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## MANAGING THE PERSONNEL EVALUATION SYSTEM AS A DIRECTION FOR ENSURING THE COMPETITIVE ADVANTAGE OF AN INNOVATIVE ENTERPRISE IN A KNOWLEDGE ECONOMY AND CHANGE MANAGEMENT

## УПРАВЛІННЯ СИСТЕМОЮ ОЦІНКИ ПЕРСОНАЛУ ЯК НАПРЯМ ЗАБЕЗПЕЧЕННЯ КОНКУРЕНТНИХ ПЕРЕВАГ ІННОВАЦІЙНОГО ПІДПРИЄМСТВА В УМОВАХ ЕКОНОМІКИ ЗНАНЬ ТА УПРАВЛІННЯ ЗМІНАМИ

**Introduction.** The assessment system should be based on such aspects as job analysis, personnel training and development, work motivation, formation of a personnel reserve, personnel planning, clear formation of requirements for personnel work and full use of available human potential in the conditions of the knowledge economy and change management, which actualises the research topic. **Methods.** The historical-logical method is used in the article; method of systematization, classification and theoretical generalization; method of institutional analysis; method of system analysis; method of logical analysis and synthesis; method of graphical analysis. **Results.** The article

considers the conceptual basis of orienting of methods of personnel assessment in the innovative enterprise as a direction of providing a competitive advantage, aimed at finding and evaluating the relevant knowledge, skills, abilities and other qualitative characteristics of the enterprise personnel to the requirements of the position. The system of personnel assessment for innovative enterprise is formulated, based on the assessment of professional preparation of the employee, assessment of the compliance of personal qualities to the formal job "portrait" requirements, the definition of the usefulness of the work and activity of a particular employee in terms of the knowledge economy and change management. **Discussion.** The authors determines the periodicity of assessment of innovative enterprise managers, methodology for assessing the labour behaviour of an employee, assessment of the level of achievement by an employee of a positive end result in saving resources, observing and improving technology, producing quality products, getting products within the established deadlines, speed of decision-making. "Assessment Center" methodology in the innovative enterprise should be aimed at an equally important task, such as studying the needs of employees in the development of skills and abilities, taking into account strategic goals in the innovative enterprise, as well as forecasting their development and impact on the results of its financial activity.

**Keywords:** management, system, personnel evaluation, competitive advantage, innovation enterprise, knowledge economy, change management.

**Вступ.** В основу системи оцінки повинні бути закладені такі моменти, як аналіз роботи, навчання та розвиток персоналу, мотивація праці, формування кадрового резерву, кадрове планування, чітке формування вимог до праці персоналу та повноцінне використання наявного людського потенціалу в умовах економіки знань та управління змінами, що актуалізує тему дослідження. **Методи.** В статті використано історично-логічний метод; метод систематизації, класифікації й теоретичного узагальнення; метод інституціонального аналізу; метод системного аналізу; метод логічного аналізу і синтезу; метод графічного аналізу. **Результати.** Розглянуто концептуальні засади орієнтування методик оцінки персоналу в інноваційному підприємстві як напрям забезпечення конкурентних переваг, який направлений на пошук та оцінку відповідних знань, вмінь, навичок та інших якісних характеристик персоналу підприємства вимогам посади. Сформульовано систему оцінки персоналу для інноваційного підприємства, що засновано на оцінці професійної підготовки працівника, оцінці відповідності особистих якостей формальному посадовому «портрету» вимог, визначенні корисності праці та діяльності конкретного працівника в умовах економіки знань та управління змінами. **Перспективи.** Визначено періодичність оцінки менеджерів інноваційного підприємства, методику оцінювання трудової поведінки працівника, оцінювання рівня досягнення працівником позитивного кінцевого результату в економії ресурсів, дотриманні та вдосконаленні технології, отримання якісної продукції, отриманні продукції у встановлені терміни, швидкості прийняття рішення. Методика «Assesment Center» у інноваційному підприємстві повинна бути спрямована на не менш важливе завдання, таке як вивчення потреб працівників в розвитку навиків та вмінь з врахуванням стратегічних цілей у інноваційному підприємстві, а також прогнозування їх розвитку та впливу на результати фінансової його діяльності.

**Ключові слова:** управління, система, оцінка персоналу, забезпечення конкурентних переваг, інноваційне підприємство, економіка знань, управління змінами.

**Introduction.** The personnel appraisal system is one of the most important processes in human resource management, which is aimed at finding and evaluating the relevant knowledge, skills, abilities and other qualitative characteristics of the personnel of an innovative enterprise to the requirements of the position. To improve the existing appraisal system, certain requirements need to be met. These are: the interest and support of the management of the organization; highly qualified specialists should be responsible for the assessment system; availability of appropriate documents regulating the work of the system; timely informing personnel about the content and purpose of assessment; establishment of the clear connection of the personnel assessment system with the remuneration system. Also, the system of the personnel appraisal should be based on the principles of efficiency (to provide a high level of motivation of the employees), practicality (convenience of application in practice both for those who assess and for those who are assessed) and understandability. In general, the personnel evaluation process should contribute to better utilisation of human potential in the personnel management system. Therefore, the assessment system should be based on such aspects as job analysis,

personnel training and development, work motivation, formation of a personnel reserve, personnel planning, clear formation of requirements for personnel work and full use of available human potential in the conditions of the knowledge economy and change management, which actualises the research topic.

### **Analysis of recent research and publications.**

The main purpose of a comprehensive assessment is to determine an employee's competence, their ability to plan and organise their work, independence and initiative, communication skills, ability to work, responsibility for the assigned task, to identify the ability to master new directions and methods and use them in their work [2; 4; 6; 10]. According to the goal tree of the innovative enterprise, each employee should also receive a corresponding task, which forms such an approach to management as management by objectives.

Management by objectives is the evaluation of the effectiveness of the employee's achievement of the goals set by the company over a certain period of time. The main elements of evaluation are the process of goal-setting, work planning, current control over its implementation, analysis of the results achieved and summing up. An important characteristic of the

management by objectives method is that the errors made by employees in their work and their causes are analyzed, the most actual direction of improvement of personnel potential is chosen, and feedback between the employees and management is supported. Employees are always informed of their contribution to the overall performance of the innovative enterprise [3; 8; 9]. Goal planning involves giving employees a sense of responsibility, giving them an idea of the normal and generally accepted level of performance of duties, and making them aware of what is required of them. If management targets are having open character, i.e. are generally known to the entire workforce, this helps to increase motivation to achieve them [1; 5; 7]. Employees who cope with their tasks are constantly oriented towards improving their work performance, and this is an effective method of increasing the competitiveness and sustainability of an innovative enterprise in a knowledge economy and change management environment.

**The aim of the article** is to explore the management of the personnel evaluation system as a way of ensuring the competitive advantage of an innovative enterprise in a knowledge economy and change management.

**Research methodology.** The following special methods of scientific knowledge were used in the research process: historical-logical method (in the study of the evolution of changes in the system of personnel evaluation of innovative enterprises); method of systematization, classification and theoretical generalization (when developing the form of evaluation of managers of innovative enterprises); method of system analysis (in the study of the advantages and disadvantages of methods of personnel evaluation); method of logical analysis and synthesis (in determining the frequency of evaluation of managers of innovative enterprises).

**Results.** The main criteria in the shaping of the employee evaluation system of a company are: quantitative indicators (labour productivity, its dynamics); quality of work (the price of qualitatively fulfilled work); personal characteristics of an employee (personal characteristics, labour behaviour, business qualities).

When building a personnel appraisal system in an enterprise, it is advisable to use methods such as: questionnaire and characteristic appraisal;

psychological appraisal; performance appraisal; work behaviour evaluation; time worked evaluation; comprehensive evaluation; management by objectives as a performance appraisal method.

Based on these methods, let us formulate a personnel appraisal system for an innovative enterprise:

1. Assessment of an employee's professional preparation, characterised by educational qualifications, work experience, knowledge of agricultural information (since knowledge loses its value very quickly due to scientific and technological progress, it needs to be constantly replenished and updated), knowledge of foreign languages. Although workers with the same education and experience may have very different human potential. Attention is also drawn to the tendentiousness and one-sidedness of the profiles. Because the information that is given about a person is a result of the distortion of reality due to personal attitudes, emotions and goals of the one who writes it. And these can be either positive or negative, but not neutral.

2. Assessing the consistency of personal qualities with formal job "portrait" of requirements. The basis of the assessment is the appearance, tolerance, tactfulness, politeness and willingness to improve the professional skills of the employee. That is, there should be a consistent assessment of the measure of the suitability of the personal qualities of the employee for the position or vacancy.

3. Determining the usefulness of the work and activities of a particular employee. Conducting current (every working day), regular (monthly, quarterly, yearly) and prospective evaluation of the staff of an innovative enterprise (Table 1).

Evaluation of personnel performance results is carried out to know how they work, that each of them can identify the existing potential for further performance growth, the quality, usefulness of personnel work for the innovative enterprise in the short and long term is determined. The consequence of this assessment is

Table 1

**Suggested frequency of evaluation of the managers of an innovative enterprise**

Frequency of evaluation	Methods and forms of assessment	Evaluation procedure	Who makes the assessment	Findings from the assessment
Current	Analysis of current employee activities	Observation, self-reporting, assessment of manager's working behaviour, case studies	Head of Human Resources	Determines the level of the current execution of responsibilities by the manager
Regular	Monitoring activities over a period of time (weekly, monthly, per year)	Testing, comprehensive assessment, programme monitoring, ranking, expert assessments	Head of Human Resources	Improvement in the performance of work tasks and results after a certain period is assessed
Prospective	Analysis of future opportunities	Manager's attestation, testing, expert assessments, target method and rating scale	Head of Human Resources	Allows to define a skill, skills, abilities, qualities, motivations, expectations about future tasks and allows to predict manager's potential opportunities

Source: [1; 2; 9]

material, moral, labour and status rewards for successful employees.

4. Employee work behaviour appraisal is the completion of specific appraisal forms, which contain a statement of effective or ineffective work behaviour (Table 2). The assessment will be made using certain parameters related to the performance of the job or the achievement of the intended objectives. The basis is an assessment of the employee's expressed behaviour, work behaviour and social behaviour. As can be seen from Table 2, the presented assessment of the managers of an innovative enterprise is targeted, as it includes the assessment of work results, managers' qualities and their working behaviour, and the specific feature is the measurement of these indicators in points.

5 Assessment of the level of achievement by an employee of a positive result in saving resources, observing and improving technology, obtaining quality products, obtaining products within deadlines, speed of decision-making.

Conducting a comprehensive staff appraisal. The main idea is to quantify the most significant characteristics of both the employee and the work performed by him or her by means of points. To characterise an employee, their professional and qualification level, their business qualities, the complexity of the functions performed, and the specific results achieved are evaluated in a comprehensive way, but not based on the evaluator's subjective judgement, but on objective analysis data.

The professional and qualification level of an employee is determined by a common set of objective attributes for all categories of personnel – education, professional work experience, active acquisition of professional skills and improvement of professional skills. Each of these attributes is assessed by a certain

number of points. Other elements of assessment that characterise the business qualities, complexity and performance of workers work results, specialists and managers are somewhat different in terms of content and specific importance of the attributes.

That is to say, whereas in the past managers of an innovative enterprise tried to carry out an assessment of one characteristic of employees, today more and more attention is being paid to the assessment of the human potential of the employees of the innovative enterprise.

Based on an effective personnel appraisal system in an innovative company, it is possible to achieve high motivation of the personnel (bonuses for the achievement of performance improvement results, payment "for result"), implementation of development opportunities for employees and control of workers abilities (evaluation of compliance with the position and based on competence data to create specialist development programme), a possibility of quick informing of the personnel about new work requirements or changes in the business strategy of an innovative enterprise.

It is appropriate for an innovative enterprise to act proactively, i.e. to use a personnel assessment system to determine the suitability of employees for their specialisation so that they can make decisions in any situation. Heads of departments monitor how well and quickly technological parameters are processed, lower-level managers submit their reports to the management daily. The appraisal system in an innovative company is used to award bonuses to employees, to promote or demote them and, if necessary, to draw up an individual development plan for a particular employee.

It is reasonable for an innovative enterprise to apply a personnel assessment system to determine the manager's flexibility, the speed of assessing technical and technological parameters, the employee's

Table 2

**Fragment of an evaluation form for the managers of an innovative enterprise**

Results of work, work behaviour, managerial qualities	Points					
	1	2	3	4	5	6
1. Based on the results of the work:						
1.1.quality of work performed						
1.2. number of clients served						
1.3.Number of contracts signed						
1.4.respecting deadlines for completion of work						
2. work behaviour:						
2.1.ability to get involved in the work of the group						
2.2.organisational skills						
2.3.Problem-solving ability						
2.4.ability to negotiate						
2.5.leadership capacity						
3. The qualities of a manager:						
3.1.level of knowledge						
3.2.communicativeness						
3.3.Professionalism						
3.4.self-development						
3.5.Self-education						
3.6.persuasiveness						

Source: author's development

adaptation to potential changes, the ability to manage oneself, the identification of problem-solving skills in crisis situations, and organisational abilities. The greatest attention is paid to professional, conceptual and social competencies.

The main thing in the enterprise personnel assessment system should be to determine the potential of operational managers and specialists. That is, the ability to meet the technical and technological requirements of production, the focus on the "budget" of events that ensure the maximum effect and competitiveness of the innovative enterprise.

It is these results of using an evaluation system that can be considered as an effective opportunity to influence all human resource processes of an organisation, all subjects of human resource work of an innovative enterprise and their interaction, the full use of human potential and, therefore, the achievement of a high level of competitiveness of an innovative enterprise in a knowledge economy and change management.

Among the modern personnel assessment technologies that could be recommended for implementation in an innovative enterprise are the "Assessment Center", which involves analysing the potential of employees; filling vacant personnel positions; selecting personnel with clearly defined competencies; creating a development and training programme; and planning individual careers.

This potential strategic alternative to staff development can be useful to improve the organisation of individual development programmes for each employee, career planning, and monitoring the appropriateness and effectiveness of developing knowledge and skills within a clearly defined specialisation.

"Assessment Center is a technology for assessing employee competencies based on modelling key aspects of their work. It allows employees to demonstrate their knowledge, skills, abilities and personal qualities in specific situations and determine the compliance of the competencies of an organisation's workforce with its goals, strategy and corporate culture using specialised assessment procedures.

The Assessment Centre method contains simulation exercises that simulate the participants' working reality. The types of exercises are divided according to work situations: all work tasks are solved by the worker individually, in pairs or groups. According to these situations, a distinction is made between: individual exercises and group exercises. This method is widely used in foreign enterprises for training and personnel development (Table 3).

The main feature of personnel development monitoring in an innovative enterprise using the Assessment Centre method is that other business assessment methods can also be used in parallel. Personnel development monitoring can become an integral part of improving employee performance as well as increasing employee motivation. According to the modern management concept, which is oriented to the model of an employee as a "social person" and considers personnel as one of the key resources of an enterprise, which manifests itself in constant and comprehensive personnel development, maximum attention to the individual identity of a single employee, the procedures of coordination and harmonisation of development of personal and professional qualities of specialists, implemented by monitoring personal-professional development, acquire special importance.

The implementation of the "Assessment Centre" methodology in an innovative enterprise, which consists of creating tasks that simulate key points of an employee's work, will help to identify the existence of professionally important qualities, and consequently to monitor personnel development needs.

**Conclusions and prospects.** The article considers the conceptual basis of orienting of methods of personnel assessment in the innovative enterprise as a direction of providing a competitive advantage, aimed at finding and evaluating the relevant knowledge, skills, abilities and other qualitative characteristics of the enterprise personnel to the requirements of the position. The system of personnel assessment for innovative enterprise is formulated, based on the assessment of professional preparation of the employee, assessment of the compliance of personal qualities to the formal job "portrait" requirements, the definition of the usefulness of the work and activity of a particular employee in terms of the knowledge economy and change management. The authors determines the periodicity of assessment of innovative enterprise managers, methodology for assessing the labour behaviour of an employee, assessment of the level of achievement by an employee of a positive end result in saving resources, observing and improving technology, producing quality products, getting products within the established deadlines, speed of decision-making. "Assessment Center" methodology in the innovative enterprise should be aimed at an equally important task, such as studying the needs of employees in the development of skills and abilities, taking into account strategic goals in the innovative enterprise, as well as forecasting their development and impact on the results of its financial activity.

Table 3

**Advantages and disadvantages of the Assessment Centre method**

Advantages	Disadvantages
Objectivity of evaluation	Needs to attract external resources
No possibility of falsification	Requires a considerable investment of time
Can be used to assess different levels of workers	Implementation is costly
Provides ample opportunity for each employee to reach his or her potential	Increased stress levels when receiving feedback
Allows for an accurate assessment of staff potential	

Source: [6; 7; 9]

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