

OBJECTIVES OF MONITORING AND EVALUATING WORK PERFORMANCE

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Abstract: *Performance evaluation, i.e. evaluation of employees' work performance, i.e. evaluation of work performance, represents a series of complex operations on the basis of which the contribution of each individual (individual contribution) to the company's aspirations in a specific time frame is evaluated and then valorized. The process includes all employed company workers, including managers at all levels of the organization. The complex process of performance evaluation is based on systematic and continuous observation, valorization, referral and adaptability of employees, the effects of their work and behavior so that the company achieves the best possible business result. The performance evaluation process is based on adequate criteria, ways and systematicity of performance valorization. The overall treatment includes the submission of data related to employees after performance evaluation. More precisely, about how he worked compared to the defined principles. In addition, this process is allowed to be treated as a strategic part of the business system intended for valorization, evaluation and overall treatment of employees in hotels. Then it can also be qualified as exerting influence, mainly by managers, on the characteristics, behavior and results of individual workers related to the job in the specific case. Performance or output (result) which is a measurable effect of performing tasks and work tasks and which results from behavior and personal characteristics that are very important in performing specific actions in a certain time frame. Therefore, attention is directed only to the relevant dimensions of the job and the presented work task.*

Keywords: *work performance, performance evaluation, employee valorization, job dimension*

JEL classification: *J24, O15*

INTRODUCTION

Understanding the level of performance of employees as well as their evaluation is of particular importance for various activities within the framework of national economies, and such activities are most often carried out by human resources management in the company. The starting point in the scientific contribution should be

the construction of a new corporate culture based on the “behavior level above the expected” and the issue is raising the level of quality as a dynamic category. Processes and procedures must be constantly improved, as well as the process of evaluating the performance of employees. In this sense, in order for managers to understand the attitude of employees towards work tasks, it is necessary to raise the level of their performance by respecting their needs and motives with the aim of raising the level of behavior above the expected. Managers, therefore, should respect the fact that employees in the company are bound by certain needs and strong motivation that should encourage them to a better and more responsible approach to work. At the same time, it is very important that they know those external and internal factors that are the drivers of human potential and that have a decisive influence on the efficient implementation of jobs in accordance with performance, intellectual and physical capabilities. Looking at the achieved level of knowledge and practicality in the field of employee performance and their evaluation, i.e. evaluation of individuals in companies, it can be concluded that the theory of determination alone has not been used in Serbian companies so far. In the procedure and evaluation process, it is first of all necessary to determine general, team and individual tasks and key activities, which are based on ascertaining the basic mission of work duties, as well as specific requirements that are required in order to perform a specific job satisfactorily. The goal is to implement employee work discipline, to encourage employees to be willing and ready to follow various standards or rules that apply in the company, so that labor abuses can be overcome (Arnefoski, 2017). The basic part of work engagement is understood to be those jobs that have been successfully completed and that contribute to the positive business of the company and its success on the market. Overall activities indicate a roadmap for workers in the direction of changing their approach to work, what type of change they should implement, what their strengths and weaknesses are in performing business duties, and other aspects of work. By looking at and evaluating the performance of employees, the effectiveness of the work (recognized by the market) and efficiency (whether business costs have been reduced and higher productivity of living work has been achieved) can be realized. In the process of evaluating the performance of both companies and individuals employed in them, dozens of possible indicators of their success were recognized. Precisely these indicators (performance indicators) can be a powerful lever and a means of insight into the justification of business in the direction the company has chosen. They can also help in identifying and solving business problems, so the management treats them especially, as they are respected in the company professional practice. Effective management, with the intention of properly and timely evaluating performance, should first quantify its goals and tasks in the possibility of measuring performance indicators (Jeston & Nelis, (2008)).

LITERATURA OVERVIEW

Management is an art science that regulates the process of utilizing human resources and other resources effectively and efficiently to achieve a particular goal. Management develops into one area of science called Human Resource Management. Work efficiency management is directly interdependent with effective human resource management. In modern conditions, in order to evaluate the level of efficiency of human resources, many companies use a model known as 4C (competence, commitment,

congruence, cost effectiveness), that means: competence, commitment, alignment between the goals of the company and employees, and profitability (Šekarić, Milovanović, Kostić, & Šekarić-Sotirovski, 2015)

The process of managing work efficiency consists of three basic activities (Kulić, 2005):

- a) determination of basic criteria,
- b) observation process and direct assessment of success; and
- c) agreement on efficiency, which is an integral and mandatory part of the overall process of evaluation of success, actually the final result of that activity.

It is indisputable that it is in the interest of both the employees and the company to monitor and evaluate the work success, i.e. the performance of the employees in more detail. It is especially in the interest of every employee to get information about their work, first of all, because of the realization to what extent they have responded to the expectations of the management, that is, the organization (Rubtsov, 2020). In a situation where the company's business hopes are met, employees can expect certain compensations, but also numerous forms of personal development and improvement. The performance evaluation process can be defined in several ways and from different aspects, that is, by applying different criteria. However, all definitions have their origins in how performance affects the work effects of individuals, teams and collectives. The final outcome refers to the realized turnover and profit of the company, on the one hand, and the satisfaction of end consumers, on the other hand. Therefore, it is a continuous work activity in which the share of workers in the realization of numerous obligations of the company in the short or long term, foreseen by the business strategy, which is aligned with the mission and vision of the company itself, is valued. Evaluation of job and work tasks in the company can also be defined in a formal way, which characterizes that process as a structured system for measuring, evaluating and influencing the attributes of employees, their behavior and the effects of the work of individuals in cooperation with other employees of the company (Hammer, 2004). Performance or output can be any result that is achieved can be measured, whether the subject is behavior or personal characteristics necessary to perform a certain activity in a certain time frame (Bader & Dickmann, 2019).

Performance management includes many roles of communicator, leader, role model and collaborator. Each individual should properly understand what their responsibilities are and what is expected of them, and managers should help them achieve those goals (Patton, 2018). Some people find change management a difficult role, others have problems when it comes to performance evaluation. (Bohlander, et al., 2001). However, when done right, performance management is all about partnership and motivation. From that perspective, it is a powerful tool that helps an organization (individuals, teams) become more successful. The benefits of performance management are obvious: motivation increases, when expectations are clear, employees are more likely to be committed to the expected outcomes (results), when goals are clear - employees contribute to greater efficiency, conditions are created for individual employee development, which has repercussions on the entire organization, a well-designed and structured performance management process is a powerful tool when dealing with poor performance, etc. (G., S., & A., 2001)

Table 1. The most important functions of evaluation and its specific uses

Functions / scope of work	Specific needs
DEVELOPMENT function	(1) Discovering the strengths and weaknesses of individuals (2) Creating a plan for further growth and development (3) Detecting requirements for training and coaching (4) Changing workplaces in the company (5) Managing talented employees
ADMINISTRATIVE function	(1) Wages - salaries (2) Approval and benefits program (3) Adoption of decisions on promotion or dismissal (4) Recognition of employees with insufficient performance
STABILIZER function	(1) Viewing scales of task satisfaction (2) Creating new tasks for employees (3) Creating directions for employee development (4) Forecasting human resource needs
DOCUMENTARY function	(1) Acts for compliance with prescribed laws (2) Acts required for the adoption of decisions and solutions (3) Overview and comparison of effects through several cyclical periods;

Source: (Cascio, 2003)

A very important factor for evaluating the performance of employees is the evaluation standards used. Therefore, careful selection of criteria is extremely important. According to suggestions from the literature, performance can be evaluated in relation to: standard, goals and knowledge (along with skills and responsibilities); An identical approach, sometimes formulated slightly differently, is also used by different quality standards, and they require a more detailed evaluation through their requirements. Therefore, the organization must:

- determine the necessary training of the workforce, which performs tasks that affect compliance with aspirations for a higher level of quality;
- in situations of possible applicability, enable training or activate other measures to reach the required competence;
- assesses the effectiveness of the measures used;
- determines that individuals are aware of the relevance and importance of undertaken activities and ways of contributing to the realization of quality tasks,
- reflects the given documents on education, training, knowledge and experience;
- employs the necessary amount of personnel who have the necessary education, training, technical knowledge with experience in the implementation of certification functions related to the type, scope and scope of the work performed, under the direction of the superior executive manager; (Desler, 2007)

The management, in addition to these requirements, determines the degree of acquired practice, the level of competence and the scope of training necessary to ensure the ability of engaged workers, especially those who carry out specialized tasks of managing environmental protection. The attitude towards work, the awareness of

belonging to the organization, the required level of knowledge, understanding and professional competence can be realized or perfected through additional training, education and through the experience gained from work (Sim & Huegerich, 2018). Human resource management today is a much more complex activity than in the past (Sims, 2007). Therefore, organizations use their human resource management sectors to select and hire individuals who are expected to succeed at work, and this should be non-discriminatory (Thornton & Rupp, 2006). The human resources department implements training programs, generates management programs and contracts training with external organizations.

The most important question of any performance management system is how seriously it is taken and how dedicatedly it is used (Pulakos, 2009). The scope of performance management is very broad, which is why it is considered a means to improve employee motivation for achieving high performance. Effective performance management requires a thorough understanding of the performance domain, i.e. duties and tasks that fall within the job description in the organization. When one has adequate insight into what the job requires, there is a basis for evaluating and improving the organization's performance. When there is no such thing, it is obvious that there is a lack of connection to evaluate the performance of employees and the possibility of their improvement. In addition, there is a lack of connection to evaluate the performance of one employee in relation to other employees with the same job description (Robert, 2011). Performance measurement involves regularly measuring progress toward a precise outcome, which is a fundamental component of any results management effort. Performance measurement provides general information that can be used to make decisions and manage employees at all levels. In this sense, the performance measurement system can be graphically viewed as the instrument panel of a car, which is used for strategic maneuvering, daily planning, implementation of improvements and changes. Performance is understood as the achievement of the organization in relation to the set goals, which includes the achieved results or the realized contribution of individuals (teams) to the strategic goals of the organization.

Armstrong (2002) defines performance management as a strategic and integrated approach to achieving lasting organizational success by improving people's performance and developing the capabilities of individuals and teams. He considers performance management a strategic tool, because it is responsible for achieving long-term goals and the efficient functioning of the organization in the external environment. Performance management affects four types of integration - vertical, functional, human resources and goals. Vertical integration represents the alignment of goals at the organizational, individual and team level and their integration for efficient performance. Functional integration deals with focusing on multiple functional plans, policies and strategies on tasks at different levels and parts of the organization. Human resource integration ensures the efficient integration of various human resource management subsystems in achieving the organization's goals with optimal performance. Goal integration focuses on the congruence between an organization's needs, aspirations, and goals.

It is a very common case that the evaluation of work performance is limited only to the annual level. However, companies should approach this activity responsibly and, as an ongoing process, use it to improve the system. When done correctly, performance evaluation follows four general phases, namely: (Grote, 2002)

PHASE 1 – Planning. At the beginning of the working year, the manager organizes a meeting with the employee with the aim of determining the target performance that will be required of the employee during the year. During the meeting, they discuss the goals and projects that the employee will work on and the ways in which the employee will perform his job (attitudes and behaviors that the company expects from the employee). Also, in this phase, the employee's development plan is considered.

PHASE 2 – Follow-up. During the year, the employee is committed to the goals, norms and responsibilities entrusted to him. In order for the employee to be encouraged to succeed, the manager organizes trainings that will help the employee achieve his goal. The manager creates an atmosphere that motivates employees and solves potential problems. And at this stage, a meeting is mandatory to determine the current level of success of the employee.

PHASE 3 – Evaluation. As the time for the formal evaluation approaches, the manager summarizes all the data on the employees' performance and fills out the official documentation for the evaluation. There are other evaluation methods, where the manager is not the only one who evaluates the performance of employees. The manager should evaluate the employee on the basis of his results, if the specific standards set for him are taken into account. Employees should have information on how and on what basis they will be evaluated. Based on the results of the evaluation, a decision is made on the further development plan of the employee and on the eventual change of the employee's position in the company.

PHASE 4 – Report. At the end of the year, the manager organizes another meeting and informs the employee about the results of the evaluation and the further development plan. The goal is to eliminate the shortcomings from the previous year through training and professional development that the manager proposes for the employee. At the end, the business goals and responsibilities of the employee for the next working year are determined.

Of course, there are variations, but practice has shown that following these four general stages has proven successful. What is important is that employees during the year (regardless of how many phases it is organized in) must have feedback on personal performance, so that they can react and correct deficiencies in time. If the manager does not sufficiently communicate with the employee, it can easily happen that the employee develops the feeling that he is doing the job well, even though the situation is the opposite. All issues related to employees can be clearly seen through the evaluation results. Job performance evaluation provides relevant information about the gap between existing skills and those needed in the future.

METHODOLOGY

The methodology of this scientific work is based on many research studies as well as on experiential and theoretical knowledge. There was no empirical or theoretical research that was not carried out in some way, that some conception of research was not used, that data was not collected in some way, that it was not processed and that no scientific conclusions were formed based on it. In this work, the theoretical-epistemological method, which is often called the general theoretical-methodological approach, is used, and it includes previous theoretical knowledge (theoretical paradigms) about the subject being investigated, as well as the scientific method, which includes, first of

all, methods, procedures and instruments that the collection of experiential material, its arrangement, comparison, and partly explication is carried out.

DISUSSION

The objectives of monitoring work performance are usually determined in agreement with the one who should perform the tasks. In parallel, as with the standards, in this case it is also necessary and desirable to determine concrete relationships in the evaluation that could be identical to those determined in the standards. Therefore, the evaluation of the work performance of individuals employed in the company means a complex process of carefully planned and continuous observation, assessment, guidance and adaptation of the effects of the work of employees and their responsible relationship during work, all with the aim of achieving a higher level of quality of the company's overall operations. Namely, one should always strive to apply an adequate approach to designing this process and accept evolutionary changes. It is necessary to determine what the goals of this complex process are, because precisely the projected goals have a decisive influence on what methods will be applied. Then, it is very important that the conducted evaluation is carried out publicly and presented publicly to all employees in the company. This means that the criteria and subjects of the assessment process are presented very clearly to them.

The assessment process always begins with an assessment of professional training for the intended, specific workplace (jobs and tasks), work experience and work routine, high training and an initial assessment of the employees' personal capabilities and desire for success. The process is continuous, but it is realized at certain time intervals, usually quarterly and annually, and it also includes the publication of feedback information. Therefore, this process is structured periodically and is therefore easier to implement. However, before the evaluation process itself, the performance for specific positions is determined and they are under constant supervision and constant review, as is the process of employee performance evaluation itself. It is precisely the possibility of feedback on evaluation that allows individuals to have insight into the quality and timeliness of performing work according to previously known standards.

Over time, for many different reasons, errors in employee performance evaluation cannot be avoided, that is, one should always count on the occurrence of such situations, although there is a constant effort to eliminate them or reduce them to the smallest possible extent. Therefore, evaluators, at any level, should always strive to reduce errors to a reasonable level that top management can tolerate. This means that errors up to the level of tolerance can be reached by implementing certain corrective factors, activities and measures, which aim to improve the performance evaluation. Evaluating the performance of employees is a very important process not only from the aspect of human resources management, but also for the successful operation of every company and every employee in his professional development and career. Performance or performance result, which is a measurable effect of performing work and work tasks, derives from behavior and personal characteristics that are very important in performing specific actions in a certain time frame. Therefore, monitoring and evaluating the performance of employees in companies, as well as rewarding them, has many goals. However, the main goal is efficient business and further development of each company.

In conditions of very strong market competition, companies are forced to maximize the quality of all the resources they possess. The human factor stands out as a very important resource that requires significant investments. Most experts believe that human resource management is one of the crucial functions in companies, to which managers must have a serious and responsible approach. Human resources management, in addition to administrative activities, includes a very wide range of activities related to the development of employees, where work effectiveness management stands out as the most important one. Since the management of work effectiveness is a very complex process, we emphasized the importance of evaluation, because the information it provides is essential both for directing the career development of employees and for achieving the company's collective goals. As the primary condition for success, knowledge is set as a factor that creates a gap between the successful and the unsuccessful. In a highly uncertain market environment, knowledge is an element whose absence cannot be tolerated. Based on the research, we concluded that the knowledge and skills of the employees are a vital part without which the organization cannot achieve and maintain its competitive position on the market. Very fast technological development has forced organizations to introduce training programs with which these rapid changes in technology will be followed, but not only followed, but the focus began to be placed on the development of new technologies and process innovation.

Today, the role of employees in achieving competitive advantage is particularly emphasized, so the view that the human factor is crucial for the success or failure of organizations is increasingly being confirmed. Designing an effective employee development program becomes a strategic task for organizations. Leaders on the market are almost always organizations that learn and believe that people and knowledge are the most valuable resources, that is, the potential for the progress of the organization that is realized through the development of the people employed in them. Communication is necessary for establishing and implementing company goals, developing plans for their realization, organizing human and other resources in the most successful and effective way, then for selecting, developing and evaluating members of the organization, as well as for leading, directing, motivating and creating a climate in which people are willing to contribute to the goals.

CONCLUSION

Therefore, performance evaluation and thus (interdependent) rewarding of employees in companies is one of the most important areas of observation, analysis, planning and improvement of human resources in every economic branch. The results of assessment and evaluation of performance, in addition to having a direct effect on the effects and results of operations, also affect the satisfaction of end users and especially the education of employees. This also means that performance evaluation is the best guide and guide for managers in companies in the direction of greater efficiency and effectiveness of the company's operations. In those companies, if the implementation of jobs and work tasks is unsatisfactory or even average, as a consequence of the insufficient level of expertise or competence of employees, it has affected unfavorable business results, and thus contributed to worse business compared to competitors, and these are critical areas of human resources management resources and it is necessary to take appropriate measures. Realistic training and training programs should be designed

for employees, as well as participation in appropriate seminars and symposiums. The level of knowledge reached is the most important factor that creates the difference between those who are successful and those employed with insufficient success in business, especially in times of crisis. The total contingent of knowledge and the achieved level of skills is a very important element on the basis of which companies achieve (and maintain) a competitive position in an increasingly turbulent but also discerning market.

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