

MANAGERS EXPERIENCES IN APPROACHING PERFORMANCE EVALUATIONS

Mihaela, Preda¹
Ana Georgina, Călugărescu²

Abstract:

The present article is intended to develop an analysis of the project manager within the project. As the coordination of the project team is one of the most important and time-consuming responsibilities of a project manager, a good project manager must know how to rigorously plan human resources, assign roles and responsibilities to each team member, improve competencies and interactions of team members, follow individual performance and, last but not least, solve problems and conflicts emerging inside the project team. The project manager is responsible for the team's success. If the team has low morale and cannot respect the deadlines, he must find a way to solve this situation. If the team members do not understand what they have to do and what is the deadline, the project manager is directly responsible for this.

Keywords: management, managers, organization, project, strategy

JEL code: M10, M12, M54

1. Organizational development, a field with a very high degree of applicability

Starting from the creation of an organization, activities take place in conditions of effectiveness, later all through its running, the organization adapts and changes to its new internal and external conditions, which requires an organizational development, improving the strategy or structure of the organization, the result being the increment of the efficiency the way actions take place. As a process or as a field of research, organizational development is formed under a diversity of activities, starting with the formation of a management team at the top management level, reaching at the improvement of the organizational structure.

There are several definitions of the notion of organizational development, for example W. Burke, considers that "organizational development is a planned process of change in the culture of the organization, through the use of behavioral theory and practice". However, it highlights only the culture of the organization, without giving importance to the other components of the organization, which also contribute to its development to increase performance.

W. French who considers that "organizational development refers to the long-term effort to improve the organization's ability to solve problems and its ability to adapt to changes in the external environment, by using consultants in behavioral science or change issues" highlights the usefulness of long-term actions in order to increase the efficiency of these actions and activities carried out within the respective organizations. This definition is the opportunity for management to consider more issues of the organization, not just its culture.

In the paper "Organizational development. Strategies and models", R. Beckhard considers that "organizational development is a planned effort, coordinated by superior management, which points the entire organization and aims to increase efficiency, improve working conditions, through intervention on processes, using knowledge of science behavior". Similar to previous researchers, R. Beckhard highlights the role of organizational development, to grow efficiency through the use of behavioral science research.

¹ PhD, Valahia University of Târgoviste, biology_biology_2000@yahoo.com

² PhD, Valahia University of Târgoviste

This paper was co-financed from the Human Capital Operational Program 2014-2020, project number POCU / 380/6/13/125245 no. 36482 / 23.05.2019 "Excellence in interdisciplinary PhD and post-PhD research, career alternatives through entrepreneurial initiative (EXCIA)", coordinator of the Academy of Economic Studies in Bucharest

Organizational development is a field of great applicability, useful to each organization, necessary for its evolution, according to Beckhard "a planned effort, which includes the entire organization, which aims to increase efficiency and improve the overall state of the organization, by implementing 3 interventions in the processes of the organization, using knowledge in the field of behavioral sciences " (1969).

Thus, is highlighted the importance that organizational development must have within the organization, through a permanent development effort or intervening periodically to calibrate processes. The organizational change model developed by Lewin (1946) was research-action, according to which "research for social practice must take the shape of an integrated approach in all social disciplines and should deal with two different types of questions, namely the study of general laws (...) and diagnosis of specific situations " (1946, p. 36). This model is currently used in various ways, improved by other authors who have given it other connotations around the same common points (Dickens & Watkins, 1999; Fisher, 2003).

Another model of organizational change with conceptual relevance is the appreciative investigation, which retains what is positive in an organization and enhances success (Cojocaru & Brăgaru, 2012). The notion of appreciative investigation was the result of a response to the research-action model, focusing on the good things in an organization, not on the problems, according to Lewin.

All the researches highlighted above have in common the improvement of the organization's performances, of the efficiency of the activities using the science of the behavior in improvement, as well as of its management.

2. The role of the manager in the project management

2.1. The concept of project

The most ordinary used concepts in the business environment are the terms Project, Project Management and Project Manager. We can divide our activities into current or routine activities, with a repetitive character and unique activities, achievable only once, called project.

At the beginning, the tools specific to the projects referred to constructions, infrastructure or industrial fields, later, this concept acquired wide connotations. The project takes place within a certain organization, which produces the result of the project.

There are a number of external factors that can influence the development and results of the project, for example the context in which it takes place, the elements involved, the endurance. Therefore, when discussing about Project Management and the role of the Project Manager, we must consider the way in which the structuring of the project and the team is part of the organization that implements it.

The way in which the organizations implement the projects differs, we can meet the situation in which the organization realizes projects for other organization, so the organization that leads the project is a client, not the beneficiary and the project is done following a partnership or contracts.

If the organization unrolls projects internally, it has adopted project management for its own activities, an area imposed by the growing demands of the market as reactive to the opportunities.

If we talk about the functional model, on departments, each one fulfills a specific task. Given that customer requirements are increasingly individualized and have an increasingly high degree of uniqueness, the characteristics of a project, and therefore project management is the best way to organize activities. Thus, the organization can internalize its accounting systems, time and resource management. For each project you can measure the value, efficiency, rate of interests or return on investment.

There are organizations that carry out projects occasionally, being an understanding of their advantage, but not of the ways implemented within the organization. The probability of success is low because the activities of the referred projects benefit from limited support within the departments. These projects are not a priority for department heads.

2.2.Types of organizations

From the point of view of the structure, there are two types of organizations, the functional / departmental ones and project-oriented organizations.

The functional / departmental organization, in which the members are grouped on departments, has as result the fact that the same number of people could produce much more than if they had each made the same product. It is characterized by specialization in head of production functions, sales manager, marketing director, attainments director, financial director, etc. The members of the project team cannot take independent decisions and not even the project managers can use the team's time and resources without the consent of the respective managers.

Project-oriented organization, in which members are divided into projects, is more dynamic and has, below the top management level, direct project managers, project team members are directly subordinated to the project manager, and project coordination is directly done between the project manager and his team members.

3. Management of organizational performance

One of the most important ways to achieve performance is feedback of results, a high level of their performance is essential for organizational success. Organizational performance management is an intensively debated topic amid the uncertainty generated by the global economic crisis. Another problem with this topic is the failure of the managers to remedy low performance situations.

Each company has two components: "its employees and everything else" (Goldsmith & Carter, 2010). Companies increase their profitability by continuously developing employee performance (Chamberlin, 2011). While GB Brumbach (1988) defines performance as "a combination of behaviors and outcomes," other authors describe it as "a correlation between the three dimensions of the work environment: ability, motivation, and opportunity" (Lowman & Rees, 2005).

Bath University studies which aim at the link between human capital and organizational performance bring the "involvement" of the employees in achieving successful results. According to T. Perrin (2003), "involvement is the desire and ability of the employees to contribute to the success of the company [...], the extent to which employees make discretionary efforts at work, whether in the form of time invested, intelligence or effort". Even J. Purcell (2002) argues that "in any organization one of the value promoted should be the high level of performance, according to the AMO model - (A) ability, (M) motivation and (O) opportunity - (Appelbaum et al ., 2000): the employees with the right skills to hold current or future jobs within the organization, adequate motivation systems that will enable them to use their skills effectively and, at the same time, opportunities to adopt behaviors discretionary".

Performance management is defined by Walters (1995), according to Bratton and Gold, (2007) as "managing and supporting the employees to work as efficiently and effectively as possible, in accordance with the needs of the organization". G. Dessler (2003) views "performance management as a process of managing all the forces that affect the performance of human capital". Performance management aims the administrative perspective, salary adjustments, transfers or cases of low performance, but also the strategic perspective, meaning "improving the employee performance in concordance with the company's objectives"

(Dessler, 2003). Thus, performance management is essential for human resource management, by Harvard, Michigan or Guest (Ivo, 2006).

Lowman and Rees (2005) point out that there is much evidence that individual performance positively influences performance at the organizational level. Human resources specialists have development strategies that lead to attracting talents and adding value to human capital by synchronizing individual performance objectives with organizational ones. According to Purcell, J. Bratton, and J. Gold (2007), "performance management is evidence of organizations' attempt to strategically approach the common human resource practices".

Pitariu (2000) states that "human resources are an asset that can provide a source of competitive advantage, as they are often difficult to imitate". Competitive advantage turns into performance if the organizations implement the best practices, as in the model supported by Pitariu (2000) and later discussed by Mercer HR Consulting "people, work processes, managerial structure, level of information, knowledge and their sharing in the organization, decision-making process and reward systems".

4. Managers, key actors of performance

"The only more difficult task than receiving feedback is its formulation and transmission" (Cleveland et al., 2007). Those who can evaluate performance and provide feedback are managers, management staff (Dessler, 2003; Fletcher, 2008). Feedback is urgently needed in the professional development of employees, managers "are responsible for the continuous development of their team members" (Mumford, 2000), so feedback has become a managerial activity with a maximum role (Van Fleet et al., 2005).

Reporting of the managers to good practices in performance management and feedback are ideals, managers being evaluated according to predefined performance criteria focus on the level of performance of the team or department, not on their professional development. For example, Fletcher (2008) concludes that managers "choose to hide high-performing employees, obstruct their development, in order to retain them in the team and thus maintain a high level of efficiency of the department".

Researchers warn that the dual purpose of performance and development feedback can damage both uses (Laird & Clampitt, 1985). They claim that "employees avoid open discussions about their weaknesses, especially as the discussion may affect their earnings". Meyer (1991) adheres to the same idea by demonstrating the incompatibility of the roles of manager, counselor and judge. As a result, in the performance evaluation process, many managers use a more tolerant evaluation, which could lead to a salary increase for their subordinates (Fletcher, 2008); however, a deceitful feedback is very wrong in the professional development of employees.

Therefore, many researchers believe that the best way is to part the administrative feedback from the developmental one (Meyer et al., 1965). Kanter (1989, 223) expresses his ideology, exactly the opposite, asking a question "Is anyone against the idea that employee's earnings should reflect their performance".

A difficult feedback can be hard to transmit, so the transmission of negative feedback is always connected with some state of anxiety (Millward et al., 2009). Managers fear that it influences the feelings of their subordinates, and the subordinates that it may have information that highlights professional defects (Rogers, 2004), resembles this type of feedback to Sophocles' statement: "No one likes the man who brings bad news".

Negative feedback causes reactions from employees, they "become angry, shout, violently leave the office, verbally unleash themselves" or even appeal to physical violence (Cannon & Witherspoon, 2005, 122). In order to avoid such situations, managers decide to wring the message sent or delegate responsibility. However, there is conclusive evidence that the use of other communication channels such as e-mail to transmit negative feedback can

reduce the difficulty of information responsibility. However, Fletcher (2008, 65) emphasizes that "the use of information technology should be sensed to facilitate communication between the manager and the employee, and not to total replace the face-to-face feedback".

Lack of time is very often invoked in team development through feedback (Kaye & Williams, 2012). Marchington and Wilkinson (2008) point out that it is well known that managers feel that their job is to solve much more urgent problems than to engage in human resources activities, such as providing feedback on results. According to the 2004 "Work Relations" study, 75% of the managers interviewed stated that they give feedback, randomly, to some of their subordinates.

Although giving feedback is at first sight simple to achieve and preferred by managers, there are many difficulties. There are managers who are afraid that favorable feedback may lead to a decrease in the level of employee performance, other managers who are afraid that they will lose employees with good performance. Other managers see "the unusually high performance of a subordinate as a threat to their own position" (Fletcher, 2008).

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