

THE ROLE MANAGEMENT AND PERFORMANCE ASSESSMENT INN DEVELOPMENT OF HUMAN RESOURCE AND INN INCOMES OF THE ORGANIZATION

Driton Fetahu, PhD Candidate
European University of Tirana, Albania

Abstract

As a result of changes in human resources approach new forms of Human Resources Management were created, that require increased commitment in human resources in order to achieve the highest possible results in an organization. As the technology advances greatly, there is continues need for investment in human resources in order to keep up in professional career development and revenues. Such results of human resources results are achieved through the application of positive methods and implementation of continuous education, as a demand and necessity of the global economy or new economy.

One of the main roles of human resources is their action as a factor of change, transformation and as the decisive factor in the establishment and development of the organization.

The purpose of this paper is to analyze the impact of human resources performance and new perspectives on human resource management in public organizations, in order to promote competition in the organization and beyond.

This study will treat the impact of performance evaluation and new perspective aspect in the development of the human resources, identifying human potential in the organization and advance their career with the purpose of further organization development, revenues increase and economic growth of the organization.

Topics of study research may be of a particular importance for staff who wishes to make changes or to analyze the impact of performance and motivation in the individual and organizational development.

Keywords: Performance assessments and motivation, identification of human potential, career advancement, increase revenues in the organization

1. Introduction

Challenges which are faced today by the organizations in Kosovo market have been and are the focus of many researchers. These researches have for a long period been limited both for public and for private organizations. Although managers through performance evaluation constantly review and guide their assessment policies and procedures in working with goals identification advantages and disadvantages of human resources in achieving success the organizations. *According to Fletcher (1993)*, the concept of performance is related to an approach of creating vision and common purpose in the organization, helping each employee understand and recognize their part of contribution to them and thereby increasing performance of each other, for the individual and the organization. Instead, *Rotundo and Sackett (2002)* define the work performance and behavior as an indicator that helps in achieving the objectives in the organization, rather than managers suggest alternative ways of improving behavior as providing development opportunities, training courses, in order to help employees improve and encourage them to work, as their needs are being identified and assessed for development and advancement. *According Waal (2007)*, assessment criteria and the rewards are linked to the strategic objectives of the organization as they are tools that support realization of organization. As strategy, satisfactory performance is not achieved automatically, a system of evaluation of performance that is based on realistic objectives and possibly achievable or measurable. *According Kniggendorf (1998)*, evaluation system performances consists of an identification process proficiency, encouragement, support, measurement and reward improvement through performance evaluation of staff. *Aslam (2010)* stresses that, organizations can resolve issues unsatisfied in work by implementing steps towards performance management process: setting goals, training, and review of performances and application of the system of remuneration. *According to Wernerfelt (1984)*, human resources in the organization affect the optimization of resources, effectiveness and continuous improvement in the organization. Human resources are considered important as other sectors/ sources in the organization, but *Chirtoc (2010)*, considers them primary sources, since "human resource planning and management is exceptionally important for the organization of economic activity." Performance evaluation system considers- successful companies as the processes of change, therefore continuously is dedicated to improve and adapt changes according to the circumstances and needs of the organization, departments or organizational units to adjust economic activity and market competition. Beside to *Koli and Llaqi (2005)*, human resource management has gone through a long process, going through several stages until it has reached the status and function that has today. *Kume (et. al.,*

2012), the development of human capital is done through knowledge, through effective training, interconnecting and motivating teams as they create an environment that promotes the exchange of knowledge and organizational learning.

2. Aim of the study

The purpose of this paper is to:

-Analyze the impact of the performance evaluation in staff improvement and advancement, professional advancement of staff, and the impact of performance assessment in the identification of training and professional development of staff.

-Analyze the correlation / influence and engagement in staff development training in revenue increase in the organization, and the impact of local staff education reached by international standards to reduce costs to the organization,

-Analyze which motivation factors are considered important for the motivation of employees in public organizations, the impact of material factors like salary and additional income as bonus or other monetary compensation compared with non material factors as acceptance of the results achieved by the manager and independence in work, and

-Public organizations invest in trainings and staff development as a necessity of increasing the success of the organization.

-The topics addressed in this research may be of particular importance for staff who wishes to make changes or to evaluate impact analysis of the performance and development of staff motivation and organization.

3. Methodology

Based on the specifics of this study, empirical methods of research have been applied which includes:

- -analysis of survey results collected in public organizations,
- analysis of official documents of the organizations included in the research,
- -analysis of public organizations' annual reports, and
- analysis of data resources related to research / study of public organizations.

The data reports and documents presented, are analyzed in detail, in order to create a clear picture on the research.

4. Results of research

The research has been carried out in public organizations aiming to analyze:

- The impact of the performance evaluation in staff improvement and advancement,
- The impact of performance assessment in the identification of training and professional Development of staff,
- Effects of training and engagement in staff development and organisation revenues increase,
- Impact of local staff education prepared with international standards to reduce expenses and organisational costs,
- The effects of factors such as base salary and additional income as a monetary bonus and other compensation,
- The effects of non-material factors as receiving the results achieved at work and Independence at work, as well as public organizations investment in training and staff development as a necessity of increasing the success and growth of the organization.

4.1. The impact of the performance evaluation

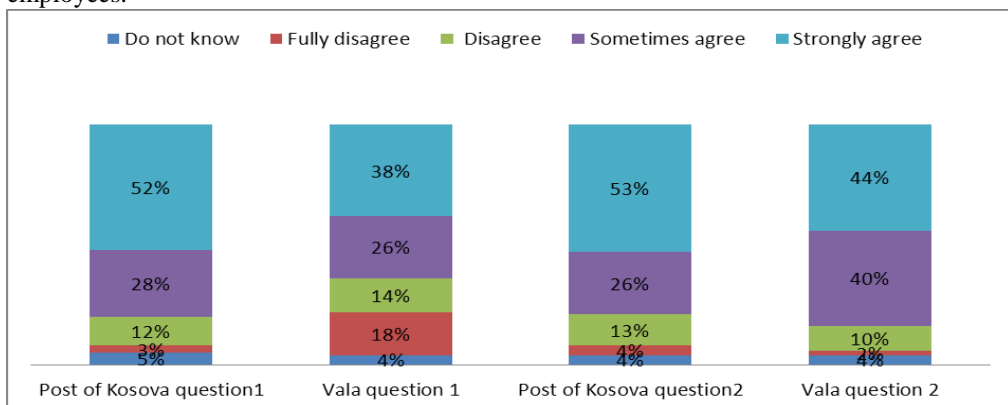
In this section it is analyzed the impact of the performance evaluation in staff improvement and professional advancement and the impact of performance assessment in the identification of training and professional development of staff.

The topics addressed in this research may be of particular importance for employees who aspiration to create changes or to analysis the impact of the performance evaluation and development of staff motivation and business.

The first table shows the analysis of two organisations, the Post of Kosovo and GSM Vala.

The focus of research has been the impact of performance evaluation in the staff improvement and promotion as well as the performance impact on the identification of training and professional development of employees.

Graph 1: The presented analysis of the results of research shows the impact assessment of performance improvement and professional advancement of staff and the impact of performance assessment in the identification of training and professional development of employees.



disagree, 3% completely disagree and 5% do not know.

The first question directed respondents in public operator GSM Vala it was: Performance evaluation helps in improving and advancing professional staff, the answer was 38% of respondents strongly agree, 26% sometimes agree, 14% disagree, 18% fully disagree and 4% do not know.

In the second question directed respondents in the public organization Post of Kosovo, through performance evaluation identify staff training and professional development 53% strongly agree, 26% sometimes agree, 13% disagree, 4% Fully disagree, and 4% would not know .

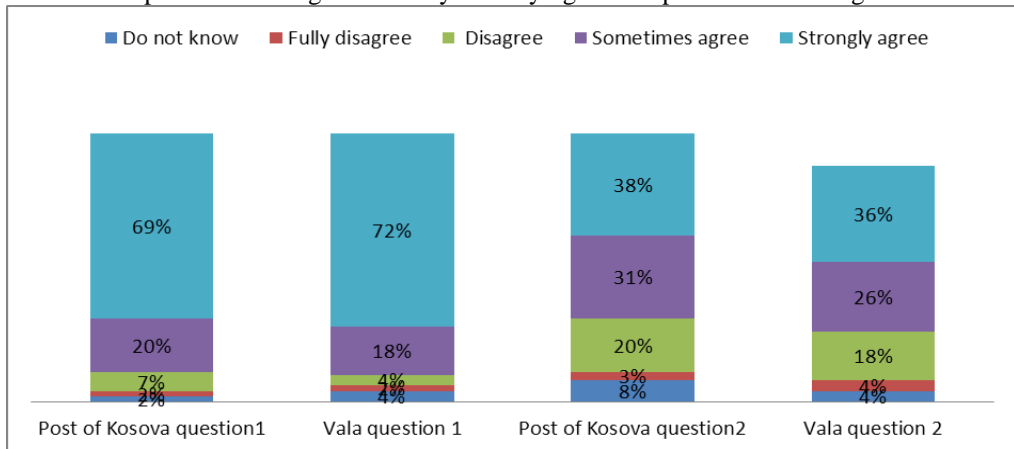
In the second question directed respondents in public operator GSM Vala organization, through performance evaluation identify staff training and professional development 44% strongly agree, 40% sometimes agree, 10% disagree, 2% Fully disagree, and 4% would not know.

4.2. Analysis of the correlation/ influence of the engagement, training and employee development

This section analyses correlation/ influence and engagement in staff development and the role of training in revenues in the organization, and the impact of local staff education by international standards to reduce expenses and organisational costs. The second diagram shows the influence of training and staff education by international standards in raising awareness of revenues in organizations Post of Kosovo and GSM Vala. The first question directed to the respondents in the public organization Post of Kosovo, does the staff training and development affects the revenues increase of the organization, the 69% of responders strongly agree, 20% sometimes agree, 7% disagree, 2% fully disagree and 2% do not know.

The first question directed respondents in public operator Vala is the staff training and development affect the revenues increase of the organization, the answer was 72% strongly agree, 18% sometimes agree, 4% disagree, 2% fully disagree and 4 % do not know. In the second question directed respondents in the public organization Post of Kosovo, is if the education of local staff by international standards has lead to lowering expenses and the cost to the organization, the response was, 38% strongly agree, 31% sometimes agree, 20% disagree, 3% Fully disagree, and 8% do not know. In the second question directed respondents in public operator GSM Vala, if the education of local staff by international standards has lead to lowering expenses and the cost to the organization, the response was, 36% strongly agree, 26% sometimes agree, 18% disagree, 4% fully disagree, and 16% do not know.

The graphic 2: shows the analysis of the impact of performance assessment and motivation in the development of the organization by identifying human potential in the organization.



4.3. The impact of motivation factors

This section analyses how motivation factors are considered important for the employees motivation in public organizations, the impact of material factors as salary and additional income as bonus or other monetary compensation compared with non material factors as receiving of the results achieved by the manager and independence in work.

They diagram number three shows the analysis of the impact of motivation factors in human resources. This case study shows the impact of material factors as basic salary and additional income such as bonus motivates the employees. It also analyses the impact of nonmaterial factors such as results based acknowledgment by the manager, independence at work which are important motivation factor.

In the first question directed respondents in the public organization Post of Kosovo, based revenues are the motivation factor, the response was 51% strongly agree, 23% sometimes agree, 16% disagree, 7% fully disagree and 3% do not know.

In the first question directed respondents in public operator GSM Vala, base revenues are the motivation factor, the response was 62% strongly agree, 32% sometimes agree, 4% disagree, 2% fully disagree and 0% do not know.

In the second question directed to respondents in the public organization Post of Kosovo, if additional income in form of a bonus, monetary compensation is considered as an important motivation, the result of response was, 72% strongly agree, 22% sometimes agree, 5% disagree, 1% Fully disagree , and 0% do not know.

In the second question directed respondents in GSM Vala organization, in additional income in form of a bonus, monetary is compensation considered as an important motivation, the response was, 78%

strongly agree, 16% sometimes agree, 4% disagree, 2% fully disagree, and 0% do not know

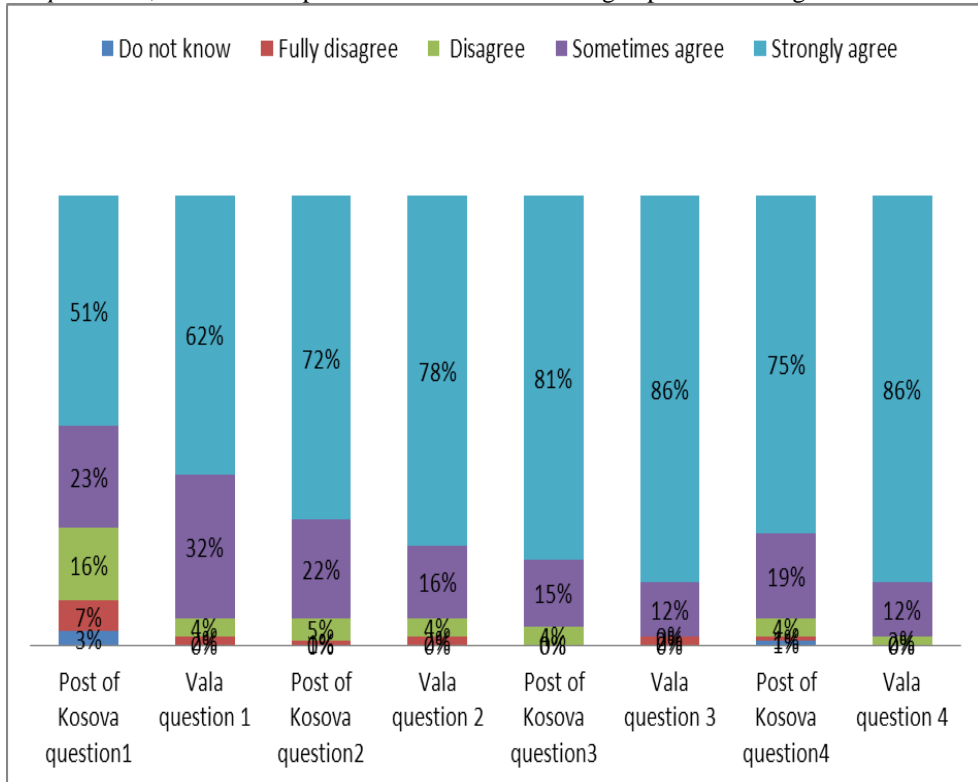
In the third question addressed the respondents in the public organization Post of Kosovo, if receiving acknowledgment for achieved results at work by the manager is considered an important motivation, the result of response was, 81% strongly agree, 15% sometimes agree, 4% disagree, 0% Fully disagree, and 0% do not know.

In the third question addressed to the surveys on public operator GSM Vala, if receiving acknowledgment for achieved results at work by the manager is considered an important motivation, the result of response was, 86% strongly agree, 12% sometimes agree, 0% disagree, 2% Fully disagree , and 0% do not know.

In the fourth question directed respondents in the organization public Post of Kosovo, if independence at work is an important factor of motivation, 75% strongly agree, 19% sometimes agree, 4% disagree, 1% Fully disagree, and 1% do not know.

In the fourth question dedicated the response in public organisation GSM Vala, if independence at work is an important factor of motivation, 86% strongly agree, 12% sometimes agree, 2% disagree, 0% fully disagree, and 0% do not know.

Graphic no 3, shows the impact of education in lowering expenses and organization’s costs.

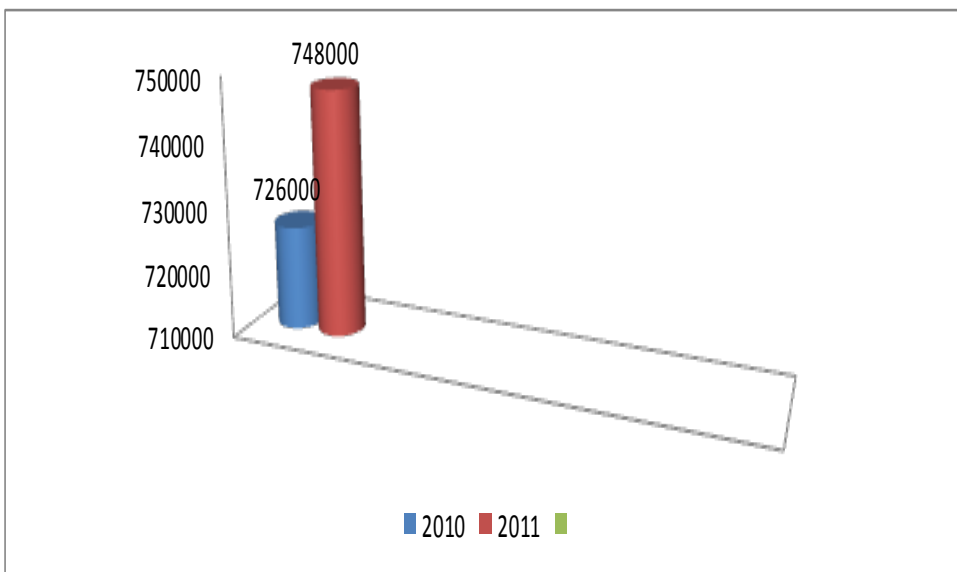


5. Employee training and development in public organizations.

5.1. Employee training and development in the public organization PTK.

The research analyzed the investment in labor force in public organization PTK. These articles are presents the research and analysis of results of official travel expenses and training of this company. The survey was conducted in order to analyze the impact of the training and development of human resources in public organization. Based on the data presented in the chart number 4, formal training and travel costs are presented which mark a level of increase in comparison with 2010 which was 726,000, while in 2011 were 748 000 (Year book, 2011).

In figure 4: is presented the investment in training and development of employees.



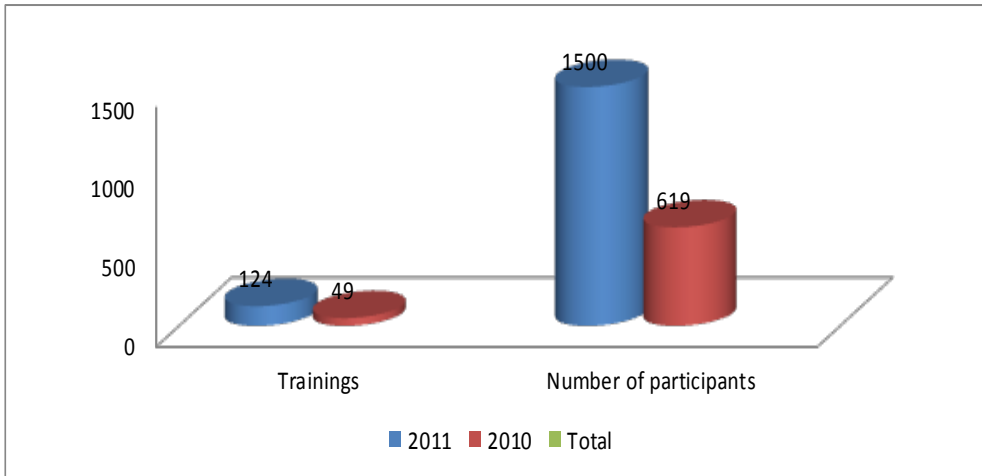
5.2. The role of employee training and development in the Tax Administration of Kosovo (TAK)

The continuation of employee education is very important for every organization regardless if it is a public or a private organization. The employee training and development is important for organization, and prepare them for next challenges.

The tax administration so far has organized 124 trainings of different areas of legislation in which 1.577 employees participated (Annual Report, 2011).

Tax administration organized 15 training in various areas of tax legislation in which 356 official made participated, 205 officials have participated in 12 training in OECD trainings some 17 official training in 6 CEF training by 11 officials, and 21 officials in 7 study visits (Annual report, 2010).

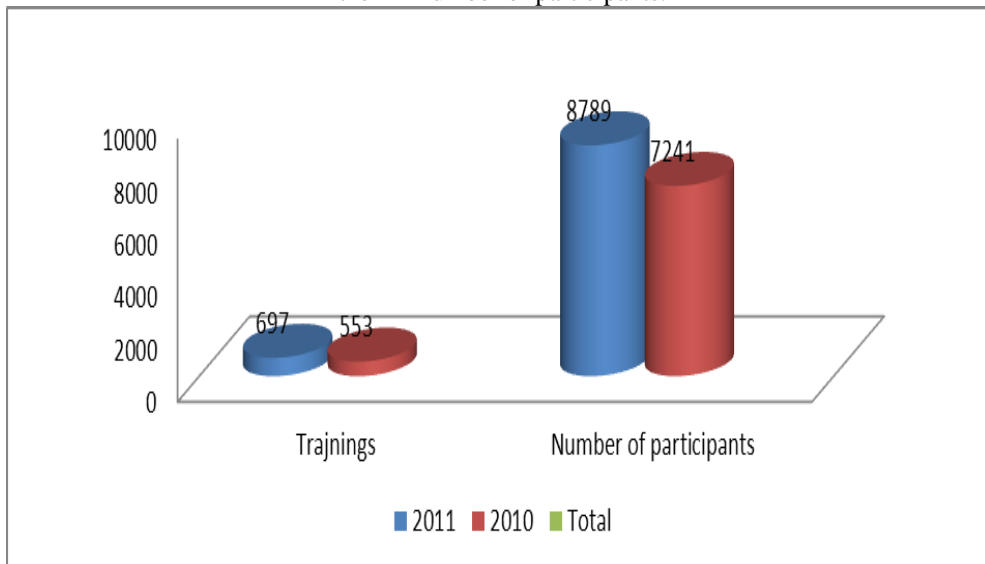
Graph 5 presents the investment in staff, seminars and training by KTA (Kosovo Tax Administration).



5.3. Employee training and development in the public organization

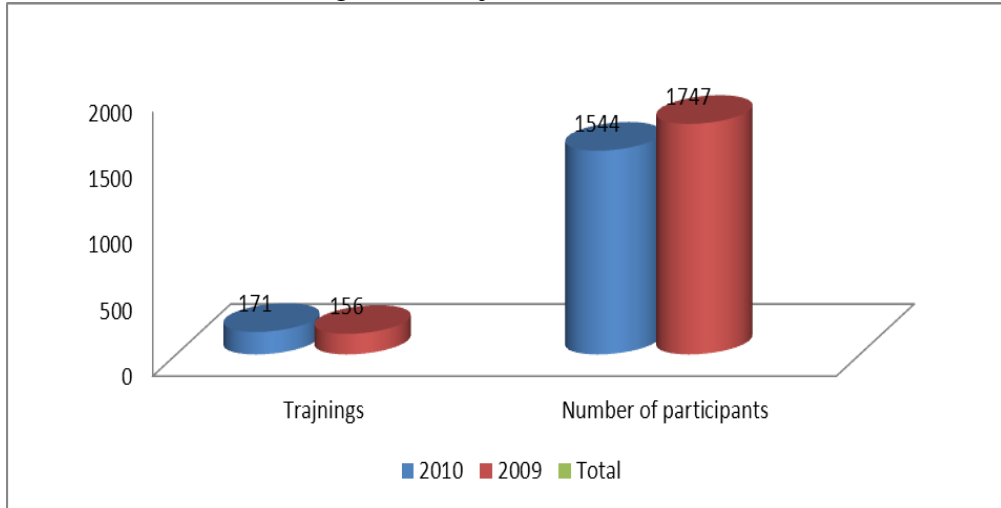
According to this research in the Kosovo Police (KP), the training department in 2010 held 553 workshops trainings in which participated 7241 (KP) members. Also in 2011 were held 697 training sessions, seminars and conferences where 8789 members of the Kosovo Police participate (Annual Report, 2011). In 2011 the Kosovo Police has invested very much in training, professionalization and specialization of its own staff to be in step with other colleges.

In the graphic number 6, shows the trainings, conferences, seminars and specializations of the KP number of participants.



5.4 Employee training and development in Kosovo Customs

Like every other organization the Kosovo Customs too, consider their employees as its important asset for organization’s best operation, and as a valuable asset in achieving the set objectives.



Graph number 7, presents the trainings and the KC number of participants.

Investment in training and development of staff produce success and further increase the performance of the institution in general. According to organizational scheme for 2010, the Customs Service had a staff of 622 employees. Applied training in this organization were various, such as professional nature, managerial, technical and recertification.

During 2010 were organized 171 training activities / development, in 89 training areas, and concluded the year with 1544 trained Customs officers (Annual Report, 2010). Within the training plan for the year 2009, the human resources department had conducted 156 training activities which included 1747 officers and customs officials (Annual Report, 2009).

Conclusions and recommendations

According to the findings in public organization Post of Kosovo and public operator GSM Vala, where the focus of this research was to analyze the impact of performance evaluation and the perspective of human resources management in public organizations. In order to promote competition in the organization, 52% of the respondents in the Post of Kosovo strongly agree, and in Vala some 38%. The 53% of respondents and 44% in GSM Vala strongly agree that identified training and staff development is made through performance evaluation.

On the question if the staff training and development affects the revenue increase of organization, 69% Post of Kosovo respondents fully

agree, followed by 72% in GSM Vala. The staff education by international standards lowers organizational costs, 36% of respondents in GSM Vala agreed. In this case study shows the impact of material factors and the influence of material factors are important motivation factors.

Surveys in the organization Post of Kosovo, 51% consider that base incomes are motivating factors whereas 72% consider bonuses as a high motivation, 81% consider results achievement acknowledgment, and independence at work as an important motivation factor is considered by 75% of respondents. In the third question addressed in public operator GSM Vala, result achievement acknowledgement by the manager is considered as an important motivation factor, 86%, whereas on independence at work some 86% strongly agree being an important motivation factor.

If we look for in terms of analyzing the results of what motivates more in this organization are independence in the course of work and acknowledgement of the results by the manager as a motivating factor. Looking at the survey results, it can be concluded that public organizations spend a lot of money in order to train their staff in being more professional for the new challenges, as shown in the diagrams. It is to be noted that the Kosovo Police is quite advanced in the continuous staff education, which at the same time also has the largest number of trainings, seminars and conferences in relation to the of public other organizations. It is recommended that organizations should make greater efforts in the application of systems, implementation, and motivation of the employees in order to maximize the results in the organization and beyond.

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