

# **Managing and Organizing**

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## **ABSTRACT**

*The globalization of the business environment means that companies are moving to different parts of the world to serve different markets. Therefore, it was necessary to develop performance management (PM) functions that facilitate the development of processes and activities that, in turn, meet the goals and objectives of the organization. The study is devoted to the analysis of the prospects for PM in the modern business environment and the complexity of its implementation. At the same time, the commercialization of scientific achievements, in particular, geophysical research, support for economic activity and innovation in management has become of great importance. This article provides solutions to these problems.*

**Key words:** Business, management, geophysical data.

## **Introduction**

PM has engulfed most activities of the organizations in the modern days like in the case of the management of the suppliers, customers, employees etc. However, on a general rendition the discipline has been linked closely with the human resource management (HRM) that looks into the management of the employees (Aguinis, 2009).

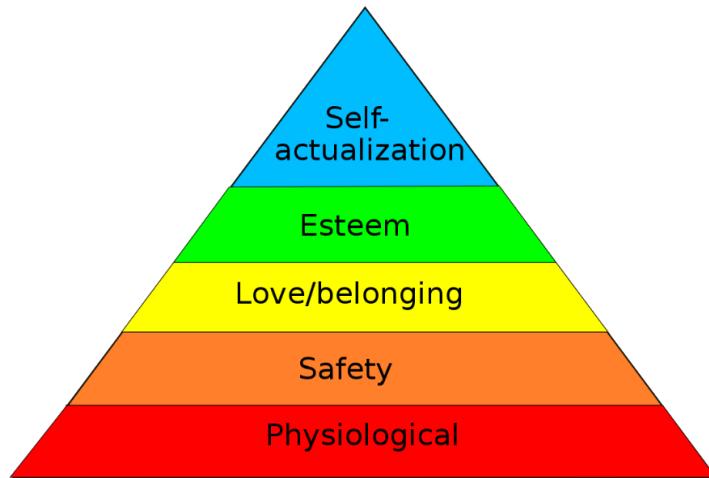
## **Performance management and its complexity**

The major perspective of the subject has been to improve the performances of the organization and the management of the same. This has led to the growth of the discipline of PM from a narrow objective of performance measurement to a broader notion of performance development (Amaratunga and Baldry, 2002). The employees are integral for the better performance of the organizations – especially with the growth of the service-related industries.

The stakeholder theory also suggests that the employees have been integral to the success of the organizations in the modern days. They are primary stakeholders in the organization and it has been important for the management to take care of their needs (Harrison and Wicks, 2013). Thus, catering to the needs employees has been integral for the companies in the present environment in order to develop the performance of the organizations. The PM functions will thus look into the development of a proper environment for the growth of the employees which in turn can also help in the development of the organizations. The main functions of PM can be stated as follows:

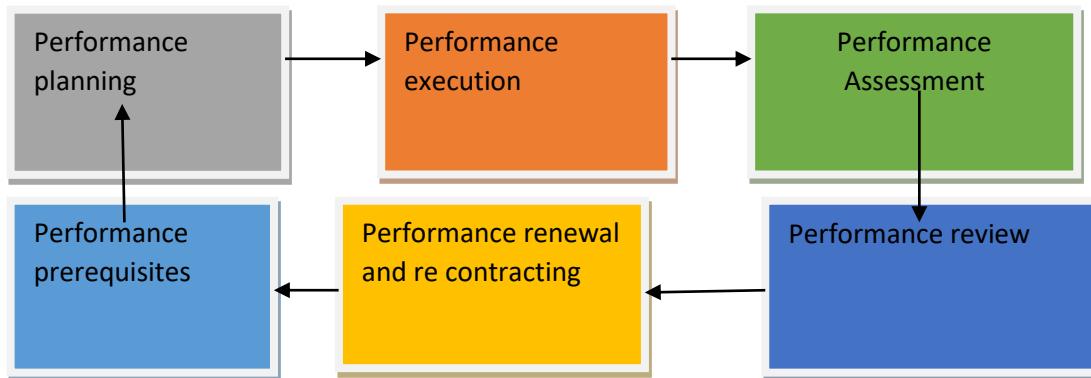
- Keeping record of the major stakeholders like employees;
- Analysis of their performance;
- Understanding the potential of the stakeholders and providing feedback to the management in regards to the same;
- Providing proper framework for the development of their potential; (McConnell, 2007: 186).

It will also be integral to look into the needs of the employees under the stakeholder principles to find out how the employees can be motivated. This can be stated with the help of the Maslow's hierarchy of needs as follows:



The hierarchy of needs model states that the employees can be motivated by the basic aspects of their need like money after which more emphasis has to be given to work environment as well as the relation between the management and the employees. There should be proper chances for the employees to learn, develop and grow in the organization as well (Lee and Hanna, 2015). The main emphasis of the model has been to create an environment where the employees can be provided an environment to grow and develop along with the organization. Therefore, it can be seen that PM functions have been linked to the growth and development of the employees which eventually caters to the development of the organization. Given the competitive nature of the business environment, quality employees have been scarce and therefore, proper emphasis has to be given to manage and retain them. A proper framework of PM can also help in the process (Fan, 2006).

How has this been possible and how would the PM aspects guarantee the growth of the employees? This can be done with the help of a proper framework that can be stated as follows:



*Source: Aguinis and Pierce, 2008*

The emphasis should be on proper development of performance prerequisites that cater to the development of proper facilities in the work environment. This will relate to proper performance planning related to the job and the execution as well as assessment of the same. The HRM is also engaged in the review of the performance which lead to the analysis of the best performers in the company who are rewarded (Gruman and Saks, 2011). This is in sync with the findings from the Maslow hierarchy model whereby the employees are to be motivated to perform according to the objectives set by the firms.

The study by Gruman and Saks (2011) has found that given the modern-day nature of the work environment, projects are developed according to the dynamic nature of the business environment and they change very frequently. Therefore, it has been difficult to motivate the employees in this context as there is not a standard aspect of the work process and thus the PM framework cannot be developed.

There has been the growth of another model called the Balanced Scorecard (BSC) that looks to compare the performances of the employees to the industry benchmark (Northcott and Taulapapa, 2012). Given the lack of stability of the work processes, this again has not feasible in developing proper PM prerogatives. The employees thus, find the performance measures not related to the project goals. In this context, Gruman and Saks (2011) have recommended the development of employee engagement (EE) perspectives whereby the employees can engage fully in the work environment and can fully express themselves with proper deployment of one's self. However, this is an intrinsic aspect that comes from within and the HRM can only develop the prerequisites for it. The study has also revealed that the main emphasis should be on following the *Job Demands – Resources* (JDR) model whereby the demands of the job are carefully ascertained and negotiated with the employees. The HRM then looks to provide the necessary resources for the fulfilment of the same (Gruman and Saks, 2011).

However, the use of the JDR model cannot cater to the motivational traits of the employees unless they are linked to the quantitative aspects of job performance which in turn disrespects the findings of the stakeholder theory. Catering to the needs of the stakeholders will require analysis of the performance and providing rewards to the employees in addition to increasing employee engagement. In the modern-day dynamic business environment this will be extremely difficult given the fact that work operations change constantly according to the changed objectives.

### **Conclusion**

The study has revealed that PM has been an important prerogative in catering to the needs of the employees in the business organizations. The PM functions relate to the analysis of the performances of the employees and also assisting them to grow in the organization with suitable reward structure. However, with the changes in the business environment, more emphasis has been led to employee engagement whereby the motivational aspects of the employees are intrinsic in nature and cannot be measured. In this context, it has been very difficult to develop proper PM procedures and will require constant analysis of the same by HRM professionals. In particular, the results of the work can be useful in the implementation of certain business projects, taking into account the data of various geophysical studies (expected climate change, risks of natural and man-made disasters, etc. [11-15])

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## მართვა და ორგანიზება

ო. ლოლაძე

რეზიუმე

ბიზნეს გარემოს გლობალიზაცია ნიშნავს, რომ კომპანიები გადაადგილდებიან მსოფლიოს სხვადასხვა კუთხეში, რათა მოემსახურონ სხვადასხვა ბაზრებს. აქედან გამომდინარე, აუცილებელი იყო შესრულების მართვის (PM) ფუნქციების შემუშავება, რაც ხელს უწყობს პროცესებისა და აქტივობების განვითარებას, რომლებიც, თავის მხრივ, აკმაყოფილებებს მიზნებსა და მიზნებს. კვლევა ეხება PM-ის პერსპექტივების ანალიზს თანამედროვე ბიზნეს გარემოში და მისი განხორციელების სირთულეს. ამასთან ერთად მეტად მნიშვნელოვანი გახდა მეცნიერული მიღწევების, კერძოდ გეოფიზიკური კვლევების, კომერციალიზაცია, დამხმარე ეკონომიკური საქმიანობა და სიახლე მენეჯმენტში. ამ ნაშრომში მოყვანილია ამ პრობლემების გადაჭრის გზები.

**საკვანძო სიტყვები:** ბიზნესი, მენეჯმენტი, გეოფიზიკური მონაცემები.

## Управление и организация

И. Н. Лоладзе

Резюме

Глобализация бизнес-среды означает, что компании перемещаются в разные части мира, чтобы обслуживать разные рынки. Поэтому необходимо было разработать функции управления эффективностью (PM), которые облегчают разработку процессов и видов деятельности, которые, в свою очередь, отвечают целям и задачам организации. Исследование посвящено анализу перспективы PM в современной бизнес-среде и сложности ее реализации. При этом большое значение приобрела коммерциализация научных достижений, в частности, геофизических исследований, поддержка экономической деятельности и инноваций в управлении. В данной статье представлены решения этих проблем.

**Ключевые слова:** Бизнес, управление, геофизические данные.