject of assessment. It is reasonable to use several different techniques within the limits of a single method. For example, here the technique of questioning is applied within the method «assessment 360⁰». There are few other popular subsidiary procedures of estimation such as interview, testing or group discussion [4, p. 47–48].

In the field of incentive assessment of worker's competence his autonomy serves as a universal stimulus. Its level with regard to all parameters of external job content, i.e. work's volume, organization and conditions, is settled in accordance with the degree of specialist's competence development.

In the sphere of loyalty's estimation a similar role of stimulus is played by the integrity of activity. Management should create a «regime» being favorable to the integrality of work's perception by loyal employees with the help of certain mechanisms of organization of their efforts. In reality that process does not follow such a strict sequence that method dictates.

An estimation of loyalty doesn't forego to «organization» of integrated activity. Rather, these processes are accompanied each other. An emotional motivation of employees is being influenced by incentive factors of integrated activity (fig. 2).

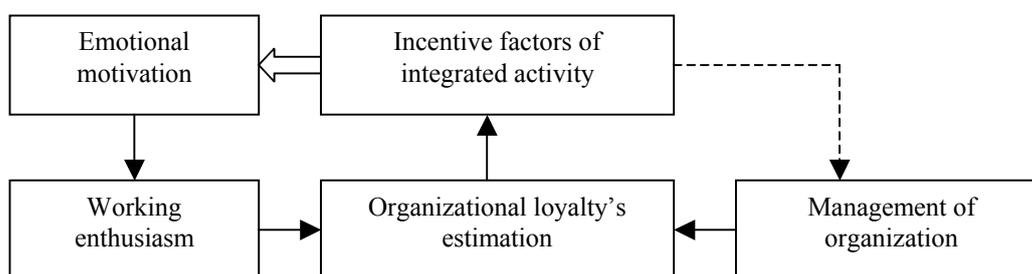


Fig. 2. The mechanism of organizational loyalty's estimation within the system of working enthusiasm stimulation

This is promoting to rise and reinforcement of their organizational loyalty which is manifesting in their working enthusiasm. Management of organization is regulating (controlling) the level of employees' enthusiasm by means of estimation of behavioral signs of their loyalty. Just as specialist's competence is «measured» and at the same time «deepened» by the means of his competitive advantages assessment, just so a working enthusiasm is «measured» and simultaneously increased through estimation of his loyalty.

Here the incentive factors of integrated activity is coming in the foreground because only in the event of their «existence» the system of incentive estimation will be functioning. To justly estimate employees' loyalty, organization must give them opportunities to «show» it. Certain attitude of a worker towards organization, reflecting the degree of his loyalty, is taken shape owing to his familiarity with its concepts and principles, including the principles concerning organization of employees efforts and integration of their competitive advantages. This process is usually called an entering in corporate culture.

When defining an integrated activity, one can single out some key component, such as following:

1) employee's direct participation in the fulfillment of the defined task of organization or its department. This is secured by management and depends on specialist's competence. Direct participation means such personal performance that may influence significant, in terms of whole organization, final results;

2) a clear idea about one's role and place in the mechanism of reaching the goal. It is formed and subsequently maintained owing to personal worker's qualities. At the same time, «a perception of oneself and one's place in the company» is numbered with the most important characteristics of corporate culture [5, p. 57]. Thus, it is not «contributed» by a worker alone but being «a care» for management;

3) a reliable confirmation of one's accuracy (or quite the contrary) on the way of achieving work results. On the one hand, it is management that cares about creation of transparent and operative system of informing employees (converse connection) about effectiveness of their activity. On the other, an individual striving and ability to perceive the significance of one's work results for organization are explained by a phenomenon of personality.

Hereby, as far as «construction» of an integrated activity is concerned, the personal gifts of employees and corporate merits of management go «hand by hand». Let us separate the functions of management on that way, namely:

1) to provide employees with rights and authorities in accordance with their professional qualifications as well as their personal properties. This will be favoring to their involvement into activity

because an attention to worker as a personality with his / her experience, problems and life prospects is the key factor of organizational loyalty's emerging;

2) to reinforce such elements of corporate culture which contribute to employee's identification with organization. «An identification of a worker with enterprise is the most informative index of his attitude towards job», as attested by sociological data [6, p. 452]. It depends not only on differences between expectation and reality in terms of wages or interesting job but also on appreciation by a worker of his relations with management. So it leads to intensification of loyalty;

3) to create an effective system of converse connection in both directions. It serves as an instrument of continuous comparison of worker's individual results with organization's goals and consolidates the states of identification and involvement in his behaviour and conscience.

For the better comprehension of the meaning of incentive factors of integrated activity they should be subdivided into organizational prerequisites and mechanisms of involvement. The first ones, as a rule, lie in the nature of organization, its mission and economic strategy, traditions and the culture of interrelations. This cultural «package» stipulates organization's opportunities to meet workers' aspirations to self-realization. As for mechanisms of involvement into integrated activity, they are directly referred to the competence of acting management, i.e. its ability to suggest rapid forms of individual and collective organization of work. These forms of labour activity would promote to perception of its integrity through the strengthening of employees' identification with company and their psychological involvement into work, in other words, by the means of deepening their organizational loyalty.

For this double task to be settled, organization is needed for managerial models and methods of work's construction which could meet wide-ranging demands of different workers desiring for self-actualization. In essence, the formation of the factors of integrated activity corresponds to the searching of general incentives, identical with corporate culture, naturally «urging» employees to bring their personal interests into line with that of organization.

In conclusion it should be emphasized that an estimation of internal job content is becoming more urgent owing to the increasing significance of emotional intellect of employees in the modern organizations. There must be a regulation of the factors of integrated activity through estimation of employees' organizational loyalty which makes it possible to head their EQ for the weal of the company as well as their own.

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