

Organizational Triggers in Relation with Performance Indicators for Service Employees

Tamar Kvirikashvili

PhD student, Georgian-American University, Georgia, tamarkvirikashvili@gau.edu.ge

ABSTRACT: In recent years, performance measurement has become a major issue. If an organization has the ability to measure its vital activities at all organizational levels, then it will become critical to its success in today's fast-paced world. Workplace is a stressful environment, which involves many situations and for that reason, it may trigger strong negative feelings. In a complex and dynamic environment, for assessing the amount of desirability and utility of their activities each organization requires ranking and determining key performance indicators. They provide links among execution, strategy and ultimate value creation. Several studies are conducted to explore the individual effects of organizational triggers on employees' performance. Nowadays in organizations, there is a significant focus on services, creating the customer-responsive culture, and service standards. Based on extensive literature in the field, the paper is about the relationship between organizational triggers and performance indicators for employees in the service field.

KEYWORDS: performance management, performance indicators, organizational triggers, service employees

Introduction

By the literature on organizational behavior frontline service employees are entitled as boundary spanners. Service employees are responsible to stakeholders, also they link inside of an organization to the outside world. These roles frequently cause that frontline employees represent the firm to customers, when conduct the service delivery, and represent customers when communicate their requests and desires.

Performance Measurement

Performance measurement sometimes is failing in all organizations, whether or not they are multinational, government department, or small local charities. The measures that are adopted were dreamed up eventually with none linkage to the critical success factors of the organizations. Usually organizations use the measurements on a monthly or quarterly basis.

Many companies work with the incorrect measures, many of them are incorrectly termed key performance indicators (KPIs). The monitoring of true KPIs is a challenging goal for organizations. The four types of performance measures are (Parmenter 2010):

1. Key result indicators (KRIs) tell you ways you have got in critical success factor.
2. Result indicators (RIs) tell you what you have done.
3. Performance indicators (PIs) tell you what to try to do.
4. KPIs tell you what to try to extent performance dramatically.

There are many performance measures utilized by organizations which are mixture of these four types. To describe the connection of those four measures, we can use an onion analogy. The condition of the onion is described by the surface, the effect of water, sun, and nutrients it is receiving; and the way it is been handled from harvest to the supermarket.

Outside skin is the KRI. We discover more information, when we peel the layers off the onion. Result and performance indicators are represented by the layers, and then the core is represented by the key performance indicator.

If you are interested how your company is doing, KPIs are powerful metrics for it. It becomes easier to find out what is not working in your company, when you are ready to analyze and evaluate the performance of your company. can analyze several different criteria. From here, you will target on your strengths and understand your weaknesses. When you know other purposes that KPIs serve, then you may understand better why KPIs are important. Out of many reasons, these four are more important:

KPIs strengthen employee morale

It is the less known indicator and that's why it is important to start with this value of KPI. For performance the most important is a company's culture. Acknowledging employees' labor and securing their feeling of accountability and responsibility is tracked by KPI. Everyone at our company, has KPIs that they are responsible for. Sometimes, when the organization grows there are often an increasing sense of distance between the organization's achievements and therefore the individual's efforts toward them. People are more likely to receive more satisfaction from employment well done, when they feel responsible for KPIs.

KPIs influence and support business objectives

The reason why KPIs are important to business objectives is that they keep objectives at the forefront of deciding. When business objectives are well communicated across a company it's essential, so when people know and are accountable for their own KPIs, it ensures that the business's goals are top of mind. KPIs also make sure that performance is measured in respect to the larger business objectives. This implies that each part of work is completed with intentionality and for the correct purpose.

KPIs foster personal growth

It is not mandatory that every product update or campaign can reach the targets. Learning environment is created, when you monitor performance against those targets. KPIs let teams to see how they are engaging at any given moment and after that you can ask why, what, how and when... which makes you learn from successes and failures a daily activity. KPIs are also important for private growth because it builds off the concept of increased morale. Allowing employees to observe their performance and respond within the moment implies that they are more likely to attain their goals and better understand a way to do so within the future. When you have the sense of continuous improvement it allows you to realize much more than they may think, and therefore this is important for workplace satisfaction and continued personal growth.

KPIs are critical for performance management

The last one is the most important reason why key performance indicators are important, because all the reasons above are summed up: what is measured is managed. Performance is contributed by capacity and culture employee morale. Because KPIs allow everyone to see not only what they are doing, but what others, that's why it simplifies performance management.

A trigger is something that performs a specific action. In addition, any stimulus that shapes our thoughts and actions can appear suddenly and it can be major or minor moments, pleasant or ambitious. Our environment is the most powerful mechanism of use in our lives, which does not always work in our favor, we make plans to achieve our goals, but the environment is constantly interfering. For example, when the smell of bacon comes out of the kitchen, we forget the doctor's advice about lowering our cholesterol, and sometimes we have to skip a child's football game because we are obligated to appreciate the staff and provide

them consistently because they work late every day and so on. This is how our environment interferes with our lives and we have to act against our will.

Our environment has feedback as a trigger. After all, our environment is constantly giving us new information that is important to our lives and changing our behavior. However, the similarities end here. Our environment often leads to bad behavior and this is done against our will and against better judgment and without awareness, where a well-designed feedback loop leads to the desired behavior. Change is taking place.

Dr. Robert Cialdini is a famous author of the bestseller books about influence, he is widely known for his breakthrough ideas in the field of influence and power research, regarded as the 'Godfather of influence', because of his years of scientific research on the psychology of influence.

Cialdini describes six triggers as the main drivers to influence others (Cialdini 2007): reciprocity, scarcity, consistency and commitment, authority, liking, social proof.

Reciprocity is a deeply ingrained psychological trigger. If we act in favor of another person, they will have an obligation to return. In other words, benefits for benefits. The initial small kindness can lead to much greater feedback.

Scarcity is about the shortages. Something is difficult to achieve when there is a shortage of resources or the faster, we want to achieve it. In short it is - scarcity. From an academic point of view, scarcity means that society does not have enough productive resources to meet all needs.

Consistency and Commitment - these are operated at the two levels. The first is that the best predictor of future behavior is its past. People try to conform to previous thoughts and actions. Therefore, making significant changes in lifestyle becomes much more successful when the goal is publicly announced. Second, the premise of great consent is small consent. In other words, the first "yes" to face-to-face sales is simpler than the next.

Authority is one of the scariest psychological triggers. Where social evidence is based on popular power - i.e., people 'just like me', - authority takes a principled step to use the power of particular individuals. Authority is dangerous because it has power. According to Cialdini, there is a tendency that the action may be repeated in response to simple symbols rather than its essence. Research has shown that the most effective symbol can be automobiles and clothes. In other words, people react not only to authority, but also to their appearance.

Liking is another obvious trigger that is not at all easy. No matter how logical our decisions may be, in reality "people prefer to give their yes to those who know and like them." In other words, if they like you, they will buy from you. Approval can be expressed in both physical attractiveness and common interests and similarities.

Social proof - whether we like to admit it or not, the crowd is a powerful force. We can easily understand this if we consider sales. To increase sales, the first psychological trigger must come not from us, but from people who are already using the product or service.

Managers of organizations often talk about performance. There are objectives and targets to achieve – at a team and at an individual level – to meet organization's overall goals. Performance indicators as standards can express authority, as managers trigger their employees to achieve the standard. When managers build a trust in performance management, it means that they are clear about what they expect from employees and that's why managers must link employee's goals to business priorities.

Working in service field receives increasing attention. Customer demands are changing rapidly, also the services that they require. Consumers participate within the service delivery process, services are provided from public stakeholder, and therefore the funding is especially provided by public resources. Public services must refer to justice, fairness and equity; they're not only about efficiency and effectiveness.

In service industry, managers search for competency in critical areas. In brief, managers want to know that employees are meeting established goals, working as contributing members of the team and applying critical thinking skills to assist that business operations are successful.

Teamwork

Colleagues are generally seen as strong and contributing team players, when they work effectively together on group projects and initiatives. Examples, where employees exhibit a sense of team commitment include (McQuerrey 2018):

- Participating in group brainstorming.
- Volunteering for roles on team projects.
- Supporting others' ideas and approaches.

Communication

An important part of every service employee's job is an accurate, appropriate, professional sales communication. With the following in mind, employers will evaluate this skill (McQuerrey 2018):

- Clear, concise verbal and written communications.
- Timely follow up to email and customer inquiries.
- An ability to accurately articulate ideas, concepts and feedback.

Customer Service

You are directly or indirectly serving your customer base through your position, regardless of the role you play. Employer will assess the employee in critical performance areas related to customer care, including (McQuerrey 2018):

- Professional, polite interactions with customers.
- Ensuring that problems are handled rather than being passed off.
- Offering options or solutions to resolve customer complaints.
- Timely responsiveness to customer needs.
- Perfect representation of the company.

Job Functions

Key performance indicators related directly to service employees' specific job functions will be appraised during an evaluation. Key performance indicators might include (McQuerrey 2018):

- Attention to detail.
- Timeliness.
- Good time management.
- Creativity and innovation.

I want to introduce the company where I work and talk about performance indicators in this public organization.

Education Management Information System (EMIS) was established in 2012. The mission of the management system is to provide the education system with advanced technologies and electronic resources for the best education and management. The strategy of

the Education Management Information System is to promote the functioning of the Ministry of Education and Science in the educational space through the introduction of modern information and communication technologies.

The KPIs aimed toward boosting the performance of the government officials in line with the government effort to boost public service delivery system and as assurance that the element of integrity and good governance are being carried out.

The study was conducted in EMIS using interviews with the respondents. The main objective was to study the implementation of key performance indicators in this government agency that offers services to the education system, to the universities, to the students.

What are the focuses of using KPIs in EMIS?

Key Performance Indicators at EMIS are focusing on two main aspects. EMIS develops the KPIs to measure efficiency and effectiveness of working process to supply and deliver services to customers (universities, schools, and students). How accurate the service is provided and delivered to customers is assessed by the efficiency of the process too supply and deliver the services to customers. The work process is being assessed by looking at the statistics develop by the management team.

Triggers, or triggering events, are outlined as circumstances that act as catalysts to structure learning. Like persons, organizations do not learn proactively (Watkins & Marsick, 1993). Given the tremendous pressures to perform and turn out results, organizations tend to over-invest in exploiting existing data and under-invest in learning or developing new data (Levinthal, 1991). Moreover, in order for organizations to learn, people should learn. Individuals carry out what is expected of them, each written and unwritten expectations. Written expectations are usually delivered through job descriptions, memos, e-mails, and official documents. Unwritten expectations are less clear for people. For understanding unwritten expectations, there are three groupings in organizations: motivators, enablers and triggers, according to Maira Arun and Peter Scott-Morgan (Arun & Scott-Morgan 1997).

Conclusion

Workplace is a stressful environment, which involves many situations and for that reason, it may trigger strong negative feelings. It is important for managers not only to help workers control emotional situations but be able to control their own feelings. This can help contribute to a healthy environment, allow workers to perform according to their potential and maintain workers' morale. It is important for most stressful situations that manager is able to respond in a rational, calm and positive manner. This helps encourage workers to see the situation more objectively. In contrast, when managers add their own emotions into the mix, it can be very unhelpful for fueling workers' emotions. Managers can send the message to workers, when they react in unhelpful ways, that they can lead the team through hard times and are incapable of remaining calm. When managers can help resolve an emotionally charged problem and demonstrate empathy can give workers confidence and that these workers are overseen by competent and strong leaders.

References

- Arun, M., & Scott-Morgan, P. 1997. *The accelerating organization: embracing the human face of change*. New York: McGraw-Hill.
- Cialdini, R. B. 2007. *Influence: the psychology of persuasion*. New York: Collins Business.
- Goldsmith, M. 2015. *Triggers*. Crown Business Books.
- Levinthal, D. A. 1991. 8. "Organizational Adaptation and Environmental Selection-Interrelated Processes of Change." *Organization Science* 2(1): 140-147.

- McQuerrey, Lisa. 2018. "What Are the Key Performance Indicators for Employee Job Appraisal?" *Chron*, a publication of Hearst Newspapers, LLC. Available at <https://work.chron.com/key-performance-indicators-employee-job-appraisal-21592.html>.
- O'Neill, B. S., & Cotton, J. L. 2017. "Putting the horse before the cart: Understanding the influence of trigger events on justice perceptions and work attitudes." *Journal of Managerial Issues* 29(4): 343–464.
- Parmenter, D. 2010. *Key Performance Indicators. Developing, Implementing, and Using Winning KPIs*. Hoboken: John Wiley & Sons, Inc.
- Watkins, K. E., & Marsick, V. J. 1993. *Sculpting the Learning Organization: Lessons in the Art and Science of Systemic Change*. San Francisco, Calif: Jossey-Bass.