Multidisciplinary Summer Conference ISSN: 177-413 Volume II, December 2015- February 2016

Improved performance

Mimoza Luta, Peja, Republic of Kosovo

Abstract:

According to McCloy, Campbell and Cudeck (1994), the performance includes actions related to individual and organizational goals. More specifically, the performance is related to the ability to perform the work (Somers & Birnbaum, 1998). Orpah (1985) reported that performance is influenced by the characteristics of the work, the perception of the role of labor and perceived organizational support, including training and instruction. Vroom (1994) reviewed studies related to the effects of groups, supervision, job content, salary, and career paths. Findings include: (a) employees performing more effective if they are linked to achieving the goals set and (b) employees perform work more effectively if the rewards include salaries, promotions, and social recognition. Improved performance is a fundamental part of an ongoing performance management. The goal should be to maximize the positive performance, even though this involves taking steps to deal with poor performance.

IMPROVEMENT OF HUMAN RESOURCES;

Improvement of human resources (HRI) is defined by the American Society for Training and Development (Rothwell, 2) as' a systematic process of articulating organizational goals. These goals are related to men, revealing the reasons for performance gaps, implementing solutions, change management and assessment of direct and indirect results. HRI based on results, driven by business and performance needs. It works in the following sequence:

o Identify an organizational problem. The articulate a relationship between problem and human performance.

o Define a quantitative performance gap between desired performance level and the current level of performance.

o Conduct a root cause analysis to discover the reasons for the performance gap.

• Implement a series of solutions to address the root causes

Improving the organizational level;

It is tempting to say that the management of poor performance is always someone else's fault, never theirs. But poor performance may be due to inadequate leadership, poor management or damaged systems work. This is not necessarily the fault of employees. Failure can be in charge of the organization for well-defined and clear expectations for superior performance are not created and followed through.

Effective processes and performance management can provide a valuable tool to communicate these expectations (Armstrong, M., 1998, 122).

Improvement in management level;

Managers sometimes use a variety of psychological mechanisms as described below to avoid the unpleasant truth in performance gaps.

o evasion through rationalization; Managers can demand better performance by convincing themselves that they have done all that can create expectations. They have the possibility of obtaining greater yields on available resources. When they ask for more, they are more willing to believe in their staff when they claim that they are already overburdened, and they can take bad that his work in extra time. Or they can go to the opposite extreme and threaten workers with arbitrary requests, unaccompanied by specifications requirements and deadlines for results.

o Support in procedures; Managers can rely on a variety of procedures, programs and systems to produce better results. Senior managers say, in effect, 'Let there be performance related pay, or performance management or whatever,' and sit back to wait for these panaceas do the trick - which, of course, they will not if they They are part of a sustained effort led from the top, and are based on a vision of what should be done to improve performance.

o Attacks target edge; Managers can set difficult goals and insist that they are achieved, but still fail to produce a sense of responsibility to employees or provide the support needed to achieve the goals. (Armstrong, M., 1998, 122)

The following strategy was suggested by Schaffer action to deal with these problems and get better results (Armstrong, M., 1998, 119):

o Select the goal. Start with an urgent problem: costs too high a department; a serious budget; a specification of attributes lost; a lack of a target. Generate a feeling that reaching the goal is essential, not just desirable.

o Specify the minimum expectations of the results.

o Communicate clear expectations. Share with all stakeholders, both orally and in writing, the nature of purpose, sharing responsibility for achieving it, schedule and constraints.

o Share responsibility. Share responsibility for achieving each goal to a person's contribution to the team although that person may be essential for success. Ensure that the manager responsible for any purpose produces a written plan of work to take steps to achieve it. The plan should specify how progress will be measured and reported. Then monitor the project.

o Expand the process. Once success is achieved after a number of requests, it should be possible to repeat the process on the basis of new goals.

MANAGEMENT PERFORMANCE AT THE ORGANIZATIONAL LEVEL

Performance management begins with a clear exposition of the values and beliefs of the organization to support the definition of organizational vision and to enable a construction necessary for collaborative culture to achieve business objectives. The vision of the organization is an important component of the communication strategy of sustainable cooperative and clear for employees and customers, business values and beliefs govern. Publication of a vision itself is not the end. Effective communication and enactment of the vision and values attached are critical for the acceptance of the employees is fundamental for the development of involvement and commitment. Often supported and declared success through people, but can only be achieved if people trust and collaborate to achieve it. A vision, which consists only beautiful words, will fail.

Performance management process at the organizational level is modeled in Figure

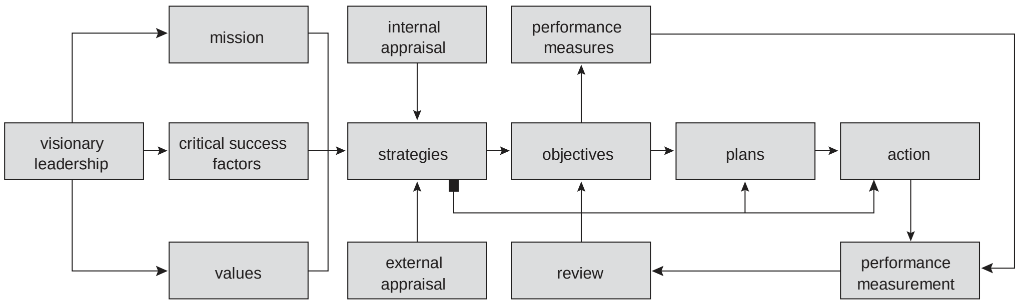

Tabela 1. Management Scheme performance at the organizational level (Armstrong, M. 1998, 120)

Mission statements; Beginning of the performance management process is the formulation of a mission statement. This is a brief definition of the overall goal of the organization, clearly defining what to do and achieve. Mission statements should: focus on the goal - what should organizations do; to convey the vision of senior management and district organization; provide a basis on which the critical success factors can be determined and strategic plans can be built; lead to the development of clear statements that define the core values of the organization; act as levers for change - indicating the starting points for development programs, innovation and improved performance (Armstrong, M., 1998, 120).

It is, however, worth noting that it is important for an organization to have a sense of mission than a mission statement.

The statement of values; The purpose of a statement of value is to help the development of a value-driven organization and committed to conducting its business successfully referring common beliefs and a sense of what is best for the company. Statements value defined as the organization aims to achieve its mission in the following statement of values for a software company:

o How we fulfill our mission is as important as the mission itself. Essential to the success of the company these fundamental values:

O People of our people are the source of our strength. They offer innovation and intelligence and determine our reputation and vitality. Involvement and teamwork are our core human values.

o Products Our products are the end result of our efforts, and they should be the best to serve our customers. As our products are viewed, so are we viewed.

o Customers We depend absolutely by our customers. We have to identify their needs and satisfy them.

o Earnings are the latest measure of how efficiently we provide customers with high-quality products for their needs. Profits are required to survive and grow.

However, the declaration of value are meaningless if the management does not practice what it preaches and takes steps through the development of supportive policies to ensure that they are implemented. It is also necessary to ensure that values are understood, accepted and followed throughout the organization, setting standards of conduct and insisting that they are respected. Performance management processes at the individual level can make a major contribution to make this happen (Armstrong, M., 1998, 120).

Critical success factors; Critical success factors are shown areas of corporate performance that are vital to the successful accomplishment of the mission of the organization. They describe the key issues that should be given attention if the organization is to thrive and grow. They can be described as the drivers of organizational performance (Armstrong, M., 1998, 120).

Strategies; Strategies are statements of intent. They determine the direction in which the organization is going to achieve its mission. At the corporate level they are the means of expressing the vision of senior management about where they want to be on a longer term and, in general, how they want to get there. To summarize, vision and strategy are running.

Performance management processes are there to support the achievement of strategies, providing realistic but stretching targets are set and action plans have been prepared to implement them. Strategies can appear under such titles as:

o corporate strategies for long-term growth, increasing profitability, product development, diversification, acquisition, investment and disinvestment;

O operations - future operating resources and systems necessary in the form of new technology and other systems for planning and controlling the production or provision of services;

o research and development - thrust of research and development activities in accordance with assessed needs of the market and opportunities;

o human resources - buying, motivation and development of human resources required by the organization and the steps necessary to create engagement and constructive and cooperative relations with employees;

o finance - the purchase and use of the resources required by the company in favor of its best;

o IT - information technology requirements of the firm needed to support growth and improve organizational effectiveness.

Objectives may include: Financial - profit objectives, added value, sales revenue, overhead rates, the return on capital employed, economic value added, earnings per share etc. product development / market - projects for new products or services or improved or new markets; operational development - projects for the development of new systems and processes; improving performance - targets for productivity, cost reduction, stock turn, etc; growth - acquisitions, mergers, joint ventures etc. people - strategy to make the organization a compelling place to work (Armstrong, M., 1998, 120).

Organizational performance measures (Armstrong, M., 1998, 126); It is necessary to measure performance and progress against objectives, and therefore organizations need to decide what measures should be used. A few key measures owned by more than one function are more effective than the multiplicity of measures - this avoids the problem facing many organizations of "drowning in data. Jack Welch, the CEO of General Electric, followed that rule. He said that the three most important things you need to measure in a business are customer satisfaction, employee satisfaction and cash flow.

The main measures are and concerns: financial performance - for example sales, profits, return on capital employed, economic value added, earnings per share, the price / earnings. Operational Performance - these measures will be related to the critical success factors. For example, in a retail store these may include the level of customer service and customer satisfaction, availability of stock and stock losses. A manufacturing company can use measures of quality, throughput, inventory control and delivery. Performance - People - for example profit, sales or value added per employee, the payroll costs as a percentage of sales, output per worker (productivity), retention rates, employee satisfaction.

Balanced scorecard originally developed by Kaplan and Norton (4) is often used as a basis for measurement. They believe that "what you measure is what you get", and they point out that "no single measure can provide a clear objective performance or to focus attention on the critical areas of business. Managers want a balanced presentation of both financial and operational measures "Their original concept scorecard managers needed to answer four basic questions, which means looking at the business from four similar views (Armstrong, M., 1998, 126):

1. How customers see us? (Perspective for consumers.)

2. What should we do? (Internal Perspective.)

3. Can you continue to improve and create value? (Innovation and learning perspective.)

4. As shareholders see us? (Financial Perspective.)

Kaplan and Norton emphasize that SCORES balanced approach, strategy and vision, not control center. "Senior managers can know what should be the final result, but they cannot tell the staff here exactly how to achieve that result.

Kaplan and Norton suggest that building a SCORES enables a company to link its financial budgets with its strategic goals. They point out that balanced SCORES can help employees to align individual performance with the overall strategy, "his Users typically engage in three activities :. communication and education, setting goals regarding bonuses for performance measures' they comment that :

Many people think of measurement as a tool to control behavior and to assess past performance...

Using this method differ between organizations depending on their needs. At Lloyds TSB, balanced scorecard indicators is a mixture of financial and non-financial indicators to provide a single integrated measure of performance that focuses on key indicators, of which a true reflection of organizational performance can be realized. SCORES enables the organization to focus on a small number of critical measures that create value for the organization.

Norwich Union Insurance SCORES balanced describes her as a "mechanism for the implementation of our strategy and measuring performance against our objectives and critical success factors to achieve the strategy.

The action plan, measurements and reviews

Performance management is a matter of developing plans for achieving the objectives, putting them into action, measuring and getting reactions to review the results achieved in order to change plans or take corrective action as necessary (Armstrong, M . 1998, 126).

PERFORMANCE MANAGEMENT AT THE MANAGERIAL LEVEL

According P.Drucker's, management has three main tasks:

a) To carry out specific purpose and mission of the organization.

b) make the work productive and the worker do it.

c) To manage the impacts and social responsibilities (P.Drucker, 1977)

R.Hodgetts F.Luthanas and give a simple definition of management, "management is the process of setting objectives and coordinating the efforts of employees to achieve them" (Luthanas & Hodgets, 1992). Today in the world there is quite author and researcher of management and each of them gives a different definition from others. R.Heller a famous author in this field, he says that any attempt to give a final response to this issue is destined to fail. He states that "any definition of management is fair, because each of them in this area fulfills something amorphous and changing" (R.Heller, 1972), "but, in themselves, they are too narrow or unclear to given an adequate definition of management "(L.Mullins, 1999).

However, the fact that managers generally judged not by their performance, but the result that reach their dependencies, led most researchers agree that "the achievement of results through other people is among the most widespread definitions" of management. (R.Heller, 1972)

In this conclusion arrives well-known management scholar, R.Stewart when in its efforts to integrate the various definitions of management states that to manage means "... decide what to do and then wears people The others to make them ... "(R.Heller, 1982)

Some researchers and authors contemporary, give the definition generally accepted management in a more adequate, remaining at the same time within the core of its "management is the process of achieving organizational objectives by working with and through people and other resources organizational "(Certo & Certo, 2006)

This conception of today shows that management has three main features:

a) It is a process comprising the continuous series of activities and interrelated,

b) focus on achieving organizational objectives, and

c) Aims to achieve these objectives by working with and through other people's resources to the organization.

Watson (1977) underlines the fact that personnel managers are not only employees of an organization, but a fully-fledged professionals. Where professional will refer in the sense that the managers have all the skills, knowledge and Franchises professionals. This pattern of professional personnel manager is not implemented many within organizations, as they consider the human resources department as part of the internal organization and personnel managers treat their employees and not as professionals. This is because the personnel managers traditionally have the task fulfillment of the objectives and goals of the organization, but the professionals are expected to work to meet the requirements of their customers. The determination of the personnel managers in a position where they have as clients linear managers could lead to a conflict of interest since the workers' demands are not always the same as those of the organization (Tyson and Fell 1986). According to Watson

(1977) model of professional personnel manager is also an attempt by the personnel managers to gain importance and the ground within the organization. So it is a way to move the human resources department of a support position or second hand in a higher position.

To improve management of the organization top management should focus on developing a high performance culture. Characteristics of such a culture are:

o a clear line of divisions that exist between the strategic goals of the organization and its departments and its staff at all levels;

o Management defines what it requires in the form of improvements to performance, sets goals for success and monitors performance to ensure that the objectives are achieved;

o leadership from the top that delivers a common belief in the importance of continuous improvement;

o focus on the promotion of positive attitudes that result in a workforce of dedicated, motivated and engaged (Armstrong, M., 1998, 120).

Momentum for creating a high performance culture to be provided by senior management. They are responsible for the development.

Senior management must therefore articulate and communicate the mission, objectives and core values of the organization. Senior management defines and develops high performance context, for example actively pursuing policies to continuous improvement and providing technology systems and resources required to meet performance expectations.

In addition, senior managers need to provide people with opportunities to learn and to make full use of their skills and abilities. They should regularly communicate to employees to inform them of the results, to publicize success stories and recognize the importance of the contribution made by people at all levels.

Sears model performance; The means by which a business achieves high performance was designed by Sears, the US retail company, as shown in the figure below. This model emphasizes the importance of attitude of employees when transformed the firm from "a compelling" in "a compelling place to invest"

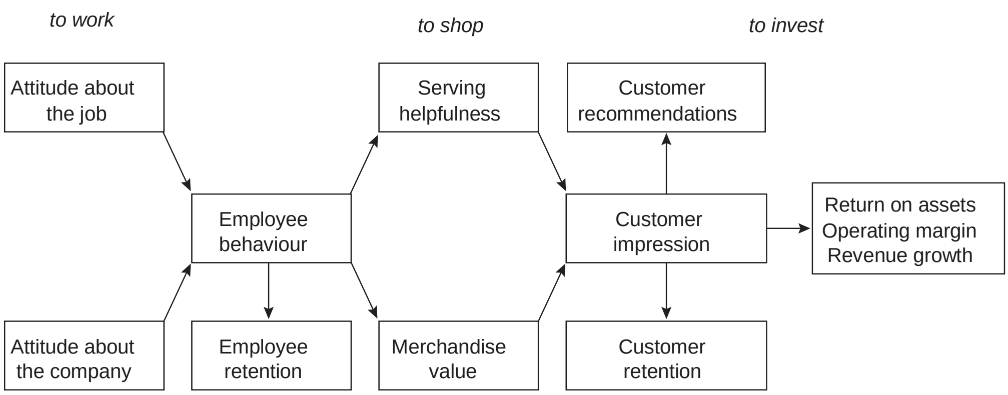

Tabela 2. **Performance Model (Armstrong, M. 1998, 126)**

Performance management approach to teamwork can be used to improve the team's performance, as described below. Setting objectives - team might be interested or to achieve the objectives and standards of work or the way in which the group operates. Objectives of work - work for the teams objectives are formulated in the same way as individual objectives. They may be related to the mission and objectives of the organization and function, the unit or department in which the group operates. The team must agree to its overall mission or goal and then the specific objectives that will support the realization of this mission. In some cases the objectives of the team will be fully integrated with organizational objectives or functional departments, depending on the nature of the team. In these circumstances, the team could make a major contribution to the formulation of general objectives and thus will play a positive and active role in an objective process run superficially. There is much to be said for a team getting together to discuss and agree on objectives. The objectives of the team could be set as targets or performance standards to achieve or projects to be completed by a certain time and to a standard agreed. The objectives of the working - the team's work objectives could be agreed on issues such as working together, the contribution of the members of the team, making decisions and taking action. Work plans - is important for the teams to agree together to create plans for achieving their objectives. Work plans will specify the programs (staged as needed), priorities, responsibilities, schedules, budgets and performance monitoring arrangements, and holding meetings reactions progress. It can also be useful for the team to discuss its critical factors of success - what should be done and how it should be done if the mission and its objectives are to be achieved (Armstrong, M., 1998, 126) .

Line managers play a key role in encouraging learning his unlimited support through coaching and guidance. Performance management provides a valuable platform to do this. Basically, access covers seven steps:

1. Select the goal - to establish priority areas for action.
2. Define expectations - objectives and standards.
3. Define performance measures - the basis on which progress in achieving the goal can be monitored.
4. Plan improvement program.
5. Act - implement program improvement.
6. Monitor - review progress and analyzing the feedback to ensure objective or standard is achieved.
7. Extend the process - to continue the development program as required.

Conclusion

From the literature we see that there are three stages of performance management. First phase of planning and development that affects the encouragement and understanding the goals of the organization. According to the mission and objectives of the organization, employees can understand their responsibilities and can be encouraged to include in their work. Regression analysis shows that the relationship between planning and employee performance is positive but insignificant. In the second phase we have included some activities, such as training, communication and feedback. Training has to do with the development and qualification of workers through skills and knowledge. Communication in the organization affects the recognition of employees with the objectives and with the business plan and effective feedback can affect employee motivation and job satisfaction. The third stage is the reward performance, which lies in the development of staff, assessment and payment. An effective performance assessment provides the necessary feedback for decision making administrative and motivates employees to use their skills in meeting the goals of the organization. In literature, productivities employee is a measure of the performance of employees. To conclude, the combination of the results of the regression literature gives us a meaningless relationship between system performance management and employee performance. So this study shows that not all the activities of the performance management system, positively affect performance. Therefore, this study is based on empirical evidence to explain the statistical links. Given that the study has several limitations it is necessary to make in-depth studies in this field. Given the limitations of this study will recommend in-depth studies of the relationship between performance management system and employee performance.

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