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**MODERN SCIENTIFIC RESEARCH:
ACHIEVEMENTS, INNOVATIONS
AND DEVELOPMENT PROSPECTS**



**PROCEEDINGS OF XII INTERNATIONAL
SCIENTIFIC AND PRACTICAL CONFERENCE
MAY 22-24, 2022**

**BERLIN
2022**

MODERN SCIENTIFIC RESEARCH: ACHIEVEMENTS, INNOVATIONS AND DEVELOPMENT PROSPECTS

Proceedings of XII International Scientific and Practical Conference

Berlin, Germany

22-24 May 2022

Berlin, Germany

2022

UDC 001.1

The 12th International scientific and practical conference “Modern scientific research: achievements, innovations and development prospects” (May 22-24, 2022) MDPC Publishing, Berlin, Germany. 2022. 734 p.

ISBN 978-3-954753-03-1

The recommended citation for this publication is:

Ivanov I. Analysis of the phaunistic composition of Ukraine // Modern scientific research: achievements, innovations and development prospects. Proceedings of the 12th International scientific and practical conference. MDPC Publishing. Berlin, Germany. 2022. Pp. 21-27. URL: <https://sci-conf.com.ua/xii-mezhdunarodnaya-nauchno-prakticheskaya-konferentsiya-modern-scientific-research-achievements-innovations-and-development-prospects-22-24-maya-2022-goda-berlin-germaniya-arhiv/>.

Editor

Komarytsky M.L.

Ph.D. in Economics, Associate Professor

Collection of scientific articles published is the scientific and practical publication, which contains scientific articles of students, graduate students, Candidates and Doctors of Sciences, research workers and practitioners from Europe, Ukraine, Russia and from neighbouring countries and beyond. The articles contain the study, reflecting the processes and changes in the structure of modern science. The collection of scientific articles is for students, postgraduate students, doctoral candidates, teachers, researchers, practitioners and people interested in the trends of modern science development.

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ECONOMIC SCIENCES

RESEARCH OF THE MODERN PERSONNEL EVALUATION SYSTEM AT DOMESTIC ENTERPRISES

Mizina Olena

Ph.D. in Economics, Associate Professor

Karyh Viktoriya

Student

Donetsk National Technical University,

c. Luzk, Ukraine

Amelnytska Olena

Ph.D. in Economics, Associate Professor

Priazovsky State Technical University

c. Dnipro, Ukraine

Introductions. The dynamic development of any modern enterprise requires the effective management of its personnel and the constant development of the latter's competencies. In this context, staff assessment is of particular importance as a special but not widely used tool. Personnel assessment allows to obtain information about the needs of the enterprise in personnel of a certain qualification, level of labour potential, psychological portrait of employees, with their preferences and professional gaps, motivational needs. Personnel evaluation also serves as a management element of the personnel certification system used at the enterprise in any modification.

Aim. Research of theoretical bases and development of practical recommendations on substantiation of a method of an estimation of the personnel at the enterprise.

Materials and methods. The study uses methods of systems analysis, structural and logical methods in the research of the definition of "personnel evaluation", characteristics of evaluation methods, methods of economic analysis in the research of production and economic and financial activities of the studied enterprise, SWOT-analysis method to identify strengths and weaknesses, and also the available opportunities and threats in the system of personnel evaluation of the

studied enterprise, multi-criteria approach in substantiating the method of personnel evaluation.

Results and discussion. For a substantial study of the processes of personnel evaluation in enterprises, it seems appropriate to analyse the essence of the "personnel evaluation" concept, because today there is no consensus among scientists on the content of this economic definition. A comprehensive analysis of existing theoretical approaches to understanding the essence of the definition of "personnel evaluation" allowed to combine existing views into three approaches: resource; effective; mixed [1].

Proponents of the first approach to the essence of personnel evaluation believe that the main comparative characteristics of personnel evaluation are personal characteristics, level of qualification, work experience, suitability for the position (employee is evaluated as a representative of human resources with certain characteristics).

Proponents of the effective approach provide for the evaluation of staff based on the evaluation of the results of their work, i.e. the determining criteria in the evaluation are the level of achievement of the objectives. This approach is more suitable for determining the nature of personnel evaluation in a competitive market economy, as it allows you to assess the real contribution of a particular employee to the overall performance of the enterprise.

The mixed approach is based on a combination of the two previous ones, and the definitions within this approach provide for the assessment of staff taking into account personal qualifications, qualitative characteristics, work experience and performance indicators in the process of performing the tasks.

It is proposed to understand the systematic process of checking the compliance of professional and personal characteristics of the employee to the position and the effectiveness of the tasks in the process of work.

Given the analysis of existing methods of personnel evaluation, it seems appropriate to identify the most common.

360 degrees method. Used to evaluate staff in employee development programs, as well as to improve internal communication and corporate culture. According to its name, it is identified with the view of the employee from different angles, provided its use, information about the employee can be obtained through interviews with the employees, their supervisor, colleagues, subordinates, and in some cases clients. The employee's assessment is objective and directly affects the employee, as it is developmental. As for the employees themselves, the information obtained during the evaluation allows not only to assess their strengths and identify areas of development, but also to improve internal communication among employees of departments, divisions, departments and more. Based on the results of evaluation of employees by this method, it is possible to form programs for their individual development [2].

"Assessment Center" is one of the methods of comprehensive staff evaluation, based on the use of complementary techniques, focused on assessing the real qualities of employees, their psychological and professional characteristics, compliance with job requirements, as well as identifying potential opportunities. This method of employee evaluation, also known as the Assessment Center, is aimed at solving certain tasks: diagnosis of professional knowledge and skills of employees; organization of operational personnel management of the enterprise; organization of employee training; development of assessment skills [3].

"Assessment Center" (Assessment Center) has some significant advantages over other methods of evaluation: consists of elements of enterprise strategy; allows to receive the most objective estimation in comparison with other methods; allows the company to invest most rationally in staff development; provides understanding and clarity in the assessment of staff by all employees of the enterprise; the evaluation procedure is the starting point for the development of enterprise personnel.

However, there are some disadvantages of this method of evaluation: more expensive procedure compared to testing or interviewing employees; it takes more time than testing; it is necessary to train observers from among the employees of the enterprise, which further increases the time of evaluation.

Goal Management Method (MBM). It is characterized as simple enough and consists in setting specific measurable goals for each of the employees and periodically discussing the progress in achieving these goals. When evaluating personnel by the method of management by objectives, it is advisable to use subordinates, setting individual goals for them and periodically checking them [4].

Performance Management - the concept of organization management, which is based on the use of many previous theories and practices of management, i.e. a kind of integration of different methods of enterprise management, which have proven to be effective.

The KPI system is responsible for the formation of a system of motivation, i.e. the achievement or failure to achieve personal goals directly affects the tangible or intangible remuneration of all employees and management. KPIs are used not only to measure results, report, differentiate achievements, but also to analyse opportunities to improve results, improve and develop business.

As part of the study in order to further implement in the evaluation system of enterprise personnel, it is advisable to consider the following evaluation methods that are widely used in practice by both domestic and foreign companies, namely [5]:

- A1 - the method of business games;
- A2 - method of independent judges;
- A3 - assessment centre method;
- A4 – Key Performance Indicators (KPI) method;
- A5 - goal management method;
- A6 - "360 degrees" method;
- A7 - a method of solving situations.

In order to analyse the proposed methods, the criteria for influencing their choice by managers of the enterprise is formed (Table 1).

During the analysis for each alternative according to the selected criteria identified characteristics, which are shown in table 2.

Table 1

Criteria for selecting alternative methods of personnel evaluation for a domestic enterprise

Criterion	Characteristics
K1	Probability of success of personnel evaluation by the proposed method: the company's management expects from the implementation of evaluation methods in the form of improving the quality of services, improving the efficiency of the enterprise, improving the psychological climate in the team, building an effective management system
K2	Estimation of the level of implementation costs: the ability to choose the following methods by which it is possible to correctly assess the potential of the employee and at the same time minimize the costs of their implementation
K3	The level of perception of evaluation methods by employees: given the difficulty of leaving the comfortable comfort zone, the manager must choose the most appropriate evaluation methods that can take into account the specific internal organization of the enterprise and better mastered by employees
K4	Time spent on the implementation of the method: the need to assess all possible costs of effort and time
K5	The level of complexity of the implementation of the personnel evaluation system: the evaluation methods recommended for implementation should take into account the specific internal organization of the enterprise
K6	Profitability of the proposed method of personnel evaluation: methods selected by managers must be able to increase the efficiency of employees and the company as a whole, able to create profitability of various activities, and cost recovery
K7	Risk-taking of the proposed assessment methods: taking into account the totality of all uncertain possible outcomes and adverse effects that may occur as a result of implementation

Table 2**Characteristics of alternatives according to selected criteria**

Alternatives	Criterion						
	K1 , %	K2, %	K3, ball	K4, ball	K5, ball	K6, %	K7, %
A1	70	65	5	4	6	65	30
A2	75	85	6	3	8	70	35
A3	60	60	7	3	3	75	30
A4	70	75	5	2	5	65	40
A5	80	75	8	6	6	65	50
A6	85	60	7	4	5	80	40
A7	75	55	6	5	7	70	45

Table 3**Ranking of alternative methods of personnel evaluation**

Alternatives		Value	Rank
A6	360 degrees method	0,6597	1
A3	Assessment centre method	0,6011	2
A4	Method Key Performance Indicators (KPI) method	0,5551	3
A1	The method of business games	0,5534	4
A2	The method of independent judges	0,5465	5
A7	method of solving situations	0,4414	6
A5	Goal management method	0,4385	7

Graphic representation of the prevalence of available alternatives:

$A6 \rightarrow A3 \rightarrow A4 \rightarrow A1 \rightarrow A2 \rightarrow A7 \rightarrow A5$.

Conclusions. The results of the analysis based on the use of various methods of multicriteria analysis - the method of criterion constraints and the main criterion and TOPSIS revealed the best option for assessing the staff of PJSC "Mine Construction Management №1" - method "360 degrees", which gives a view of the employee from different angles.

The 360 degrees method is characterized as the most progressive modern method of personnel evaluation, offering a comprehensive assessment of employees in terms of their various subjective aspects, the assessment is carried out by different respondents: immediate supervisor, subordinates, colleagues, customers, suppliers and the employee according to the same criteria. The evaluation is usually on a scale (for example, from 1 to 5 at least 10 points). Based on the results of the evaluation,

the results obtained from different sources of information are compared and conclusions are generalized (averaged).

The effectiveness of this method is confirmed by the experience of its use in various enterprises and organizations, as the complexity and comprehensiveness of employee evaluation allows to characterize not only his professional level, but also the ability to work with people and in the team.

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