Correlation Aspects of Employee Performance Metrics – Management through Promotion of Non-economic Motivation Factors

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Abstract: Motivating employees in the company is a challenge for the management and the entire company structure. Motivation factors can be measurable, whether they are internal or external. Also, it is important to point out that internal psychological factors have a great impact on employees, sometimes more than the classic economic factors.

New, assumed factors in this psychological insight relate to the application of spiritual techniques in the company that can have a motivating effect on employees in the company. This paper aims to show which types of profiles accept changes through a new set of spiritual factors, in order to increase business efficiency, and what are the reasons for their acceptance.

Business efficiency is measured and expressed by the ratio of achieved results and investments required for their realization. The number of factors that determine business efficiency requires careful analysis and a scientific approach in taking into account quantitative factors, as well as their quantification and modeling the consequences of their level of presence in the business system.

Expressing the contribution of qualitative factors to the business result is possible by using adequate statistical analysis, which refers to surveying respondents involved in business activities, quantifying their attitudes, and examining the rank correlation within the selected variables.

1. INTRODUCTION

Business efficiency in economic theory refers to the requirement that business activities take place in the best possible way, with the tendency of rational spending of resources. The traditional approach implies focusing on material and measurable costs, while neglecting intangible spending, such as participants’ emotional energy potentials in the business process.

The reason for this approach comes from objective reasons and refers to the fact that the metrics and form of manifestation of these resources are very demanding, and the contribution to the business result is significant. Work demands significantly exceed the needs of servicing funds for work in the business process, work tasks become more complex; it is also required a more complex approach to the realization process of business tasks, with a greater degree of personalities integration into integrated activities and business results.

Following the above, customer expectations are also becoming more complex, including awareness of the company, which gives an approach and public opinion about the company in terms of relationships with different categories of stakeholders.

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Examining non-economic factors that affect business efficiency requires the formalization of scientific research, based on an empirical approach, where the analysis results are relied on adequate empirical material and are processed by an adequate theoretical model.

The results of correlation analysis on specific empirical data show the harmonization of attitudes of different categories of respondents, or the perception form of the business atmosphere and the extent of the impact of certain non-economic factors on their satisfaction with the business process and work organization as a whole.

The results should serve to formalize the approach of introducing non-economic measures that contribute to business efficiency through the participant’s satisfaction in the process.

In addition to examining the results of correlation analysis on specific empirical data related to the students’ attitudes, the emphasis is on the analysis of non-economic factors in theoretical and practical terms. When it comes to qualitative factors of motivation, it is important to note how much motivation as an internal factor in the company is very important. Motivational factors are internal factors in the company that are still marketing and managerial orientations since they affect all management processes. More precisely, their place and influence on employees within the company, as well as raising their importance, is directly related to the company’s success in the external environment and the market.

There are many motivating factors, but here are some psychological factors that are partly in the sphere of energy factors and have an impact on the internal climate of the company. Various techniques are important and can affect the employees’ motivation as well as the energy and climate of the company.

Many spiritual techniques can affect the employees’ motivation, whether they work in groups or individually. Some of them are the application of the EFT technique, Thetahealing® technique, and Timeline healing technique as well as the application of yoga in companies as a regular activity and all for psychophysical health.

2. REVIEW OF PREVIOUS RESEARCH

Examination of correlation aspects is possible and appropriate in many areas of social activity, where the rank correlation coefficient is used on the problems of examining the level of customer satisfaction with certain intangible aspects of service such as the quality of hotel services (Landika & Bojanić, 2017), where researchers prove that customer satisfaction is not segmented by market categories and a justified approach to strategic action in all areas requires generalization.

Correlation analysis enables the examination of the degree of connection between the motivation level of workers for education and professional training on one hand and business efficiency on the other, where aspects of personal contribution to the work team and personal perception of motivation sources for the same purpose are observed. (Landika et al, 2019)

Examining the degree of conditionality level to which the relevant aspects of health care services satisfy users, on one hand and different respondents categories from the social and educational aspect and age structure, on the other, allows correction of the access to perceived laws. (Landika et al., 2020)
3. RESEARCH METHODOLOGY

3.1. Sample size and type for analysis and testing

The estimation of the total population in the territory covered by the survey is 3,290,791 for 2020 (Wikipedija, 2021). The number of employees in the territory of Bosnia and Herzegovina is 832,200, of which 360,918 or 43.37% are women and 471,282 or 56.63% are men. In the total population, the employment rate is 25.29%. In the same period, unemployment is expressed through 398,504 registered people, of which 171,398 are men and 227,106 are women (ARZ, 2020).

It is certainly reasonable to assume that a part of the unemployed population is employed in jobs that provide certain personal income. The unemployment rate in the total population is 12.11%. The number of pensioners in the same period is 416,672 or 12.66% (PIO/MIO, 2020) (Pension and Disability Insurance Fund), while other categories are represented as follows: (KLIX, 2021)

- Children in nursery schools 6,076 or 0.18%,
- Children in preschool institutions 30,587 or 0.93%,
- Children waiting for a place in preschool institutions 4,316 or 0.13%,
- Students in primary schools 274,034 or 8.33%,
- Students in secondary schools 112,796 or 3.43%
- Students 81,228 or 2.46%.

The remaining 34.48% of the population includes categories that are not visible to statistical agencies and other official indicators and may relate to categories: preschool children, who are in the care of family members, women who are housewives (unemployed but not registered with Employment Bureau), the population that earns personal income abroad, as well as pupils (students) who study abroad. Starting from the assumption that primary education is compulsory, the proportion of certain categories share is set and the remaining 34.48% of the population in the total population is distributed, where it is justified to add another 501,760 to the employed population and 240,266 to the unemployed, or to increase the working-age population by 742,026, resulting in a target population of 1,972,730 inhabitants living in the study area.

3.2. Methodological aspects and statistical analysis of empirical data

The target group of the population is divided into three categories: employed, unemployed and pensioners, whose share in the population estimated based on the presented indicators is approximate: 50, 25 and 25%. The research procedure was conducted by collecting empirical data in the target geographical area, through E survey questionnaire. The questionnaire content was adjusted to the research problem and the structure of the collected answers was adjusted to the estimated population structure, where 625 properly completed questionnaires were collected, and the structure of respondents by employment status can be illustrated by Figure 1.

There are only three variables where the respondent’s perception of benefits is below 50%, and these are exposure to noise during work, support from psychologists and management of the work atmosphere. Correlation analysis, specifically testing the statistical significance of Pearson’s rank correlation coefficient, clarifies the observed degree and direction of reactivity of certain categories of respondents to the proposed working conditions in the work environment, where the results of the analysis can be clearly presented in Table 2.
Figure 1. Structure of respondents by employment status

Source: Aleksic & Landika, 2021

Table 1. Percentage of respondents who believe that the proposed measures would have a positive effect on work efficiency

<table>
<thead>
<tr>
<th>WOULD IT AFFECT YOU IF IT WAS POSSIBLE</th>
<th>COMPLETELY</th>
</tr>
</thead>
<tbody>
<tr>
<td>VV1 – Work shorter for same salary</td>
<td>60.3%</td>
</tr>
<tr>
<td>VV2 – To have additional benefits for working conditions</td>
<td>58.7%</td>
</tr>
<tr>
<td>VV3 – To have quality healthcare</td>
<td>65.9%</td>
</tr>
<tr>
<td>VV4 – To have training that makes your job easier</td>
<td>72.8%</td>
</tr>
<tr>
<td>VV5 – To have management support (supervisors)</td>
<td>68.8%</td>
</tr>
<tr>
<td>VV6 – To have understanding and support of colleagues</td>
<td>79.4%</td>
</tr>
<tr>
<td>VV7 – To have a healthy meal at work with no additional expenses</td>
<td>81.3%</td>
</tr>
<tr>
<td>VV8 – To have a pleasant environment</td>
<td>84.1%</td>
</tr>
<tr>
<td>VV9 – Not to be exposed to noise during work</td>
<td>49.4%</td>
</tr>
<tr>
<td>VV10 – To have recreational activities</td>
<td>62.4%</td>
</tr>
<tr>
<td>VV11 – Team building to be organized in order to connect with colleagues</td>
<td>64.5%</td>
</tr>
<tr>
<td>VV12 – To have a support of a psychologist</td>
<td>39.8%</td>
</tr>
<tr>
<td>VV13 – To have someone to take care of the atmosphere at work</td>
<td>47.0%</td>
</tr>
<tr>
<td>VV14 – To have someone to take care of communication among employees</td>
<td>62.9%</td>
</tr>
<tr>
<td>VV15 – To have someone to prevent and manage conflicts</td>
<td>51.7%</td>
</tr>
</tbody>
</table>

Source: Aleksic & Landika, 2021

Table 2. Pearson’s correlation coefficient

<table>
<thead>
<tr>
<th>WOULD²</th>
<th>V1</th>
<th>V2</th>
<th>V3</th>
<th>V4</th>
<th>V5</th>
<th>V6</th>
<th>V7</th>
<th>V8</th>
<th>V9</th>
<th>V10</th>
</tr>
</thead>
<tbody>
<tr>
<td>VV1⁶</td>
<td>-.364</td>
<td>-.030</td>
<td>-.154</td>
<td>-.132</td>
<td>.074</td>
<td>-.122</td>
<td>-.318</td>
<td>-.060</td>
<td>-.240</td>
<td>.178</td>
</tr>
<tr>
<td>VV2</td>
<td>-.263</td>
<td>-.023</td>
<td>-.170</td>
<td>-.062</td>
<td>.032</td>
<td>-.003</td>
<td>-.226</td>
<td>-.121</td>
<td>-.231</td>
<td>.086</td>
</tr>
<tr>
<td>VV3</td>
<td>-.004</td>
<td>.060</td>
<td>-.033</td>
<td>-.205</td>
<td>.322</td>
<td>.113</td>
<td>-.063</td>
<td>-.302</td>
<td>.087</td>
<td>.268</td>
</tr>
<tr>
<td>VV4</td>
<td>.357</td>
<td>.138</td>
<td>-.207</td>
<td>-.036</td>
<td>.371</td>
<td>.029</td>
<td>.287</td>
<td>-.234</td>
<td>.037</td>
<td>-.101</td>
</tr>
<tr>
<td>VV5</td>
<td>-.004</td>
<td>.045</td>
<td>.164</td>
<td>-.089</td>
<td>.091</td>
<td>.214</td>
<td>.017</td>
<td>-.246</td>
<td>.010</td>
<td>.321</td>
</tr>
<tr>
<td>VV6</td>
<td>.325</td>
<td>.111</td>
<td>-.213</td>
<td>-.157</td>
<td>.426</td>
<td>-.012</td>
<td>.277</td>
<td>-.298</td>
<td>-.002</td>
<td>-.196</td>
</tr>
<tr>
<td>VV7</td>
<td>.323</td>
<td>.121</td>
<td>-.237</td>
<td>-.082</td>
<td>.462</td>
<td>.025</td>
<td>.230</td>
<td>-.343</td>
<td>.009</td>
<td>-.157</td>
</tr>
</tbody>
</table>

³ Results generated using IBM SPSS
⁴ Respondents’ characteristics – respondents’ characteristics are contained in the question’s number in the survey questionnaire on which the research was based
⁵ It affect you, if it was possible to.
⁶ The variables have the same content as in the previous table
From the Table 2, it is easy to notice that there is no respondents’ agreement regarding the proposed measures. Each category of respondents has a different perception of the proposed measures that would affect the work atmosphere. This means that it would be justified to adopt the proposed measures to the groups of respondents and to further investigate which package of measures to propose to certain categories of employees.

### 3.3. Motivational techniques

The Thetahealing® technique is a technique of working on our unconscious beliefs and emotions. The founder of this technique is Vianna Stibal, who also founded the Institute in America. Theta technique works on beliefs and negative emotions and aims to change our insights and perceptions. The technique changes human negative beliefs that come from the unconscious part that creates a change of mind. This removes the blockages that the unconscious mind creates for each person. Everyone has blockages, whether they are aware of them or not. Individual blockages are system blockages.

EFT technique is a technique of emotional freedom that is transmitted through knowledge to people by Karl Dawson from Great Britain after it originally came from Gary Craig, who developed EFT at Stanford University. This technique is also known as acupuncture without needles because the basis of this technique is tapping the face and body parts known as meridian points. By tapping and saying certain sentences, people acquire positive attitudes or get rid of negative patterns or emotions. These people have some repressed emotions that later turn into physical illnesses. Personality illness - system illness. When a person does these techniques, he becomes better towards himself, towards his work environment, in the private and internal environment of the company.

Timeline healing is a meditative technique that, apart from having the same function as the previous two techniques, also allows a person to deeply relax through a meditative trip to a place in nature that relaxes, restores strength and revitalizes the body. It can also be done individually or in groups.

Yoga is health, and above all back health. The application of yoga enables and produces a healthy back and a calmer mind for any person who applies this type of practice. The effect of yoga is both mental and physical. Yoga can be practiced in companies during breaks or in other weather conditions but through regular practice.

The ideas of a modern company can go in the direction of forming a room for meditation and yoga with professionals that would affect employees’ motivation, their psychophysical health and the success of the company in the international market.
4. CONCLUSION

The collected empirical data and the performed analysis indicate that the majority of respondents consider the introduction of non-economic measures in work processes and the work environment as a significant contribution to business efficiency. The research results show that over 70% of respondents’ perceptions significantly prefer a pleasant environment, a healthy meal, understanding and support from colleagues and training that facilitates work.

Over 50% of respondents prefer management support, health care, team building to connect with colleagues, care for communication between employees, recreational activities, additional benefits when it comes to conditions in the company, and people in charge of working with other people and preventing conflicts within the company.

A smaller number of respondents, less than 50% are respondents who do not care about noise during work activities, hiring a person who deals with the atmosphere in the company, and about the psychological support as well. This can be explained by the fact that some jobs are performed individually where there is no noise during work, and people themselves create a working atmosphere in most cases. Psychological support is not accepted in the social environment in which the study was conducted, especially under the elderly population.

The research also showed that the proposed measures do not depend on the characteristics of the respondents. The approach to the formulation of strategies for the introduction of non-economic measures should be the same for all categories of respondents. Psychological support should be excluded from a general approach, and given to respondents voluntarily so that 60% of non-eligible respondents are educated in the benefits of this application.

After the introduction of the proposed measures, it is necessary to upgrade the approach and introduce respondents to the benefits of spiritual techniques and other psychological approaches, through the gradual introduction and understanding of the contributions they can make to physical and mental health and thus business efficiency.

REFERENCES


