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MERIT PAY AND SOCIAL WORK

The economy as the (new) leading paradigm for working is nowadays the central social focus and has now found access to all parts of our society as well as the industrial field of social work (compare Galuske 2007, 33).

In working praxis of social work the increase of economization seems to evoke problems and prejudices (compare Albert 2006a, 91 ff). Many social workers have problems to accept the fact that economy and its principles are to be the standard practice and the measure of all things. The economical field with the goals of maximizing profit and reducing costs has always been sceptically scrutinized by social workers. Many saw social work as a vocational alternative draft to the free market with its doubtful aspects of competition and rivalry. (compare Albert 2006b, 26). Albert states (2006b) that the realization of social work being a provision of service, financed by state and society, which has to put up with the question according to which (economic) criteria it operates, is forming only slowly. The efficiency of social work has been demanded through the evidence of an economic success. The concrete and therefore economic reintegration into the (economic) society is the main goal and not the usual way of social relationship-management of individual self-determination of the clients (compare 26).

The success of social work is highly dependent on motivation, degree of commitment, as well as qualification and competences of social workers. The significance of individual guidance and the broad and careful staff-management is additionally being increased by the relevant feature for social work: social services are always interactive services and only come to pass during the coproduction of social workers and clients. From the fundamental importance of personal parameters during the process of service derives a high benchmark for realizing a general framework for a professional staff of mentally adequate and motivated workers (compare Merchel 2008, 854). The negligent role, which the staff-management of social work has, astonishes considering the background. Friedrich (2010) poses the question why the discussion of the factors which have a relevant impact on motivation, qualification and competences of the staff of social establishments have not yet found their way into more considerably into the discussion of the organisation of staff-management of social work (compare Friedrich 2010, 9). The staff-management gains relevance in the non-productive industries. One has to mention the high expenses for the staff and also the influence of workers on the quality of the offered service. Both factors have a big impact on the success of an organisation. Search, choice, development and attachment of the employees have become an indispensable qualification for the success of an organisation (compare *ibidem*). There is some pent-up demand for establishments of social work.

For some years we have been able to observe the trend of the increasing flexibility in payment and this development has found its way into the working fields of social work through the establishment of the new collective wage agreement (in Germany). The introduction of an efficiency-related wage References based on the assumption that incentives, rewards and gratifications are fit to increase the efficiency of the workers and to tighten the bond between worker and organisation. While agreements of goals try to increase the intrinsic motivation of staff, an efficiency-related payment's goal is the extrinsic motivation. A rise of efficiency is supposedly achieved through the look-out on a bonus, either a monetary bonus or as tangible means (compare Hölzle 2006, 223f.). If an efficiency-related payment really does heighten the motivation of workers, especially in establishments of social work, has not been examined yet. It is also ambiguous, if and how the efficiency-related payment takes effect on the employees – this shall be the subject of my dissertation.

The dissertation shall contribute to the discussion concerning the development, introduction and execution of efficiency-related payment in establishments of youth welfare service. The research project shall clarify the question which effects the implementation of efficiency-related payment has for skilled employees and managers in establishments of youth welfare service. Which risks, which chances are there for worker on the hand and for the establishment on the other hand?

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