

Improving the quality and impact of employees

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Abstract

"Estimates for the management of public institutions are a matter which calls for very serious approach. For these are done more research and studies, most assessments are focused on the management but also the causes that have driven the need for change, but little attention was paid to sources which influence the changes. From the research we've done it appears that a significant contribution in this issue is the evaluation for commitment and support by the management, the effects of these phenomena and the opening of recommendations and strategies that managers in public institutions can use to ensure continuation of the work in their organizations/institutions, of which in turn, organizational competence enables. Abstention fluctuation in Kosovo and also presents a major problem for public institutions and that additional factor of weigh financial standing. They lead new problems especially given that public institution in Kosovo have not yet developed adequate mechanisms to deal with these phenomena.

Therefore, this study examines the management assessment in relation to changes in institutions and their impact on the phenomenon of fluctuation and Abstention, their effects on health and educational institutions.

Key words: *votes, amendments, decisions.*

1. Introduction

People are our most important asset for every undertaking. This is an issue that is often seen in research and annual reports in each country. Interface Language when a number of challenges facing public institutions but also private businessmen are giving it more important contribution given by their employees and is put this on top of things require. People associated with the costs now being institutionalized most of the costs and lead in this way

by embracing the need for better management of capital, thus building more effective force employees.

Coordination of knowledge and experience is one of the largest choices of Human Resources, which allow the use and implementation of many projects and programs within institutions in a way very fast. Application Interface Language informative programs offer solutions that include recruiting, career management, assessment, financial assessment system and promotion, time management, online learning and management training to employees.

With the right human resources in the workforce may lead to organizational objectives in a fast, implementation of works, the degree of career positions and using tools designed to enhance the organization's structure.

Creation and management of business structures evolved, readdress staff quickly to meet new goals through mass changes in the institutional structure / organization. It can also achieve efficiency by increasing employee productivity, automation of the basic rules of politics.

To achieve the objectives, enterprises or institutions should provide not only monetary resources but also materialistic and human resources, so its staff. Human resources are vital to the success of the activity of any organization.

2. Asseements for management

Management is a process (activity) of the definition and realization of the goals of the organization. He works with and through people, to be effective (doing real things) and efficient (to do on this manner of truth).

Basic management functions are:

Planning and decision making, organization, governance, control, guidance pedagogical (educational institutions). The word manager, used in the context of education and health, is relatively new and is necessary to describe the composition of what it involves. Governance/good management means accepting people and resources, as they are, and thereby help to work that together to achieve the intended purpose. The successful manager has management skills and the way in which the interests and abilities of each individual can contribute that they be well and for the soonest of all. Manager is able to create an organization and working environment in which current work can be achieved good results in the realization of certain goals. A good manager should be able to delegate tasks to his subordinates and supervisors that to enable them to those tasks successfully. The school principal and the health institution, as a manager in his daily work is done all the necessary management functions. Given the specifics of the organization and school health, as a system of organizational and managerial roles mentioned above, can make an authentic

attempt to set the roles of director of school management and organization of health care.

Management roles

• **Interpersonal**

- Leader / visionary
- Integrator / partner
- Nominal leadership

• **Decision making**

- Planning
- Negotiating
- Financial manager
- Resource allocator

• **Leader**

- Organizer
- Monitoring
- Coordinator
- Intelligencer

Leading Role as **leader/visionary** require the director to motivate trained for and encourages teachers and health workers. With his behavior, the principal should work that teachers and health workers have confidence that what puts the school principal and health care institutions is their progress in school and organization / health institution.

As an **integrator / partner**, director of the collective members together, creating a healthy climate. This does, with sustainability, principles, sincerity and flexibility.

Role of **nominal leadership** appears in cooperation with associations, foundations, parents, people employed, students, or to represent the organization of schools and health care wherever it is needed.

In the role of **planners**, the director is the trustee of the development plan, as long-term planning, preparation of short-term plans (annual work program, annual financial program, a program of staff training, etc.).

Role **negotiator**, mean that director fulfills every day with subjects outside the school and health organization is governed, when conflict occurs.

Management function **financial manager**, Director takes part in creating the financial policy of the school and health organization is governed and responsible attitude in allocating funds to meet the needs of all entities in the organization.

How **allocator resources** director is expected to be taken to the area, both decisions which resources, when and how to decide (human resources, material-technical, financial).

Organizer managerial role, principal forces to realize, organize educational and health services.

As a **monitor**, the director should control follow up and supervise work of all employees.

Role management **coordinator**, the principal obligation to be the coordinator of all sectors, particularly in personnel training activities.

As a **scout**, the director shall transmit new knowledge to health organization School and the field of education and health and normative legal regulations.

According to manager Adizhes oriented outcome is (now) and requires order and discipline. While leadership is focused on development (vision and future) and the frame together in achieving the vision. (Adizhes, 1994).¹

A good leader should possess the following characteristics:

Self-esteem, honesty, integrity and reliability, Extravert, emotional stability, Initiative, Adaptability, sensitivity and courage

In a given question in survey that we have done is "How would you rate commitment and management support?" noted that respondents generally believe that the management at their institution is and commit ourselves engaged in their organization / institution (see Figure 1).



Figure 1. Percentage distribution of respondents rating Cement commitment and management support

Source: Survey of 2010²

After processing the responses to general, the larger are some interesting discrepancies with regard to socio-economic characteristics of respondents. Cyclic life of the institution in which respondents are employed plays an important role in the preference of modalities (see Figure 2).

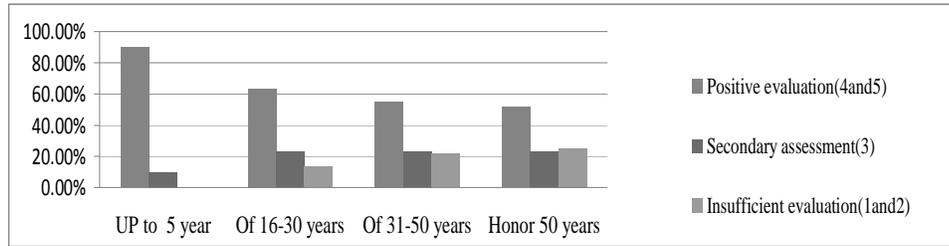
From the analysis of responses, can be determined against the legality of frequency and proportional to the positive evaluation of action length the institution/organization. Namely, the highest percentage of positive responses (90%) for management respondents have given organization, institution/organization to whose there 5 years. 63.3% of respondents whose institution has 16-30 years of existence, have given positive ratings, 55, 2% of respondents employed in

¹ Adizhes, I. Change prevail, Skopje, DETR, 1994

² Source: Survey of 2010

institutions with a cyclic life of 31-50 years and 51.7% of respondents employed in organizations / institutions with over 50 years of existence.

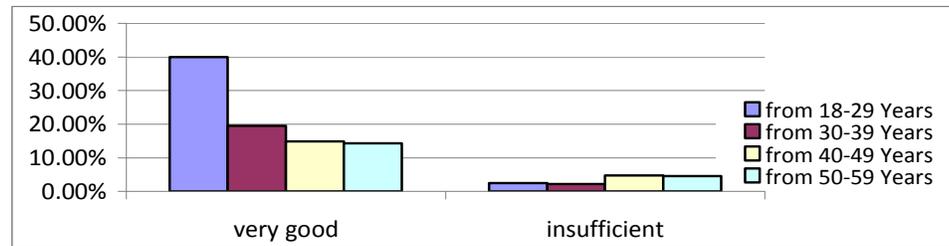
Figure 2. Assessment of quality management and toward life support cyclic Organization/Institution



Source: Survey of 2010³

Regarding respondents aged Cement, has notable exceptions distribution interesting overall responses to the respondents who support and commitment of their management organization / have institution rated as excellent.

Figure 3. Quality assessment and management support in the age of the respondents



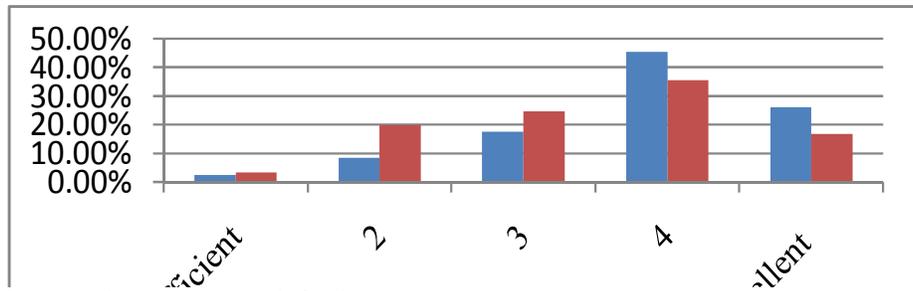
Source: 2010 research further ⁴

In fact, most of them belonging to that age group 18-29 years (40.0%) and 30-39 years (19.5%) have given an excellent assessment, meanwhile this trend decreases with increasing age of the participants, so that 14.8% of respondents who belong to age group 40-49 years have given excellent rating and 14.3% of respondents between age 50 and 59 years. Education of respondents also appears as important determinants in the distribution of responses.

Figure 4. Percentage distribution of respondents rating the management commitment and support, in accordance with the level of education.

³ Source: Survey of 2010

⁴ Source: 2010 research further



Source: The 2010 research further⁵

So, as can be seen from the chart below, respondents with secondary education have much higher scores on the commitment of management at their institution compared with those that have completed the higher education and higher.

In terms of employment sector, the responses of employees in the health sector significantly do notable exceptions regarding the method of first. (Negative assessment).

3. Changes in institutions/ organizations

"There is nothing more difficult and more uncertain than taken something dangerous to led and become the leader in establishing a new order of things" Machiavelli ⁶

Schools and health institutions special present organizational system designed with the proper organizational structure, purpose and tasks of the whose, mainly, is to produce such activities that will lead to high scores and achievements of students and health workers. With what knowledge and services will be provided learners and patients, mainly depends on the environment where schools and organizations operating MEDICAL, values and expectations of what that social environment. Changes occur in all segmented of society and the environment in which we live, regardless of us and our will.

With the introduction of changes can be two ways to access, and area, both passive, where differences are accepted and suffer the consequences, and active, where faces to change and participate in it. Each time true leader must accept active mode, and also should engage that change to be accepted by all in order to achieve success by same. In any case, have done a real effort to change and be visible, relatively permanent and important, at least for part of the organization.

⁵ Source: The 2010 research further

⁶ Fullan, M. . (1995). what's worth fighting for in your school. Buckingham: Open University Press.

Schools and health institutions can not be changed before I do this, in the change in these organizations, individuals/institutions. Notion implied contrast with the change of a situation, process, content, structure, method of operation, conduct, results to learners and patients. Exist four levels of change in people:

- Changes in knowledge
- Changes in attitudes
- Changes in behavior
- Changes in behavior and performance of the group and organization is governed.

All these levels of changes do not occur immediately but take time for this, but even this is not simple and easy, but on the contrary, there is a need for major efforts that can make these changes. More easily brought changes in knowledge, be followed by changes in attitudes. The structure of attitudes changing the structure of knowledge in order to first have the emotional load in positive or negative direction. Changes in behavior are significantly heavier and require more time than previous levels. But implementation of the behavior and performance of the group or organization is probably more difficult and requires many more times. This is in direct connection with the change in organizational structure. So that any change can be implemented successfully, the change manager must always be ready, and respond to individual interests simultaneously, needs, abilities and motivations of people in the organization.

The question is what are the sources of change?

- Changes in surrounding
 - o Government regulations
 - o Social and cultural environment
 - o The development of technique and technology
 - o Labor market
 - o Educational Market
- Changes management
- Individual Differences

During any initiative to introduce an amendment submitted inertia and resistance in humans, because uncertainty is present, and sometimes depends on economic factors. People hardly suit the new conditions and more difficult move from the old country. Threats appear, sometimes for social relationships, people feel insecure. Should explain the reasons for change, and introduced simultaneously greater control.

4. Phases and stages of changes

Any change goes through three phases, namely:

1. Initiative, 2. Implementation, 3. Institutionalization. Initiative (initiative) to change or for promoting a new idea, usually occurs as a result of knowledge gained. Implementation (implementation) as the second stage of change is the introduction of new ideas and change requires change in attitudes and behavior of individuals among the important people in the process of implementing change.

Institutionalization, as the third stage, practically means the embodiment of change or stability of a new idea. To achieve this, the need to change individual behavior to all members of the group, or organizational culture. (K. Petkovski, 2004:112)⁷. Change is not an event that happens, but a process that is inevitable and in humans can cause excitement, frustration, tension. According to Levin's, the change can best be seen and managed as a process in three steps: Creating a climate for change, implementation of changes, changes Strengthening

According to Levin's model and shay's, the change goes through the following steps⁸:

- Melting
- Change (transformation)
- Freeze for Second Cement.

In early implementation of change, people feeling expresses the need for liberation from old ways of working, are power, ever feel the scared and therefore mobilized. They need more information, time, motivation through leadership but also qualitative. After this phase change occurs early. This act, people can bring to confusion, concern for the possible emergence of errors or uncertainty, but on the other side and prepotency. To overcome this, those who carry the changes, should know that people's gratefully should be given for first attempts, to enable them to acquire new knowledge and skills, to have open communication and to support business take risk. In reaching changes, the main leadership role that should provide the resources necessary for change (financial, time, space, information, etc...) That will enable teamwork. Leadership has for task motivate and mobilize lead cadres for the implementation of rules and promoting the culture of Labor team, and evaluate and reward the results achieved in improving the situation. Leadership must provide permanent organizational changes that should not fall into the trap in the negotiation of change, due to temporary satisfaction for the achievements, because behavior can quickly turn the old and the old state.

⁷ Petkovski, K. (2004). Guidelines for school development planning. Bitola: HERACLES-commerce.

⁸ Stoll, L., & Fink, D. (1996). Changing Our Schools. Backingham: Open University Press

Principals of schools and institutions MEDICAL should be open to suggestions for changes that are proposed by employers. He must ensure that sufficient time employees to accept details initiated by the leadership change. Employees should always be allowed for changes in the discuss small groups, have appropriate a critical look at certain situations and the proposed organizational changes modify by leadership. Employees should be involved in the early stage of planning for change, and not after it has been determined. Sometimes thought to be separated for the change plan. Employees should be informed of the nature and extent of resources necessary for change. Any changes will not mean an improvement of situation. Wrong approach causes a change of grade of necessary. Only with a positive approach to change may be possible the development and growth.

Techniques for handling resistance are:

- Information at all levels
- Employee Participation (Participation)
- Identify the factors of change
- Confidence Authority
- Analysis in terms of violence
- Identify the changes needed to implement change
- Apply only the necessary changes.

5. Conclusion

The success of the institution/organization is largely dependent on proper planning of required human resources. During planning, the organization sets out the nature of business, or on services and products offered, and then the necessary plans, the type, number and level of qualifications, competence, professional advancement and necessary flow of desirable staff. In particular, it is important to take into account another element, and this is abstention flow and because of the fluctuation and weakening abstention employee is the product of a high commitment to human resources, which can be connected directly to results high organizational values, and meeting the requirements for efficient and effective operations. Research has shown that movement and abstention in education and health largely depends on organizational factors (salary, job satisfaction, the possibility of advancement), the characteristics of persons, labor characteristics, labor market conditions (supply and demand of labor), as well as socio - economic and global processes in the world. It is clear that Kosovo with a low economic standard and high unemployment have a higher percentage of fluctuant (69.1% of respondents who have abandoned their organization, in the current work was not their first employment), because this standard prevents adequate manpower requirements. Organizations/institutions should make more efforts and attention on discovering the factors that cause and abs-

tention Fluctuant, which should contribute with reorganization. With reorganization level should be achieved the satisfaction and motivation, increase the level of performance duties. It can be concluded that a consistent approach is needed to monitor the situation in the organization, preparation, analysis and taking preventive actions that will protect the organization from a large influx of abstention. Further, should take into account not only the actual results of the analysis of the level of organization, but previous research results, as well as the most dominant causal links from the general literature. Any organization /institution is special in Kosovo should be an appropriate treatment of employees, as have the institutions in societies with high economic standard and high work demands including that they take measures to prevent the movement of employees. This approach means that they become aware of the capital, where employees carry with them, and only management will be able to play its proper role in social responsibility that is given.

6. Literature:

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