

HUMAN RESOURCE MANAGEMENT

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Abstract: Human resource management is an important function and has become a key element of the strategy of each institution private or public in their efforts to create and maintain reputation to the role they exercise. In recent years, human resources management gained particular importance, both in theory as well as practice management of public institutions and independent to which laws are drafted. Many businesses, institutions and organizations are developing human resource management and are paying special attention to the development of their human potential as never before. Due to changes and specific conditions, human resource management is perceived as a strategic factor with strong influence not only on the success of institutions, organizations and businesses but also the economy as a whole. Human resource management is concerned with the practices and policies needed to implement all managerial duties related to personnel issues, especially employment, education, evaluation and compensation of employees and ensuring a secure environment, the acceptable and straight. Human resource management plays a critical role in determining the success of businesses, organizations and institutions in meeting challenges in a rapidly changing environment, highly competitive environment. Performance management is a continuous process of communication between a supervisor and an employee throughout the year in support of achieving the strategic objectives of the institution or organization. The communication process involves clarifying expectations, setting goals, identifying goals, providing feedback, and reviewing outcomes. Compensation, staffing, training and development, performance management and other practices in human resource management are investments that directly affect employee motivation and the ability to deliver products and services that are acceptable to consumers. The cycle can be summarized in a process that involves planning, checking, and reviewing.

Keywords: human resources management, performance of planning, compensation.

INTRODUCTION

The human factor is the most important asset in an organization. This is a phrase that is often seen in today's annual reports. Businesses are paying much attention to the contribution provided by their employees and are putting this in the top of what they are looking for. Cost-related people are now institutionalizing the bulk of spending and guiding in this way embracing the needs for better capital management, thus building an effective workforce. Human Resource Management (HRM) is a function within a business, organization or public institution that focuses on recruiting, managing and providing guidance to people working in the organization but can also be performed by field executives. Human Resource Management is a function of the organization that deals with employee issues such as compensation, employer, organization development, performance management, security, wellbeing, benefits, employee motivation, communication, administration and training. Human resource management is a very sensitive issue in public institutions, while there are entire teams of agencies in the different countries or consultants are employed in the selection and education of new employees, while in our institutions only the administrative process is carried out by human resources while recruitment and selection process is often carried out by a specialized member of the sector in which recruitment is also established.

The Human Resource Management Strategy aims to support programs to improve organizational effectiveness through policy development in areas such as knowledge management, talent management, and in general creating a great place to work. The assumption that the practice of human resource management is that people are a key source in institutions and organizational performance largely depends on them. If an appropriate range of human resources policies are effectively developed, then human resources will have a substantial impact on the performance of the institutions.

Since in public institutions the systematization of jobs is made based on the need is the generality of human resources to define all the knowledge, skills, skills and behaviors for each work to be carried out by the carriers who will fulfill these position. Let's start with the classification of the employees and the level that belongs to the practitioner on the basis of the regulation, to identify the knowledge, skills, skills and behaviors that this practitioner must have. This thing, done so, becomes a perfect model with perfect workers becomes a perfect set of criteria to perform incredibly important work.

Each body responsible for success in public institutions aspires to be organized by adapting to the regulations in order to achieve the objectives successfully and with employees who have a high level of motivation for the successful operation of the institution. Based on the function and importance of public institutions, it is necessary to manage human resources.

Compensation, staffing, training and development, performance management and other practices in human resource management are investments that directly affect employee motivation and the ability to deliver products and services that are acceptable to consumers.

PERFORMANCE MANAGEMENT

Performance management is a continuous process of communication between a supervisor and an employee throughout the year in support of achieving the strategic objectives of the institution or organization. The communication process involves clarifying expectations, setting goals, identifying goals, providing feedback, and reviewing outcomes. Each body responsible for success in public institutions aspires to be organized by adapting to the regulations in order to achieve the objectives successfully and with employees who have a high level of motivation for the successful operation of the institution. Based on the function and importance of public institutions, it is necessary to manage human resources. Compensation, staffing, training and development, performance management and other practices in human resource management are investments that directly affect employee motivation and the ability to deliver products and services that are acceptable to consumers. The cycle can be summarized in a process that involves planning, checking, and reviewing. To begin the planning process, you and your supervisory employer elaborate your overall expectations, which includes collaboration in developing performance targets. Make an update of your individual development goals. Then you create a performance plan that guides the employee's efforts towards achieving concrete results to support organizational perfection and employee success. Goals and objectives are discussed throughout the year, during the control meetings. This provides a framework to ensure that employees are achieving results through training and mutual collaborations. At the end of the period, the employee's work is reviewed against the expected objectives as well as the means used and the demonstrated behavior in achieving these objectives. Together, new goals are set for the next performance period.

PERFORMANCE PLANNING STAGE

During this phase, planning for performance expectations takes into account the results, actions taken and behaviors. To be well-informed, employees need to know what is expected of them. The starting point is a brief description of the job that describes the basic functions, duties and responsibilities of the job. It also describes the general areas of knowledge and skills required by employees for an employee to be successful at work.

Expectations for a good performance go beyond job descriptions. When you think about high quality performance at the workplace, you are really thinking of a number of expected work outcomes, such as:

1. What benefits and services are expected to be done from your job?
2. What impact should your work have on the organization?
3. What attitudes are expected to have your employees with clients, colleagues, and supervisors?
4. What are the organizational values that the workshop should demonstrate?
5. What are the processes, methods, which employees expect to use?

Employees need to understand the importance of work they do, where they fit into the organization, and how the work responsibilities are related to the organization and objectives of the department to which they belong. The range of performance expectations can be wide-ranging, or can be generalized in results, actions, and behaviors.

The results of goods and services produced by an employee should often be measured according to objectives or standards.

Ways of acting and behaving to reach goals can be measured through performance dimensions.)

Performance expectations also serve as a basis for communicating about work throughout the year. They also serve as a basis for reviewing employee performance. When you and an employee have set clear expectations about the results to be achieved and the methods or approaches needed to achieve them, it can create a way to success.

Specification of objectives and standards are characterized by the accuracy that employees may have for what actions and results they are expected to meet.

Where possible, objectives and standards should be based on quantitative measures such as direct charges, percentages and reports, etc.

The goal or standard should be achievable, but challenging, and accessible by using the available resources.

Individual goals, objectives and standards should be in harmony with those of the unit and the department in support of the institution's mission.

Results must be submitted within a predetermined time period to meet the needs of the department and organization. Objectives and standards identify the basis for measuring performance outcomes. From the objectives and performance standards, supervisors can provide special feedback to describe the gap between the expected performance and the actual performance. It may be more useful to determine both the objectives and the standards for a position, but it is not necessary to determine both.

The standards are directly related to the completion of the work. How to ensure that all grant applications are written, reviewed, and submitted to the agency by the deadlines required. Objectives are broader in scope, go beyond day-to-day activities defined as standards, objectives are clearly linked to help organizations or departments to accomplish its goals and objectives. For example. Identify three new grant / financing sources by the end of the fiscal year 2006. In some cases, you and the employee may decide to meet a set of standards with only a few goals, while in other situations it may be more important to set only targets.

It is not necessary to compile standards for each task. Creating performance standards for each key area of responsibility in job descriptions is extremely important. Focus on tasks that have the greatest importance.

Standards are usually created when a task is done, and should be revised if the job description of the employee is updated. Where possible, it is important for employees to participate in the development of standards. The standard discussion should include criteria for achieving satisfactory results and performance testing.

In departments where more than one person does the same job or function, standards can be written for parts of jobs that are the same and applied to all positions in this task. Changes to performance standards may require notice of the employees being represented. In addition, there are contracts covering specialized professions, such as nurses and police, which are important for setting standards and evaluating their processes. Refer to the employment contract and contact the employee's cooperation when setting the standards.

Performance dimensions are determined based on work. In creating a performance dimension you begin with the work and structure the behaviors that employees have to reflect to successfully meet or even exceed job expectations. These behaviors are then grouped into broader categories. A particular dimension in general applies to an employee who works in a particular job. It is also possible for departments and units and even organizations to have dimensions that apply to every employee working in a group.

In addition to strong interpersonal skills, other examples of performance dimensions include:

1. Orienting Customer Services
2. Team punch
3. Effective communication
4. Evaluation of diversity
5. Analytical skills and problem solving
6. Decision-making and results orientation
7. Suitability
8. Encourage a safe environment.

A written summary of your discussions during the planning process serves as a summary of your expectations. Writing expected results (objectives and standards) and expected actions / behaviors (performance dimensions) is good practice especially when it is done

- Resource sharing,
- Budget discussion, and
- Program priority is set.

It is important to write the mutual development of expectations because it can help to concentrate reactions and minimize ambiguities while evaluating the results.

Performance expectations must be verifiable. Early in the performance management cycle, together with the data received from employees, you need to identify how and where the evidence about employee performance will be collected. Specifying how much performance expectations will be verified at the time the responsibility is set helps employees keep track of their progress and make it easier to control during the meeting to check and update much more focused and efficient performance status.

REVIEW STAGE OF PERFORMANCE

Once the objectives and performance standards are set, you should respect an employee's work and check with them regularly, providing their opinion. You have a responsibility to recognize and strengthen the work of employees, identifying and encouraging improvements where necessary.

Some types of jobs and responsibilities are built in through feedback. In these work, knowledge of the results comes from the activity of the work itself. This kind of feedback is very effective because it is instantaneous. However, instant feedback work can also benefit from external feedback, as it contributes to the overall knowledge of its results and the work of the employee.

As a manager, you have the most likely responsibility to provide informal feedback almost every day. Respecting and providing detailed feedback, you play a critical role in the employee's continued success and motivation to meet performance expectations.

REVIEW OF THE PERFORMANCE - Performance review is the last stage of the performance management cycle. It provides an excellent opportunity for you to communicate with employees about past performance, appreciate the employee's work satisfaction, and make plans for future employee performance.

Performance review is the performance measurement process of an employee at the current position. Many terms are used for this process, including evaluation, and usage varies depending on the policy and / or language of the contract.

Performance review summarizes employee contributions over the entire review period. While the policies and the contract that an employee needs to evaluate at least once a year, it is strongly suggested that employees receive a form of review on a more frequent basis. This can happen as often if you think it is necessary to recognize employees for achievements and to plan together to improve performance.

Some of the purposes of the performance review process are to help the employee:

- To feel positive about the work
- Feel appreciated for special contributions
- Benefit from special, constructive feedback, etc.
- Keep informed about the current and future performance targets
- Keep motivated to do well and develop
- Stay involved as a participant throughout the process

An important goal for employers and employees is to recognize the extent to which an employee was successful or how close the employees are to expectations, objectives, standards, performance dimensions, or any other measure.

Employers as well as employees play an important role in the most productive creation of a Performance Review process. Here are some suggestions for employees to be involved:

Timely one time mutually convenient and place for discussion of performance review. Allow enough time and privacy.

Discussion be a dialog, with data from both of you included in the final written document.

Employees receive several options on how to prepare for discussion. For example: Prepare a self-assessment using the same form you will use for your project. Employee can address achievements and things that can be done better.

Explain that you will do the same and that you can exchange these documents a few hours before your appointment

Prepare a list of questions prepared by employees in which they are considered to evaluate their performance.

RECOMMENDATIONS

The assumption that the practice of human resource management is that people are a key source in institutions and organizational performance largely depends on them. If an appropriate range of human resources policies are effectively developed, then human resources will have a substantial impact on the performance of the institutions. Each body responsible for success in public institutions aspires to be organized by adapting to the regulations in order to achieve the objectives successfully and with employees who have a high level of motivation for the successful operation of the institution. Based on the function and importance of public institutions, it is necessary to manage human resources. Compensation, staffing, training and development, performance management and other practices in human resource management are investments that directly affect employee motivation and the ability to deliver products and services that are acceptable to consumers. Each body responsible for success in public institutions aspires to be organized by adapting to the regulations in order to achieve the objectives successfully and with employees who have a high level of motivation for the successful operation of the institution. Based on the function and importance of public institutions, it is necessary to manage human resources. Compensation, staffing, training and development, performance management and other practices in human resource management are

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