

UDC 658:331.108

DOI <https://doi.org/10.26661/2414-0287-2021-3-51-19>

## DIRECTIONS OF IMPROVEMENT OF QUALITY ASSESSMENT SYSTEMS OF ENTERPRISE MANAGEMENT STAFF

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### Key words:

quality assessment of management staff, quality of work, qualimetric approach, weighted average assessment, expert evaluation

The article deals with method of assessing the quality of management staff based on a system of general indicators and partial criteria for the quality of work of the manager and a qualimetric approach. The system of general indicators includes indicators of the manager's performance of duties and tasks, professional competence and ethical behavior. The qualimetric approach involves the establishment of weights for each partial criterion and the use of a scoring scale. The characteristics of the standard with which the comparison was made, correspond to a score of 401–500 points, or the level of “excellent”, and the sum of the weights of the partial criteria of one indicator is equal to one. The determination of weights can be done by experts or senior management, taking into account the importance of each criterion to achieve the goals of operation and development of the enterprise. Experts can be senior managers, external consultants, partners and other stakeholders. The final score of each indicator that characterizes the qualities of managers can be calculated as the sum of weighted average scores of each partial criterion that is part of it, and the overall score of managers – as the sum of scores of indicators. The practical value of using the proposed method lies in the possibility of its application to determine the amount of remuneration of each manager for a certain period, to determine the most problematic characteristics and further planning areas of training, to rank management staff for further intangible incentives, responsibilities and interest managers in improving working methods. The methodology can also be used to assess the qualities of senior management.

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## НАПРЯМИ ВДОСКОНАЛЕННЯ СИСТЕМ ОЦІНКИ ЯКОСТІ КЕРІВНИХ КАДРІВ ПІДПРИЄМСТВА

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### Ключові слова:

оцінювання якостей управлінського персоналу, якість праці, кваліметричний підхід, середньозважена оцінка, експертне оцінювання

У статті запропоновано методику оцінювання якостей управлінського персоналу на основі системи загальних показників і часткових критеріїв якості праці менеджера та кваліметричного підходу. Система загальних показників включає показники виконання менеджером посадових обов'язків і завдань, професійної компетентності та етичності поведінки. Кваліметричний підхід передбачає встановлення вагових коефіцієнтів для кожного часткового критерію та використання бальної оціночної шкали. При цьому характеристики еталону, з яким відбувалося порівняння, відповідають оцінці у 401–500 балів, або рівню «відмінно», а сума вагових коефіцієнтів часткових критеріїв одного показника дорівнює одиниці. Визначення вагових коефіцієнтів може здійснюватись експертами або вищим керівництвом з урахуванням важливості кожного критерію для досягнення цілей функціонування і розвитку підприємства.

У якості експертів можуть виступати керівники вищих рівнів, сторонні консультанти, партнери та інші зацікавлені сторони. Підсумкова оцінка кожного показника, що характеризує якості управлінців, може розраховуватись як сума середньозважених оцінок кожного часткового критерію, який входить до його складу, а загальна оцінка якостей менеджерів – як сума оцінок показників. Практична цінність використання запропонованої методики полягає у можливості її застосування для визначення розміру винагороди кожного менеджера за підсумками певного періоду, для визначення найбільш проблемних характеристик та подальшого планування напрямів підвищення кваліфікації, для складання рейтингів управлінських кадрів з метою подальшого нематеріального стимулювання, підвищення рівня відповідальності та стимулювання зацікавленості менеджерів у вдосконаленні методів роботи. Також методику можна застосовувати для оцінки якостей керівників вищого рівня управління.

### Statement of the problem

The theory and practice of personnel evaluation in Ukraine is in its infancy. Characteristic features of management appraisal systems are the focus on simplified evaluation procedures, lack of constructive feedback between the object and the subject of evaluation, lack of systematicity and regularity in the application of evaluation procedures, the use of many techniques that provide different levels of assess efficiency of results, adherence of scientists and practitioners to opposing views on the appropriateness of the use of certain methods of personnel evaluation or the level of their objectivity.

### Analysis of recent studies and publications

Assessing the performance of workers, their personal and business qualities is the most developed area in the field of personnel management. There are many works of Ukrainian and foreign scientists devoted to the problems of personnel evaluation and directions of improvement of its methodological support. They are: V. Sokolovska, O. Babchynska, G. Ivanchenko define and analysis basic approaches to personnel evaluation, criteria and prospects of their application at enterprises, systematization methods of management, identifying their advantages, disadvantages and determining the characteristics of the impact on the personnel of the enterprise [12], S. Tsybalyuk, O. Bilyk determine the place of employee appraisal in personnel management, staff appraisal tools, methods of collecting and processing information about employees, consideration of different approaches and technologies of performance appraisal, organizational and methodological principles of final comprehensive employee appraisal, including in the form certification [14], I. Chavychalov systematize data on approaches to the assessment of management personnel of industrial enterprises [15], G. Josan, N. Kirichenko study current trends in the formation of an effective system of personnel evaluation at the enterprise and development of proposals to improve personnel management [4]. According to these authors, we note that the search for more convenient, simple and effective methods of assessing management staff has not lost relevance.

### Objectives of the article

The purpose of the article is to develop a methodology for assessing the quality of management personnel based

on a system of general indicators and partial criteria for the quality of work of the manager and a qualimetric approach.

### The main material of the research

The essence of the «personnel assessment» has quite different interpretation among Ukrainian and foreign scholars (Table 1).

Summarizing the above definitions, we can conclude that personnel assessment is a procedure carried out in order to determine the degree of compliance of professional, business and personal qualities of the employee, as well as quantitative and qualitative results of his work to certain requirements.

Work assessment is a complex creative process specific to each organization. However, the basic elements of the personnel appraisal process are general (Fig. 1).

L. Mikhailova says that personnel assessment allows: to plan careers and promotion of employees; determine the level of competence of specialists; to carry out reshuffling taking into account the competence and potential of employees; get a psychological portrait of employees of the organization; to carry out effective selection of the necessary specialists; to study the specifics of interpersonal relationships and the psychological climate in the team; determine the degree of satisfaction and interest of employees in the organization; find the means to consolidate the necessary specialists in the organization; to develop an effective system of work motivation; streamline methods of working with staff [9, p. 23]. We completely agree the researcher's point of view.

The activities of management staff are largely determined by how objectively their work is evaluated. Systematic and impartial evaluation disciplines, increases responsibility, and with a fair and timely reward – stimulates interest in improving working methods.

The most common methods of personnel evaluation are methods based on expert assessments. Experts can be senior managers, external consultants, partners and other stakeholders. In order to reduce the subjectivity of evaluations, it is desirable to involve several experts in the evaluation.

An important task in the assessment of management staff is to determine the evaluation criteria. The criterion is a sign on the basis of which the assessment is formed. A trait is a quantity characterized in the process of research, and an indicator is a quantitative characteristic of any trait. The

Table 1 – Analysis of the definition of «personnel assessment»

Scholars	Definition
L. Balabanova	Personnel evaluation is a purposeful process of establishing compliance of qualitative personnel characteristics (abilities, properties) with the requirements of the position or workplace [1]
M. Holovaty, M. Lukashevich, G. Dmytrenko	Personnel assessment is a procedure by which the degree of compliance of the employee's qualities, his work behavior, performance with certain requirements is determined [3]
G. Zavinovska	Personnel assessment is a planned, formalized description of the employment of employees, the efficiency of staff [5]
O. Kyrychenko	Personnel assessment is used to determine an employee's suitability for the vacancy or job position he or she currently holds. [7]
A. Kolot	Personnel assessment is to determine the extent to which each employee achieves the expected results of work and meets the requirements arising from his production tasks [8]
V. Savchenko	Personnel evaluation is a procedure carried out in order to identify the degree of compliance of professional, business and personal qualities of the employee, quantitative and qualitative results of his work to certain requirements [10]
I. Skopylatov, O. Yefremov	Business assessment of personnel is a component of personnel diagnostics, a purposeful process of establishing compliance of quantitative and qualitative professional characteristics of personnel with the requirements of the position (workplace), department and organization as a whole [11]
L. Fedulova	Business assessment of personnel means a purposeful process of establishing compliance of qualitative characteristics of personnel with the requirements of the position and the workplace [13]
A. Shegda	Personnel assessment determines the level of qualification of employees, the level of knowledge, skills, abilities, gives an idea of business and moral personality traits [16]

Source: made by the author

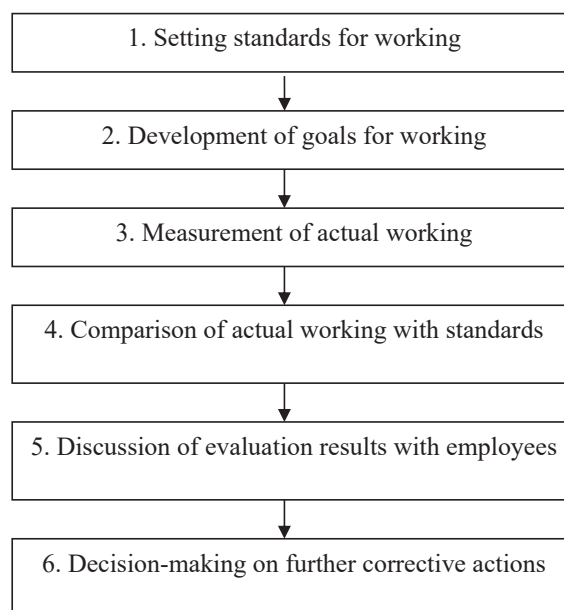


Fig. 1 – Fundamental elements of the personnel assessment process [2]

efficiency of the manager is determined by the aggregate criterion of efficiency, which includes some partial criteria that form a system of certain indicators.

The most successful classification of aggregate and partial evaluation criteria is the system of general indicators and partial criteria of quality of work of the manager, proposed by I. Zinoviev [6, p. 66], which includes indicators of the manager's performance of duties and tasks, professional competence and ethical conduct.

The combination of this classification with the qualimetric approach. The approach involves the establishment of weights for each partial criterion and the use of a scoring scale, creates an opportunity to quantify the

quality of management staff. In this case, the characteristics of the standard with which the comparison was made, correspond to a score of 401–500 points, or the level of «excellent», and the sum of the weights of the partial criteria of one indicator is equal to one (Tables 2, 3, 4). The weighted average score of each criterion is calculated by the formula:

$$K_i = \frac{\sum_{j=1}^N R_i \times p_j}{N},$$

i.e.  $R_i$  – score of the  $i$ -th expert;  $p_j$  – weighting factor of the  $j$ -th criterion;  $N$  – total number of experts.

Table 2 – Criteria, weights and scale for expert assessment of the manager's performance of duties and tasks

Criteria	Weights	Levels of quality of duties and tasks			
		low	satisfactory	good	high
		100–200 score	201–300 score	301–400 score	401–500 score
Volume of work performed	0,3	does not meet expectations, the deadline is exceeded	corresponds to the set deadline	fully fits the deadline, has time for additional work	performs tasks with less time
Work quality	0,4	the results of the work must be fundamentally corrected	the results of the work require almost no corrections	work results can be used	work results of the highest quality, have innovative character
Work planning	0,3	low level of working time planning	is able to organize his work in compliance with deadlines (close to the risk of violation)	is able to organize their work, the work is performed rationally	high organization and concentration, work is purposeful
Total	1,0				

Source: compiled by the author on the basis [6, p. 66]

Table 3 – Criteria, weights and scale for expert assessment of professional competence of the manager

Criteria	Weights	Levels of professional competence			
		low	satisfactory	good	high
		100–200 score	201–300 score	301–400 score	401–500 score
Professional knowledge	0,13	Superficial knowledge	Satisfactory professional knowledge	Systematic knowledge	Deep knowledge and flexibility of thinking
Professional skills and abilities	0,13	Underdeveloped	Developed mediocre	Provide the required level	Performs high-level tasks
Ability to formulate a view	0,07	Limited vocabulary	Sufficient level of state language proficiency	Expires clearly and convincingly	Logically constructed expressions, the order in the documents
Initiative	0,09	Passive, requires direct work	Activity and creative approach to the case does not stand out	Shows initiative, but without creativity	Proactive, creatively solves problems
Prompt thinking	0,09	Slowly adopts new decisions	Adapts to new tasks and situations	Perceives new tasks willingly, understands their essence	Quickly accepts new tasks, identifies influencing factors
Performance and endurance	0,11	Performance is low	Performance is satisfactory	Workable, increasing the load does not affect the quality of work	Working capacity is high, corresponds to the activity to increase the requirements
Responsibility	0,11	Shows indifference, irresponsibility	Shows a sense of responsibility is not stable	Shows a sense of responsibility constantly	Highly developed sense of duty, excellent executive discipline
Independence	0,07	Does not make independent decisions	Can make independent decisions, but they are not always proven	In decision-making is often independent, determined	Independent, has foresight skills
Ability to lead	0,10	Does not have the qualities of a leader	Can have a positive effect on people, but rarely uses it	Can positively influence people, has the qualities of a leader	The qualities of a leader are evident
Ability to accumulate and update experiences	0,10	Experience is slowly gaining, professional innovation is rejected	Experience accumulates and updates as needed, works on a template	Works to update the experience, has innovative approaches	Purposefully works to enhance professional experience
Total	1,00				

Source: compiled by the author on the basis [6, p. 66]

Determination of weights can be carried out by experts or senior management, taking into account the importance of each criterion to achieve the goals of operation and development of the enterprise. The final score of each indicator that characterizes the qualities of managers can be calculated as the sum of weighted average scores of each partial criterion that is part of it, and the overall score of managers – as the sum of scores of indicators.

Thus, this method can be used to determine the amount of remuneration of each manager for a certain period, to determine the most problematic characteristics and further planning of training areas, to compile ratings of management staff for further intangible incentives.

One can also use this technique to assess the qualities of senior management (Table 5).

Table 4 – Criteria, weights and scale for expert evaluation of the ethics of managerial behavior

Criteria	Weights	Levels of performance and responsibilities			
		low	satisfactory	good	high
		100–200 score	201–300 score	301–400 score	401–500 score
Communication style	0,45	The level of culture is low and tactless	The level of culture is satisfactory, but not always appropriate	Tactful, friendly in communication	Has a high level of culture, in critical situations is correct
Cooperation	0,30	Helps others are rare	Cooperates with others, offers assistance	Fruitfully cooperates with others	Shows the ability to work in a team
Discipline	0,25	Violates internal labor regulations	Follows the rules, but needs control	Complies with the rules without violations	Highly disciplined
Total	1,00				

Source: compiled by the author on the basis [6, p. 66]

Table 5 – Criteria, weights and scale for expert assessment of the quality of work of senior management

Criteria	Weights	Levels of performance and responsibilities			
		low	satisfactory	good	high
		100-200 score	201-300 score	301-400 score	401-500 score
Propensity to negotiate	0,18	Insecure, unconvincing	Presents ones view convincingly	Can convincingly prove ones point	Purposefully presents ones view
Ability to organize the work of subordinates	0,22	Does not help streamline the workflow	Appropriately distributes work tasks	Sets a goal, informs subordinates	Clearly sets a goal, achieves high efficiency
Management professionalism	0,22	The formulation of tasks is not clear	Does not always explain and provide the necessary information	Clearly explains the tasks	Explains the task in an accessible, detailed, timely manner
Control	0,18	No control or ineffective	Occasionally monitors tasks	Systematically monitors	Controls skillfully and unobtrusively
Evaluation and encouragement of employees	0,20	Does not understand the achievements of employees, does not know their abilities, hinders their independence	Familiar with the capabilities of employees, tries to evaluate them	Familiar with the achievements of employees. Correctly evaluates them, stimulates independence	Carefully studies the achievements of employees, purposefully stimulates their interests, encourages independent thinking
Total	1,00				

Source: compiled by the author on the basis [6, p. 66]

### Conclusions

The study proposes a method of assessing the quality of management staff of any management level based on a system of general indicators and partial criteria for the quality of work of the manager and a qualimetric approach that allows to quantify the quality of management staff.

The proposed method can be used to determine the amount of remuneration of each manager for a certain period, to determine the most problematic characteristics and further planning of areas of training, to compile ratings of management staff for further intangible incentives.

The prospect of further research in this area may be to expand the system of indicators and evaluation criteria.

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