

THE DEVELOPMENT OF HUMAN POTENTIAL IN STRATEGIC PLANNING OF COMPANY: TEAMWORK

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Abstract: Companies can reach a unique competitive advantage by use and development of human potential. It is important to plan the development of knowledge and skills of staff. The aim of this paper is to assess how selected company approach to training and development of employees and analyses the current situation of the development of human potential in strategic planning of company, especially by teamwork and to make recommendations for its wider application in practice. Content analysis could show the management point of view. Structured interview could explain employee's opinions. By content analysis were found out the following information: The company was founded 20 years ago. There are 300 employee. Till now, company have 3 teams. The company's strategy has been focused on the customer. In particular focus on quality, shortening delivery time, increasing and maintaining market share and reducing overhead costs. Employee have been motivated for example: to low absence, high quality work done, to broaden skills and tacit knowledge. For teamwork there are mentioned these premises: members cooperate, everyday amount of work has been done, interpersonnal problems are solved inside the team. Members of team are satisfied, flexible, practice tolerance and keep comunication open. Structured interview with members of team could be summarized: Members of team have been established. For them there aren't any way back. Two-days teamtraining were made. Each team have 9 members. A teamspeaker has been voted. Teams are just a part of company. Team-members can be taken out or stand-in can be put in. Every day there is a new amount of work that has to be done. Worktime and overtime are planned. Team has no oportunity to change it. Reward of team isn't dependent on the fact, everyday amount of work has been done. Rewards depends on the average of team-members's and stand in's achievement. (of course there is not spoken about primary reward or law bonus). Team-members have different opportunities to stay at work overtime (to have done unfinished work). Advantages of teamwork for members: members can help each other, stabile amount of work, various activities, ...Disadvantages of teamwork for members: they should help others, higher reward depends on others achievement,... There are suggested a few recommendation: Reward of team should at least partly depend on finishing in time. Overtime should be planned together with team-members. Stand in achievement shouldn't affect rewards of team.

Keywords: Development of human potential, Teamwork, Motivation

JEL Classification: M12

1. INTRODUCTION AND LITERATURE REVIEW

"Knowledge is planned, which is done either by improving human potential, or by buying. Knowledge management is actually based on the evaluation and the selection and development of people , which is necessary to create an environment and set rules for sharing knowledge" (Girstlová, 2007).

The aim of the current companies is a satisfied employee who is able and willing to further development of its assumptions and to participate in the development of the company (Horalíková, Brabencová, 2000).

Personal development of workers takes place in two positions: developing work competence

- the development of attitudes and sense of belonging with the enterprise;
- the development of the working capacity is closely linked to working life and is subject to: dispositions of man; the influence of the surrounding environment; degree of personal motivation and interest in self-improvement; objectively offered options for its implementation.

Stockley (2013) has defined a team as : „a group of people made up of individuals who each contribute their individual knowledge and skills. Synergy, where the

collective whole is greater than the sum of the individual parts, often occurs where teamwork is working well. Teams benefit because individuals often do not have all the knowledge and skills necessary“.

„Benefit of using teamwork is that unique skills are combined and utilized effectively. Everyone has different strengths. In teams, different strengths from several people can be combined and used to benefit the whole team and make a better product. Combining different skills also leads to increased creativity“ (Gib, Richman, 2013). „Individuals should be motivated to work in teams. Work must be equally allocated to team members to expect the best out of them. No employee should be overburdened. People working in teams are friendlier and adjust with each other better“ (Management study guide, 2013).

Fritz (2013) has mentioned differences between group and team. As he has said: „recognizing these differences early on should help to more effectively lead people to achieve their organizational goals“.

By rewarding businesses trying to eliminate certain negative behaviours, such as increased staff absence or turnover of talent. On the contrary, it is trying to encourage an innovative approach and responsibility for their work and the results of their team. A number of companies,

therefore, binds the payment of performance bonuses to the absence of workers, especially among workers in manufacturing. At the same time is rather negative form of motivation, reduction of bonuses in case of too high absences. This form is used for workers 56% of companies. Some companies use a combined approach, in combination with the positive form, which in the case of absence, the employee can obtain higher bonuses (Chvátal, D. Z., 2007).

Evaluation on the basis of implementation of norms and standards is based on the comparison of mandatory performance standards and quality standards with the actual performance of the worker. This evaluation is used primarily for workers in manufacturing (Urban, J., 2008c). Employee motivation in the form of performance-based remuneration is subject to a "wear and tear", under the influence of two factors. In the first case, the effort to circumvent the system performance criteria or indicators or to exploit its weaknesses. In the second of a tendency to focus only on those with whom he is associated, and reward to neglect other important tasks (Urban, J., 2008b).

Urban, J. (2008a) distinguishes two basic methods of motivation: reward and punishment. Work motivation is always a combination of positive motivation (rewards, recognition, praise, gaining important-sounding features, etc.) and negative, constraints on the basis of fear of punishment, such as a pay cut, move to another job or even dismissal.

Conflicts in the workplace, lack of trust, lack of communication with employees, feeling unnecessarily incurred by work or other consequences of managerial mistakes often breeds discontent and decline in the motivation of employees, which increased the financial reward is unable to compensate for entirely (Urban, J., 2008a).

2. METHODOLOGY AND RESOURCES

The aim of this paper is to assess how selected company approach to training and development of employees and analyses the current situation of the development of human potential in strategic planning of company, especially by teamwork and to make recommendations for its wider application in practice. Content analysis could show the management point of view. Structured interview could explain employee's opinions.

Content analysis focus on the last 3 years, there have been used company's regulation.

Structured interview have been divided into 4 parts: personal identification, description of teamwork, knowledge of reward's regulation and the question: „ what do you like to change at the teamwork“.

There have been asked all of team-members and two regular stand in.

3. RESULTS AND DISCUSSION

By content analysis were found out the following information: The company was founded 20 years ago. There are 400 employees. The company's strategy has been focused on the customer. In particular focus on quality, shortening delivery time, increasing and maintaining market share and reducing overhead costs. Employee have been motivated for example: to low absence, high quality work done, to broaden skills and tacit knowledge. Till now,

company has 4 teams. For teamwork there are mentioned these premises: members cooperate, everyday amount of work has been done, interpersonal problems are solved inside the team. Members of team are satisfied, flexible, practice tolerance and keep communication open. Teams are supported by Technical support, Social counselor, Logistic and Quality engineer. Two-days teamtraining were made. Team had 3 months to settle down. Each team have 9 members. Higher manager can modify team-performance (reward) if necessary. Information are shared by an Information board, on team meeting or by intranet.

Structured interview with members of team could be summarized:

Members of team have been established. For them there is no way back. There were afraid of bad interpersonal relationship and lower wages. The first question that occurred: „Why me, what have I done wrong? All members introduced themselves. A teamspeaker has been voted. Internal rules have been established, the name of team have been choosen. Members have learnt new work activities. The team understands the goals.

The longer time are workers in company the happier are they with their achievement and the better getting used to the changes.

The development of knowledge and skills of staff has been done by couthching, by rotation of workpositions, learnings from mistakes, self improvement by repeating work, ... There is 80% fungibility.

Assumption: an amount of work per day has to be done. Members cooperate, help each other and are motivated to do their best.

But: Teams are „just a part“ of company. Team-members can be taken out or stand-in can be put in. Worktime and overtime are planned. Team has no opportunity to change it. Team-members have different opportunities to stay at work overtime (unplanned, to have done unfinished work). Reward of team isn't dependent on the fact, everyday amount of work has been done. A team-based reward system depends on the average of team-members's and stand in's achievement (there is not told about primary reward or law bonus).

Individual and mutual accountability has been realised in this way: wrong work has to be fixed and slow down all team. There is no recourse for responsible member.

There is a great possibility to grow up the problem of social loafing. This system of rewarding discourage members to help each other. Employees aren't enough motivated. Mostly they want to have their routine work done without interpersonal conflicts. Members should be flexible within teamwork. Some of them are happy about different work.

Advantages of teamwork for members: members can help each other, stabile amount of work, various activities, friendship and good atmosphere could help to work satisfaction , ...

Disadvantages of teamwork for members: they should help others, higher reward depends on others achievement, ...

Magloff (2013) has picked up another possible advantages for company. She has recommended: “

Teamwork allows employees to take greater responsibility for decision making and also allows team members to control more of the work process. This can lead to improved morale as employees gain more authority and ownership over the projects they are working on. The extra responsibility can lead to a more rewarding work environment and lower turnover. Working on a team also gives employees a greater sense of belonging and of recognition, which helps them take more pride in their work, and their company“.

In company there is centralised management. Greater responsibility for decision making for team should be the other manager step in development of team members.

4. CONCLUSION

The aim of this paper was to assess how selected company approach to training and development of employees and analyses the current situation of the development of human potential in strategic planning of company, especially by teamwork and to make recommendations for its wider application in practice. There are suggested a few recommendation: Reward of team should at least partly depend on finishing on time. Managers don't have to change financial reward system, team members would be happy about earlier leaving the company, sponsorship of freetime team activities, etc. Overtime should be planned together with team-members. Stand in achievement shouldn't affect rewards of team.

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