SOME TECHNIQUES OF CHANGING EMPLOYEE BEHAVIOR
НЕКОТОРЫЕ МЕТОДЫ ИЗМЕНЕНИЯ ПОВЕДЕНИЯ СОТРУДНИКОВ

Jorovlea E. L. / Жоровля Э.Л.
Associate Professor,
Doctor of Economic Sciences
Academia de Studii Economice a Moldovei

Annotation. The use of techniques, such as antecedents and consequences, is helpful in changing employee behavior. Moreover, when making use of antecedents appropriate to the current situation, the manager must select and comply with the appropriate consequences. Words must join facts which shall become powerful motivators when manifesting into reality. Thus, once accomplished, in the following similar situations, there will be no need for the worker to be reminded for several times. Furthermore, his work will be qualitative and timely on the grounds that his behavior has changed on the basis of the trust he has received in his manager's statements.
Key words: behavior, organization, organizational, antecedents, consequences, management, manager, employee, performance, change.

Introduction

It is well known that a person's attitude is difficult to be changed, and his/her personality is almost impossible. However, in organizations, managers are likely to be faced with situations triggered by the "unusual" and often counterproductive attitude / behavior of their subordinates, situations that require resolution as quickly and efficiently as possible. Among the many solutions available, managers tend to use techniques such as the "antecedent" and "consequence," which are designed to change not only the specific situation, but also the employee attitude / behavior at the workplace, having the aim to avoid unwanted situations. With their help, managers can solve individual employee behavioral problems, gossiping being found among them, and set up a type of behavior that is concerned with safety across the entire unit.

Analysis

According to a survey, carried out in the USA some time ago, it has been proven that managers spend about 85% of their working time:

° Telling people "what to do";

° Thinking what exactly to "tell them to do"

° Deciding how to proceed in case their employees "did not do" what they have been told to.

Today the situation hasn't changed much. In order to achieve the set goals, many of the managers continue to waste their precious time trying to convince their subordinates:

° To work harder;

° To work better;

° To be more creative, more intelligent, more self-reliant, and more responsible.

Moreover, being sure that words are strong motivators, they express their provisions in different ways: *through information reports*; *by holding meetings*; *through different policies*; *by courses and information discourses*, etc.

If the expected result is not attained, the incursions are repeated in the same

way, but with harsher amplitude: *reports on previous reports*, *also using tough punctuation (exclamation and question marks).*

Thus, the managers consider that if their employees are instructed to do something and they do not perform in their turn, then the employees have to be repeatedly instructed with the use of impressive pleadings, threats and promises. No matter how shocking it sounds, but subordinates do not do what they are told - otherwise, the customer would be on the first place, the workers would focus on quality and would do things right from the start.

If the word had an immediate and dramatic impact on the reader, then when buying a pack of cigarettes, he would throw it as soon as he read the inscription, "*Smoking is harmful for your health*".

So, although the manager notices that words are not enough, that employees do not pay enough attention to what is written or said by the administration, in the managers' conviction, the business motivation continues to prevail over the motivation expressed in words. In this context, in order to change their subordinates' behavior, the managers must take into account the way they tell the employees what to do.

Our goal is to show possibilities to change human behavior to order to increase its effectiveness, whether it be the behavior of managers, subordinates, or the entire organization.

In this article, we shall refer particularly to two ways of changing people's behavior to what they are told:

1.   *The antecedent, which has the role of determining the appearance of a type of behavior once*, before this type of behavior manifests itself.

2.   *The consequence, the role of which is to determine the recurrence of behavior*, after it has been manifested.

Although business success depends on achieving consistent and long-lasting performance, business people invest in background activities, such as *information reports, training courses, goal statements, slogans, posters*, and more.

The antecedents are effective and necessary in order to set up a business, however not to maintain it. That is why they are costly and inefficient in achieving high enterprise performance. For example: out of 1,000 employees, only about 8 people will react from the first to what they are told to carry out. Only after 125 circular calls - emails, phone, letters - all 1000 respond appropriately (1, p.50-51). The example is imaginary, but the practice shows that this is also happening in the Moldovan enterprises.

One way to motivate the employees to react to their past situations as managers expect, is to *constantly change the antecedents*. For example, on the cigarettes package it is usually written: "*The Ministry of Health warns that smoking seriously damages your health*". What results does this slogan bring? It's not known, but statistics do not show any changes among smokers. In contrast, for example, with the ban on smoking in Belgium, France, and Germany, the social reaction towards smokers has changed, and this has proved to be a much stronger motivation for smokers than all the above mentioned messages and slogans.

Antecedents as such rarely lead to the expected results. They become effective

in conjunction with the *consequences*. The nature of the antecedent does not really matter as it will be effective only if paired with a significant consequence - "*Danger of death - high voltage*!" - no other comments and with the expected effect.

Therefore, the managers' attention is to look for the antecedents, to understand their functioning and to associate them with the appropriate consequences: "*Prepare and submit the report before three o'clock, otherwise you will work overtime*".

When the employee knows the warning is real, he will do his best to hand in the report on time. On the other hand, if the worker knows that the manager is known for his empty words, the threats will just be "antecedents" and the manager's words will not have the necessary impact, so the will be a lack of motivation to finish the job.

Another example, in an "X" furniture factory, a slogan is displayed on a wall: "*Quality is the only thing that counts*". Nearby, there is a worker who supervises the conveyor belt with chairs. It is his responsibility to take out the ones with defective seats. Having found one, he set it aside. The manager told him to put it back and told him: "*If it is found in another section, fine, if not, it will have to go like this*". The worker puts the chair back, reads the slogan on the wall again and shrugs. The slogan was meant to be a motivation for quality work, now the words will no longer have the expected effect.

Another example: A retired head of the maintenance service was called back to work at one of the "Z" factories to train the employees involved in the production of a car. He was one of the few people who made a presentation to the factory management about the new product and about the production training process.

The person presented himself by saying: "*Many of you do not know me because I retired a few years ago. Since then I have had enough time to think about my career here. I started as a mechanic in the maintenance department and I became head of the maintenance department of the entire plant after a few years. Thinking back at those days, something started to bother me. Of the hundreds of employees I have supervised, I can remember the names of about 30 of which I could say "they were not good at all." I remember the names of about as many people who were "outstanding". That covers about 15-20% of those that I led. The thought that does not really give me peace of mind is of the remaining 80-85% of the employees who have done their job well. They were mostly responsible for my success in this factory, and I cannot remember their names. I hope you do not have to bear this burden when you retire."* [Nr. 1, p.66-67] The moral of the example is that getting the maximum results from employees implies that everyone should have adequate consequences every day. The manager should not ignore those with poor results, however, if the administration really wants a high-performance organization, it's not right on the part of the manager to ignore those with outstanding results, too.

The consequences are all the more effective, the sooner the pleasure, comfort, and stress reduction outweigh by far the delayed and unsafe consequences. The immediate consequences are extremely powerful and reliable in determining behaviour. For example, when working with caustic substances, if employees know that a drop on the skin immediately produces a painful wound, there will be no difficulty to motivate them to wear gloves.

However, employees using products which can cause cancer and possible nerve

damage, due to prolonged exposure, do not constantly use the protective gloves as required.

Conclusions.

Thus, examining and analysing the examples above, we conclude that without the consequences, the warnings will not serve as adequate incentives, as well as the promises of future positive consequences. Moreover, using antecedents that are appropriate for the situation, the manager has to choose right consequences. Words must coincide with the facts. This antecedent-consequence connection is called *trust*. When the administration announces salary increases, promotion and transfer for those who deserve it, but do not respect their promises, the employees lose their confidence in that administration.

Lately, it has been noticed that in some organizations, especially when they are service providers, there is a belief that faulty communication is the greatest issue in terms of high efficiency. As a result, an attempt is made to communicate more, and this only leads to an increased level of communication but to a minimal achievement, which in turn reduces confidence in leaders. Higher levels of communication do not always make things better, especially if the transmitted information has no real links to reality. Regardless of what is transmitted, the manager need to make sure that the expected work shall be carried out. Therefore, words become powerful motivators when they manifest into reality. And once accomplished, in the following similar situations, there will be no need to repeat it to the worker for several times. He will do his qualitative and timely work only on the grounds that his behaviour has changed on the basis of the trust he has gained in his manager's words.

The search for effective antecedents is useless and endless. The antecedents of the "more" and the "tougher" type will not provide the consistent performance demanded from the staff by the administration. Without the proper consequences, no behaviour will be lasting.

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Abstract.

Использование таких техник как антецеденты и последствия, помогают менеджерам изменить поведение персонала на рабочем месте. Для этого, используя антецеденты адекватные той или иной ситуации, менеджеры должны подобрать и использовать подходящие последствия. Во всех случаях, слова должны соответствовать действиям и стать сильным мотивационным фактором в реальности. Таким образом, сотрудник поймет с первого раза и не будет необходимо повторять дважды, а в последствии, он

будет выполнять свою работу добросовестно так как его отношение к работе изменилось, как и его поведение на рабочем месте. Все эти изменения основываются на доверие к словам руководителя.

Изменение отношения/поведения сотрудника необходимо в тех случаях когда на предприятиях, из-за «неординарного» или контрпродуктивного поведения служащего, создаются неприятные ситуации. А это, в свою очередь, случается из-за того, что подчинённые не выполняют предписания руководства, а руководство продолжает на словах, дальше мотивировать подчинённых. Получается замкнутый круг.

Исходя из этого, мы опишем некоторые методы по изменению поведения сотрудников для достижения лучших результатов на рабочем месте, тем самым, повышая работоспособность всего предприятия, а именно о использовании антецедентов и последствии как техник изменения поведения.

Использование антецедентов без надлежащих последствий, чаще всего, ни к чему не приводит. Скажем, «кто не сдаст отчет до окончания рабочего дня, получит поощрение или понесет наказание». В таком виде, объявление мало на кого будет воздействовать. Но если назвать конкретное наказание или поощрение, дела могут изменяться. И еще, сами по себе такие призывы не производят должного впечатления на рабочих, если он не выполняются. Слова должны быть подкреплены действиями. Только так станут возможными и изменения в поведении служащих, и укрепление их доверия к руководителям, и, соответственно, повышение работоспособности всего предприятия.

Ключевые слова: *поведение, организация, организационное, прецедент, последствие, менеджмент, менеджер, сотрудник, достижения, перемены*