

STRATEGIC APPROACH TO HUMAN RESOURCES IN UNIVERSITIES

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Abstract

The first step in creating an effective staff evaluation is to determine why you want to assess your employees. These reasons may be to determine the basis for changes in compensation or position within the company, to determine if the employee is in training period and makes appropriate progresses, to determine if an employee correspond or not to the workplace, etc. Knowing the purpose of the evaluation is important because each goal has a set of objectives and tools.

Keywords: Quality, Human resources, Quality management, Human resource assessment.

1. INTRODUCTION

There are many approaches in the managerial literature related to human resources in universities, strategies, professional competence chain, competition, opportunities and challenges for human resources, strategies and models for developing students skills, or for increasing human resources management performance (Corbos et al., 2013; Corbos, 2005, 2011; Muscalu and Muntean, 2012; Plumb and Zamfir, 2009, 2011; Trifu and Croitoru, 2013; Zamfir et al., 2009; Zamfir, 2008a, 2008b, 2010, 2011, 2013; Zamfir and Plumb, 2011).

The best way to ensure that employees perform their job duties full use of their capacity for work is to make sure that they know what is their maximum capacity.

Few of us are good judges of our own results. It provides the employee the opportunity to learn as well to fulfill tasks or at least how well the company's management believes that it has fulfilled the role assigned to it in the organization.

Performance evaluation is the activity that determines an organization where employees perform their duties or their responsibilities. In other words, it is the process by which an employee is valued contribution of the organization over a given period of time.

Performance evaluation results lead to an appreciation of employee activity, identify their goals for the coming period and to establish a plan to improve their future performance.

Unlike job analysis - which relate to the content and requirements of the job, which involves a description of impersonal objectives, tasks and responsibilities of the job - or opposed to job evaluation - which involves determining the relative value of a job performance evaluation focuses on meeting objectives, tasks, responsibilities or requirements.

It was noted that, when it is not regarded as a mechanical action, performance evaluation has a significant influence on economic and social activity and organizational climate in a company. Being a core human resources management, performance measurement affects many decisions taken by the (identify training needs, recruitment and selection, promotion).

Very briefly, the evaluation process involves a written periodic operation, an assessment of the work, evaluation of future development opportunities, however obtained after discussions between the evaluator and appraiser people and a profound analysis of the evaluator. So, the main actors are employees and managers (superiors) and important element of the evaluation process is the objectivity in assessing the performance of managers. For that managers should consider rewarding effort required employees to recognize their merits, avoid to compare their results with those of employees to spend more time in the middle of them to have a clearer picture of their achievements. Praise managers to employees should not be disproportionate to the results thereof or expressed too frequently and without conviction or in inappropriate contexts. Performance evaluation takes into account an evaluation of each employee, but it is very important that these results be considered closely with company results.

Performance evaluation is needed in a company as it is a process of motivating and developing employees. So it can be said that performance evaluation is a key component of the employment relationship in which employees are responsible for their performance and expects them to be evaluated.

Performance evaluation must be transparent, based on established criteria (relating to organizational culture) shared all employees so that they know what to expect and possibly some complaints can be avoided. This is very important to reduce uncertainty and to understand that judged by constructive, not destructive (Abraham Abd Al-Wakel, 2003).

What is meant by informal assessment? It is the continuous assessment of the performance of an employee or manager made the ordinary course of business, based both on intuition and on the evidence of results. So it is manifested through observations, conversations or examinations cumulative

time (shorter than that required a formal evaluation). It is used especially in situations where time is limited or can not interrupt the work of employees, especially in small firms.

Formal evaluation found in most large companies do not exclude total informal evaluation, but has the advantages continuity, accuracy, greater objectivity from managers. Formal assessment assumes a formal methodology, which ensures transparency we discussed the previous day (Noha Zakaria, 2003).

Counting is generally recognized as the best method to measure because it is more objective. Measurements related frequencies are usually the most desirable.

Findings generally considered to be more subjective and ranks second to counting as a measure of business. However, if the counting is not possible in some instances, the assessment may be useful for improvement.

When we should count. In business, we are usually interested in a work rate. We want to step things such as the number of quality products on time, the amount of sales per month and resolving complaints from consumers telephone daily.

When you measure something using counting, consider the raw data rather mathematical function like any percentage. The more you move away from the raw data, so you lose more information.

Remember that when the assessment is used to provide opportunities for positive reinforcement, many of criticism appreciation disappear.

One of the most frequently used measurement method is a hierarchy. The hierarchy should not be used because it returns an employee against another. There can only be a person first and a limited number of winners.

By using scales compare the performance with a number of established criteria. In this way, it is possible that all those who meet the criteria required to be ranked as valuable employees.

Step 1: Determine the purpose of assessing

1. Compensation
2. Promotion
3. Dismissal or reorientation employee
4. Evaluation of trainings
5. Research staff

The first step in creating an effective staff evaluation is to determine why you want to assess your employees. These reasons may be to determine the basis for changes in compensation or position within the company, a way to determine if the employee is in training period progresses appropriate to determine if an employee does not correspond to the workplace or as a according to research staff. Knowing the purpose of the evaluation is important because each goal has a set of objectives and tools. For example, if the assessment is intended to determine if an employee deserves a raise, then items such as job requirements, productivity and customer satisfaction can be used to determine if the raise is justified. In this case the qualities and behaviors and measurable objectives must be considered and subjective qualities such as personality of the employees should be dropped because it could not clearly describe the quality of work that impacts the employee (Al-Sharhan, Ali, 2002).

During periods of training or probation periods, evaluations are necessary to determine if the employee Peter adapt quickly enough and with enough professionalism job requirements so keeping them in the company or the job can be an investment or an obligation for the company. If the assessment is inadequate structures or when using instrument not measured in an objective factors to predict future performance, then you can take a wrong decision regarding employees. As a result of this error can be dismissed potential employees and retain employees with a potential below the required level.

The research staff is another reason why companies evaluate their employees. In this case the assessment will measure a specific problem as a measure to reduce the effect of time on productivity, or to determine the average rate of satisfaction at work at the company level. To determine these things are needed specific instruments that measure qualities, behaviors and specific results.

Step 2: Determine who will assess

Once determined purpose of assessing employees can move to the next step, determine who will make the evaluation.

1. superior
2. Subordinates
3. Self
4. Customers
5. Other evaluators

At this stage you need to decide who will lead the evaluation process. This decision should be based on information that we aim to achieve and may involve different people. For example, if you want to rate an

employee to determine whether or not deserve a raise or a promotion, then most likely it would be that his superiors evaluate the entire performance. You can also include customers and opinion about the performance of employees (where applicable), as well as opinions of their subordinates. It's also a good idea to consider and self.

Step 3: Create an assessment tool

1. assessment tools based on scores
2. The performance appraisal systems based on features
3. Performance appraisal systems based on behavior
4. results-based assessment systems
5. Assessment Scale graphics
6. Assessment Scale forced choice
7. Joint Assessment Scale
8. Assessment Scale anchored in behavior

Once you know why and who will evaluate employees will be able to create an assessment tool that will measure the elements you want to evaluate.

Overall assessment can focus on three elements: characteristics, behavior and results.

2. PERFORMANCE APPRAISAL SYSTEMS BASED ON FEATURES

In such a system are evaluated characteristics such as trust, serviceable, punctuality. This system is widely used for evaluating customer service employees although it has many disadvantages. First, these systems are highly subjective as lacking impartiality and disregard the circumstances. Secondly safety and accuracy of these types of assessment are quite low. Because of these drawbacks performance appraisal systems based on characteristics should be used only to supplement other assessment tools safer (Salim Abd Al-Salam, 2002).

3. PERFORMANCE APPRAISAL SYSTEM BASED ON BEHAVIOR

This evaluation will assess what an employee does indeed. Assessment tools are the most common rating scales graphs, focused on behavior rating scales, rating scales and rating scales forced choice mixed. A rating scale graphics scale placed on employees' behavior and assesses how the employee's performance down the scale from very good to very poor. If an employee performs actions in an inappropriate manner or in a manner sufficient to meet the company's needs, then their scores for each desired behavior will be grouped based on the scale. If they have an average employee performance, the scores should be grouped in the center of the scale, and finally if they have their scores above average performance will tend to group the top of the scale. This evaluation system will also allow you to see in what areas staff excels and in which areas employees need to improve their performance.

In a behavior rating scale anchored, selected behaviors are listed and evaluator determines whether the employee's performance is adequate. Results are usually presented in a format pass / fail.

The rating scale forced choice behaviors are passed to the left and there are 4 or 5 steps that can be selected on the right. These steps evaluations is usually to hire low performance requires improvement, on average, above average or very good. It is called forced choice because the assessor can only choose from these steps and there is no place for them to record their own interpretations or interim performance (Al-Zooay, Khalid, 2003). Last-based tool is a scale scores mixed. In this type of assessment tool scale there is a forced choice and a place where the assessor can make notations or comments on why they made those choices.

4. PERFORMANCE EVALUATION SYSTEM BASED ON RESULTS

In an evaluation system based on results focus on what an employee has done at his workplace and can be quantified. This is the tool used by managers when they will highlight the contruibuit as an employee at the company's results. To create an assessment tool for this system must focus on questions and evaluation skills (William Obeid, 2002):

1. The amount of work done
2. quality of work
3. involvement
4. Employee safety

To get this information we need to analyze production reports Employee reports to analyze incident

reports and safety trainings prior learning assessments, reports of involvement and quality inspection reports. It is good also interviewed the employee's supervisor, peers, subordinates, customers and own employees.

Step 4: Perform the evaluation itself

1. Inform your employees how, when and what will be evaluated
2. Evaluate your employees based on the standards explained

After evaluation tools and systems have been created it is important to inform your employees about them, to inform them when they are evaluated and how. They should know exactly what you wanted. For example, what do you expect from the new employees during the probationary period or what skills you consider that all managers should have. Informing them of this, you have the right to expect these results occur when the next evaluation. If employees fail to meet the standards you have the legal basis to make a decision regarding employees (Ahmed, Ahmed, 2002).

Once employees know the evaluations, the next step is to pass the assessment. This process should not be seen as a fast process which is done every six months or once a year but as an ongoing process. To get the most information from the process and help you make administrative decisions on hiring, firing promotions and salary increases are needed continue and complete documentation. These include both positive aspects and negative aspects of employee performance. The events to be recorded when they occur to avoid omissions and mistakes in documenting situations. Employees should keep a record of all critical events that occur. The purpose of these documents is the supervisor to focus on employee behaviors and outcomes. It will help a lot during the evaluation period, because recollection of events is available only on what the supervisor remembers normal performance could be distorted because of the extreme situations that were more prominent.

The documents will also be useful to give them concrete examples of employees on behaviors that were based decisions advancement, salary increases, salary increases or denying a promotion or dismissal of employees. These documents can also be used to protect the company against the processes related to dismissals or complaints about discriminatory practices.

Step 5: Forward employee evaluation results

1. Prepare for communicating results
2. Ask employees to evaluate themselves
3. This evaluation results

4. Discuss results

The first thing you need to consider as you prepare to communicate the results of evaluation of employees is how long this will take. It would be good to give both you and the employee 1 hour and 1 hour before the meeting for the meeting itself. When you plan the meeting as well as this takes place in a room or an office that is neutral to avoid intimidation of employees and avoid to put them on the defensive. Also it would be good to give the employee a self-assessment form when you schedule the meeting for them to complete it before the meet. Meeting indicated they prepare to review all the results and to make notations with your impressions about their overall performance as well as areas where they need improvement and areas where performance is very good. Always start with what is right and then bring up what needs improvement. Provide specific examples of good and bad things. With this information you are ready to hold the meeting.

At the beginning of the meeting must specify how the assessment was conducted, what tools were used and who did the assessment. Then, go to the employee's self-assessment results. The next step is to present the information that you collected during the preparatory phase. After the information presented is appropriate to encourage discussion on such information, allowing the employee to explain or clarify specific performance issues or identify your problem which you have not learned. Finally, give the employee a list of what you want to be improved until the next evaluation.

Once again communication of these things must be in writing and must be filled in sheet employee after he signs. The signature must be on a declaration confirming that the employee received a copy of the necessary improvements, they have read and understand the need to make improvements in their performance presented until the next evaluation (Kamall Yousif Eskander, 2003).

5. RECOMMENDATIONS FOR DESIGN, IMPLEMENTATION AND INTERPRETATION OF THE EVALUATION SYSTEM

1. Make a plan the whole evaluation process. Like any approach that aims to be effective need to plan in advance the overall evaluation process. We pulled objectives, SMART (specific, measurable, adaptable, realistic, achievable temporal), we will outline an action plan, we will establish the necessary resources and people involved.

2. Make sure that everyone accepts the practice of human resources. For easier for employees to accept the assessment system used, they must be involved in designing the evaluation system. Employees should be explained that the assessment is related to work performed by them and be sure

that there is distortion in the evaluation process.

3. Ensure that the evaluation include performance criteria relevant to the job and the organization concerned. Develop an evaluation system must be preceded by an analysis of the work process or consultation of the job. Based on information obtained will be extracted criteria (knowledge, skills, competences) significant.

4. Create a profile benchmark against which to report the performance of individuals assessed. For greater objectivity of the evaluation we recommend refining evaluation criteria. This can be done by forming a group of professionals that niche, which will be required to achieve a "sketch" of the ideal employee.

5. Create conditions of confidentiality assessments provided by the evaluators. It is recommended that an objective assessment not directly know evaluator unique, but the amount of their assessments. Thus, besides increasing the objectivity of the results, the intra prevent possible conflicts that might arise as a reaction to the evaluators.

6. Do not neglect certain variables that could jeopardize the objectivity of the evaluation. Given that we work with people, should not be neglected any divisive issues as conflicts of opinion, which may arise rivalries between them and distort the fairness of the assessment.

7. Provide feedback persons assessed. At the end of the evaluation is important to have a direct dialogue between the head and the person assessed discussion in which the latter is to communicate the results to be clarification of the doubts and the problems that present themselves should resolve to a- and improve performance.

8. Manifest ethical conduct throughout the evaluation process. Show a positive attitude, treat people with courtesy evaluated and make the entire process transparent. We recommend that feedback be individually customized, confidential and constructive. The employee must be given the opportunity to express his point of view, not left with the impression that it is not listening.

6. CONCLUSIONS

For an extension of benefits evaluation is indicated resumption of evaluation from time to time so as to enable monitoring of the evolution and level of professional performance to achieve the objectives. What's important to note is that the performance evaluation must be more than just a formal process, a way to scare employees, to sanction or dismiss. This practice of human resources must be seen in a

pragmatic manner, as a way to capture the level of development achieved by employees at one time, a prediction performance further, and as a starting point for programs of personal development and training Professional.

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