

UDC

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## **PERSONAL EFFECTIVENESS AND EFFICIENCY - A SYNTHESIZING PERSPECTIVE**

Defining this concept is not easy because along with the concept of efficiency there are other concepts that are similar. The major difficulty also comes from the fact that in some languages there is only one term that defines both efficiency and effectiveness, for example in English.

The contribution for the differentiation of the two terms was made by several authors, among whom we mention Chris Argyris who in the work "Intergrating the individual and the organization" defines efficiency as: resources, while effectiveness lies in efficiency and adaptability»

Another author, Bennis, proposed the concept of organizational health as somewhat equivalent to that of organizational effectiveness. Its conception of efficiency involved the understanding and acceptance of the organization's objectives by its members, the ability to correctly understand and interpret the organizational reality and last but not least the ability to adapt to fluctuating environmental requirements.

In Peter Drucker's work that efficiency is "doing the right thing" and the effectiveness of "doing the right thing" we understand that there is a relationship of influence between the two terms and they describe both individual and organizational effort.

Daniel Ollivier uses the notion of effectiveness, starting from the idea that effectiveness is the ratio between the result obtained and the time invested. Ollivier sees effectiveness as a "state of mind" which leads to a different perspective on solving

things. For Ollivier, effectiveness means taking action, the individual's ability to dose the effort and to capitalize on the qualities to the same extent as the ability to manage the defects as well as possible. He proposes the ability to discover the pleasure of working, which leads to the valorization of successes and not of defects.

Next we will present in accordance with the theme of our research that involves personal, interpersonal and organizational efficiency.

Personal efficiency is the way in which the individual controls his own psychic resources and the results he obtains in the activity. If the resources involved in achieving the objectives will be minimal and the results will be maximum then we will be able to speak of an increased personal efficiency.

Jean Francios Decker believes that in order to achieve personal efficiency, the desire to achieve the desired goals as well as the faith in achieving success are essential.

It is essential not only to set goals but also the motivation to achieve them, in other words, three psychic resources are needed to achieve efficiency: will, motivation and belief in success.

In contemporary psychology there is more and more discussion about individual differences in obtaining personal efficiency. Cambell and Motowidlo believe that personal efficiency depends on three factors: motivation, procedural knowledge and declarative knowledge.

Bandura launched the concept of personal self-efficacy, the perception of one's own effectiveness refers to people's ability to organize and perform a series of actions to achieve performance. It is important that the perception of self-efficacy is important not only for the individual but also for the organization. In organizations where there is a good perception of self-efficiency we will meet productive and motivated people compared to organizations where the perception of self-efficiency is weak.

Group efficiency is not a simple adhesion of individual efficiency but the entry into operation of psychological processes. The authors considered that one of the properties of the group, namely cohesion, would play an important role in explaining group effectiveness. Cohesive groups have less anxiety than noncohesive ones in terms



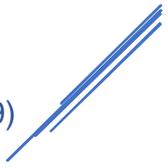
of carrying out work activities hence a higher group effectiveness. Variables that influence the increase of efficiency Effectiveness is the extent to which an activity satisfies a need, achieves an objective, fulfills a function. The effectiveness of an activity can be positive, when the activity I had in mind is achieved to some extent; zero efficacy, when no results are obtained by the respective activity, and negative, when by the respective activity effects contrary to those desired are obtained. Effectiveness is a characteristic of the organization's functions, indicating the degree of achievement, measured by their effects. Efficiency means measuring the results of an activity by reporting on the efforts made during the activity. In a general sense, to be efficient means to do the best thing possible with the lowest possible costs. Efficiency was systematized by Stephen Covey in his book "Efficiency in 7 Steps." Covey's 7 skills are efficiency skills. The first habit that influences efficiency is "be proactive" and supports the idea that until we consider the way we see ourselves we will not be able to understand the way others see you, nor the way they feel in their world. This phenomenon considerably limits personal potential and the ability to relate. The reflection of the social paradigm expresses the idea that we are conditioned by the environment in which we carry out our activity.

In reality there are three social maps: genetics, physical and environmental. The determinism of the environment states that the organizational climate influences both the way people perceive you and the way you perceive them.

The proactive model is more than taking the initiative, it represents the fact that we are responsible for the quality of our lives. Reactive people are affected by the organizational environment compared to proactive people who provide a value-based response to the environment.

The difference between reactive and proactive people is that proactive people can strike a balance between the result and the ability to produce the result. Being responsible means developing the basic skill of efficiency.

Another variable that influences efficiency is the choice and management of priorities. In the organizational environment, self-organization is extremely important



because influencing allows an identification of priorities as well as a hierarchy of them.

The evaluation of the work tasks allows to obtain an overview of the work tasks, and allows an estimate of the extension in time of what must be achieved. A task planning leads to a better organization of the activity and obtaining the best results with the lowest possible costs. Setting goals as precise as possible involves achieving a planned action plan which increases efficiency in the activity. In order to set the objectives at individual and group level, several criteria must be taken into account, among which we mention: the importance of the proposed objective in relation to the objectives to be achieved, the costs involved in achieving it. The planning of work tasks is an essential step for carrying out activities without encountering obstacles and it also contributes to obtaining efficiency. Planning is the efficient use of time and resources to achieve results with the lowest possible costs.

Delegation is another variable that influences efficiency and represents the placement of another person's responsibility. Important for delegating responsibility is delegating power where it is needed. The motivation part of the delegation suggests selecting people for positions in which they will be motivated by the new task and with the addition of extrinsic motivations in case of success. People who are empowered with a new task gain a strong sense of personal effectiveness. Empowering people at lower hierarchical levels can be crucial where essential initial contact with the client and problem solving along the way is essential to perpetuate the business.

Delegation involves empowering a person to make the organization efficient, because power is placed where it is needed. A new concept has been implemented in organizations that leads to a better fulfillment of tasks: the creation of work teams. Work teams are motivated to engage in activities that maintain group cohesion.

Group cohesion is an essential property of the group. United groups are those that are particularly attractive to their members. The question and in fact the difficulty is to create a group identity that leads to a good interrelationship at the group level to act effectively.

We mention some of the factors that influence group cohesion. A first factor is

success, because a group becomes more attractive to its members when it has successfully accomplished an important goal. Similarly, cohesion decreases when the goal has not been reached. In order to maintain cohesion at group level, it is important that group members share common values that are in line with the organization's values. The consequences in terms of efficiency are numerous because the motivation of the members to stay in the group is higher.

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