

Working atmosphere — the performance-defining factor for each company

How satisfied or unsatisfied are your employees in the company?

How do your employees perceive the current working situation? This question has to be asked regularly by the executive management in order to check the need for action to intervene in a reasonable way. The factors and conditions of a good working atmosphere are, apart from the external working conditions, the way of the applied human resource management, the possibilities of social networking and finally also the organization and structures of each company.

In companies ruled by a bad working atmosphere and with employees appearing unmotivated, we can assume that there are leading and structural deficits. Consequently, these deficits have to be resolved—therefore, this resolution process has to begin with employees in a leading position. These need to be trained accordingly, so that they reach the colleagues' expectations; as a result, the overall atmosphere will be improved. Actually, the performance of *people in business* depends extensively on their feelings in each particular structure, respectively organization.

On the one hand, this is related to the extent of how much an individual employee enjoys working in the group of co-workers, colleagues and supervisors. On the other hand, people's performance is determined by the basic attitude towards the company itself, the company's aims and their personal input. These factors affect the performance and motivation of each individual employee.

A good advice is therefore not to hide relevant company results towards employees or to reproduce them extremely *filtered*. This merely generates frictional loss on all levels, as the idea of sparing employees in this connection is often perceived as contrary. Since much relevant information leak out after all, a breeding ground for gossip is easily created.

The employee should be involved by the announcement of function-relevant data. Thus, he can better comprehend the decisions of the executives and evaluate his behavior and contribution. This gives a better chance to the employee in order to actively take part in optimizing the company, respectively provide sensible comments instead of statements like “...*guess the boss knows it, so it's alright*” or “...*whatever management level thought while doing that...*”

But how does the management receive the necessary information? Ideas for improvement often do not come from the top (by the supervisor) or from the outside by external consultants, but rather from the employees themselves—they just have to be provided with the necessary framework, realized by weekly meetings or direct contact with the superior. These suggestions for improvement should—if possible—be specified and clearly defined in co-operation with the employees. If certain improvements are not realizable due to financial or other reasons, the employees will accept this if provided with detailed information and explanatory statements. A high level of transparency as well as a good communication between employees and management, based on a clear structure and organization, is the fundament for a good and motivating working atmosphere.

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