INTEGRITY IN THE ASSESSMENT OF MANAGEMENT PERSONNEL OF THE ORGANIZATION

Abstract. The paper considers the complex factors in the assessment of the managerial staff of the organization. The main components of the mechanism for improving the forms and methods of stimulating the work of managerial personnel through the development of an effective methodology for evaluating their work are disclosed. The assessment of the work of management personnel must be approached, first of all, from the perspective of complexity, which means the fact that the factors that have a final impact on work efficiency must be structured in the form of an algorithm that can clearly and efficiently give assessment criteria that are understandable to all respondents. The developed algorithm for evaluating managerial personnel is based on two components: the formation of criteria according to the requirements of the industry specifics and the compliance with these requirements of the manager’s professional qualities. The development of assessment criteria is based on three main areas: personal data, professional skills and needs of the industry.

Keywords: management, personnel, factors, assessment, formation, organization, complexity, efficiency, managerial personnel, criteria, algorithm.

Introduction. The specifics of the current stage of development of the Kazakhstani economy is determined by the presence of factors that have a complex effect on the level of transformations in matters of evaluating the performance of management personnel. Such factors include sharp fluctuations in the global economy, changes in the business environment, the complexity of managerial tasks growing annually in geometric progression, as well as the conditions of the competitive environment. In these conditions, the efficiency and quality of managerial decisions taken comes to the fore, ahead in terms of importance of indicators such as effectiveness, efficiency and adaptability. The level of flexibility in making managerial decisions in many cases allows the organization to effectively adapt to dynamically changing external conditions, while remaining a competitive organization in the market.

Methods. The scientific and methodological basis of the study was general scientific methods and principles. These include a systematic approach, a structural analysis of the state and development of the innovative infrastructure of the region, synthesis methods, as well as graphic and abstract-logical methods.

Main part. More and more business owners are becoming aware of the importance of raising the level of qualification not so much of workers and specialists as of top management, since the future of the whole organization depends on the choice of the correct future development path. In this regard, the business owners face a dilemma: to grow and train a highly effective manager from among the reserves available at the enterprise, or to attract a ready-made specialist in the field of management [1]. Each of these areas has its own characteristic positive and negative sides. Attracting a ready-made specialist at first glance seems to be most effective due to the simplicity of its implementation. There are no training costs, there is no need to wait for the finished results, the specialist is already coming to the organization with his own knowledge and experience. However, it only seems so at first glance. Further analysis of this area reveals a number of significant shortcomings that can completely level the entire positive effect of
attracting a ready-made manager to the organization. Thus, ready-made solutions that give good results in one organization may not necessarily be able to repeat their positive effect within the framework of another enterprise. There is a need to adjust the available management methods to the realities of an individual organization, which does not always positively affect the final result. Also, the lack of training costs for top managers leads to the latter being disinterested in the results of work, as well as the possibility of the specialist leaving for a new job, capable of providing not only a stable present, but also a stable future position in the progressive movement along the career ladder. In this regard, competent business owners are increasingly choosing the second way to improve the efficiency of management personnel. Namely, significant funds are allocated, the purpose of which is the formation of a reserve of managerial personnel capable of taking the organization to the development of new heights in business at a high-quality level. Also, a huge advantage of growing your staff is the fact that the growth process itself occurs from the bottom to the top level, under which the specialist can study the work of the enterprise from the inside, which subsequently makes it possible, based on the acquired knowledge, to see the whole picture of the ongoing transformations within the organization, in order to target these changes to the end result. Also, the human factor that has a positive impact on the effectiveness of the organization cannot be discounted. A specialist is more attached to the organization if he was trained at this enterprise than a third-party manager worker who is confident in the level of demand for his knowledge in the market. This confidence can negatively affect the results of the final work [2,3].

Therefore, in the conditions of choice, business owners are increasingly using the second way of developing top management of the organization in practice. Awareness is gradually being formed of the need for advanced training not only of workers, but also of management personnel. The development of management skills among top managers through advanced training has a positive effect on the overall competitiveness of the company in the market. Moreover, this training should be comprehensive, and not be a one-time promotion. Conducting such one-time training events is too costly and inefficient for the organization.

The priority tasks include raising the level of qualification of managerial personnel due to the fact that our country is changing its development guidelines, moving on to an innovative path. The priorities of national projects make it clear that the “Education” section is becoming one of the main ones that require increased attention to its problems among leaders at various levels. From these positions, it is necessary to distinguish two approaches that are complementary:

1. there is a need to identify "growth points" that can have a significant impact on the further development of this area;
2. The need to develop new methods in education inevitably leads to the introduction of innovative mechanisms in the management system.

From these positions, managers of various levels of management have a need for continuous improvement of management skills, which inevitably necessitates a systematic increase in the level of qualification. The existing baggage of knowledge and skills is already insufficient in modern conditions for managerial managers. There is a need not only to develop their skills, but also to actively apply them in practice, which can have a significant impact on the organization’s ability to maintain its market position. Managing personnel, with their unwillingness to develop their knowledge and skills, can cause significant damage to the company by inhibiting all management processes and mechanisms at the local level. The inept application of control action leads to additional costs when the organization is forced to spend significant funds where competent management is able to solve the problem with minimal cost of funds and energy [4]. From these positions, the issues of improving the personnel management system of an enterprise based on the development of management skills at various management levels are of particular relevance.

Special attention deserves consideration of the problem of improving the mechanism of managerial skills of top management of an organization. Currently, the development of management skills of top managers means only advanced training in various courses, retraining and training. At the same time, they forget about more important mechanisms for improving managerial skills, which include carrying out a comprehensive analysis of the needs of the leader, which can identify areas of development for the entire organization [5]. This assumption is based on real statistics that reveal the relationship between the level of development of managerial skills of managers and the results of the enterprise. The regularities are
revealed, consisting in the fact that a high level of competence of managers inevitably leads to an increase in the efficiency of the entire organization, and therefore to an increase in the volume and money terms of the results of the organization. In modern business, the most demanded in the labor market is the "developing and developing leader", i.e. manager aimed at constantly updating professional knowledge. In these conditions, the growth of labor productivity of the entire organization directly depends on the correct choice of the mechanism for the development of managerial personnel [6,7].

The assessment of the work of management personnel must be approached, first of all, from the perspective of complexity, which means the fact that the factors that have a final impact on work efficiency must be structured in the form of an algorithm that can clearly and efficiently give assessment criteria that are understandable to all respondents.

The algorithm for the formation of a comprehensive assessment of the results of labor of managerial personnel seems possible, to more clearly reflect the existing relationships, to show schematically in the form of the relationship of the constituent elements in the form of Figure 1.

Figure 1 - Algorithm for the formation of a comprehensive assessment of the results of labor of management personnel

This process traditionally begins with the stage of forming performance criteria. Subsequently, the selected criteria, passing through the subsequent stages, transform competencies and performance indicators of management personnel. Through the procedure for introducing the developed criteria into the practice of evaluating the performance of a manager, the developed evaluation mechanism is applied in practice. Subsequently, there comes a period of testing the mechanism, making adjustments based on the requirements of the enterprise, and the subsequent formation of a mechanism for a comprehensive assessment of managerial personnel [8].

The developed algorithm for evaluating managerial personnel is based on two components: the formation of criteria according to the requirements of the industry specifics and the compliance with these requirements of the manager’s professional qualities. The development of assessment criteria is based on three main areas: personal data, professional skills and needs of the industry. The first group includes such parameters as age, education, work experience. The second group is determined on the basis of the assessment of professional competencies by testing and questioning. And the third includes the specific needs of the industry and, based on them, requirements for leadership style. So, for example, in the textile sector there is a certain set of leadership, different from other industries. The manager is presented with such requirements as the ability to work in conditions of fierce competition from Chinese manufacturers, the constant search for new markets, and the systematic monitoring of the latest innovations in the market.

Determining whether the requirements of a manager’s professional qualities meet the assessment criteria is carried out by independent experts on the basis of both the manager’s personal qualities and his work efficiency, as well as satisfaction and comfort of the management style for subordinates. The assessment is carried out according to the developed methodology, as well as the data obtained on the
evaluation of criteria in three areas. The involved experts fill out an expert opinion on the form. This conclusion is attached to the leader’s grading table. Further, specialists of the personnel department, under the guidance of the director of the company, carry out calculations, fill out evaluation forms, and form recommendations aimed at adjusting the work of the head according to the estimates received. If the average estimated indicators are above the average, the management style is recognized as effective and recommendations are made on adjusting management methods. When the indicators are below average, the company management decides to either part with the manager or adjust his working methods. Such a decision is made on the basis of the complex results of the situational approach. At the same time, first of all, the interests of the industry or textile enterprises are put forward.

Conclusion. The main objective of the formation of a methodology for assessing the performance of management personnel is to determine the criteria, the application of which in practice will improve the quality of work of management. Creating an effective system of managerial potential is the basis for further development, as well as the achievement of goals. Evaluation of managers of both middle and senior management should be based on assessment procedures, certain technologies and methods. The methodology for evaluating the effectiveness of managerial personnel proposed in the article is based on a combination of various methods, taking into account the specifics of the industry, as well as modern requirements for the management team. A significant difference between the proposed methodology is that it accumulated the most effective assessment methods, which can easily be integrated into the personnel service system, as well as increase the efficiency of managerial personnel by accurately quantifying the results obtained.

M. Б. Юнусов1, А. М. Есиркепова2, Ж. Т. Алиева3

1М. Эуезов атындагы Онтдеңтік Қазақстан мемлекеттік университеті, Шымкент, Қазақстан;
2Қазақстан Республикасы Президенті жаңылығы Мемлекеттік баскару академиясынын Шымкент к. бойынша филиалы, Қазақстан;
3«Нархоз» университеті, Алматы, Қазақстан

ҮЙЬМЫНЩ БАСКАРУШЫЛЫҚ ПЕРСОНАЛДЫ БАГАЛУДАГЫ КЕШЕНДІЛІК

Аннотация. Жұмысты ұйымның баскарушы құрамын багалаудағы құралды факторлар қарастырылған. Қазақстан экономикасының қызілгі даму кезенінің ерекшелігі баскару персоналының жұмысын бағалау мәселелерінде өзгерістер денгейіне қаошқанды арнайы критерийлер қолданылады. Баскарушының ғылыми-ғана факторларының құралы арқылы бірнеше факторлар қарастырылған. Қазақстан экономикасының қызілгі даму кезенінің ерекшелігі баскару персоналының ұйымның бағалау және құралы арқылы құралды факторлар қолданылады. Баскарушының құралы арқылы құралды факторлар қолданылады. Баскарушының құралы арқылы құралды факторлар қолданылады.
Менеджердің көсібін сапасының талаптарын бағалау қритерілерін сәйкестігін анықтауды тәуелді екі шілдеден үшін ортақ баға жасайды. Басқарушының персоналдың құрылымы, бағалау әдістемесінң жасауыңың технологиясы және ықындығы, салыстырынған айырмашылық, орта кеңепірше басқару стилін қолдануға қарас басқару әдістемесін калыптастыру үшін қажет. Басты айырмашылықтардың барлығы үшін, басқару стилін түзілуі үшін ортақ ұйымдастырылып, көптеген басқарушылар тағы да өз жұмыс тұрмысына қосылуы мүмкін.

Тұжырым: Басқару, персонал, факторлар, бағалау, қалыптастыру, ұйымдастыру, құрылым, құрылым менеджерлердің таңби соқырмаларын, өз жұмыс қызметсін бағалау әдістемесін жасау үшін айтарлықта құрылымдық және технологиялық қызметтер түзілуі қажет.

М. Б. Юнусов1, А. М. Есиркепова2, Ж. Т. Алиева3

1 докторант PhD по специальности «Экономика» Южно-Казахстанского государственного университета им. М.Ауэзова, Шымкент, Казахстан; 2 доктор экономических наук, профессор Филиала Академии государственного управления при Президенте Республики Казахстан по городу Шымкент, Казахстан; 3 кандидат экономических наук, ассоциированный профессор, Университет «Нархоз», Алматы, Казахстан

КОМПЛЕКСНОСТЬ В ОЦЕНКЕ УПРАВЛЕНЧЕСКОГО ПЕРСОНАЛА ОРГАНИЗАЦИИ

Аннотация. В работе рассмотрены комплексные факторы в оценке управленческого персонала организации. Раскрыты основные составляющие механизма совершенствования форм и методов стимулирования работы управленцев в рамках применения эффективной методики оценки их деятельности. К оценке труда управленческого персонала необходимо подходить, прежде всего, с позиции комплексности, означающий тот факт, что факторы, оказывающие конечное воздействие на эффективность работы, необходимо структурировать в виде алгоритма, способного четко и качественно дать критерии оценки, понятные для всех респондентов. Разработанный алгоритм оценки управленческого персонала основан на двух составляющих: формировании критериев, согласно требованиям специфики отрасли, и соответствие этим требованиям профессиональных качеств руководителя. В основу выработки критериев положены три основных направления: личные данные, профессиональные навыки и потребности отрасли.

Специфика современного этапа развития казахстанской экономики определяется наличием факторов, оказывающих комплексное воздействие на уровень трансформаций в вопросах оценки эффективности работы управленческого персонала. К таким факторам можно отнести резкие колебания мировой экономики, изменения в деловой среде, нарастающая ежегодно в геометрической прогрессии сложность управленческих задач, а также условия конкурентной среды. В данных условиях оперативность и качество принимаемых управленческих решений выходят на первый план, опережая по значимости такие показатели, как результативность, эффективность и адаптивность. Уровень гибкости в принятии управленческих решений во многих случаях позволяет организации эффективно приспособиться к динамично меняющимся внешним условиям, оставаясь конкурентоспособной организацией на рынке.

Разработанный алгоритм оценки управленческого персонала основан на двух составляющих: формировании критериев, согласно требованиям специфики отрасли, и соответствие этим требованиям профессиональных качеств руководителя. В основу выработки критериев оценки положены три основных направления: личные данные, профессиональные навыки и потребности отрасли. В первую группу включены такие параметры, как возраст, образование, стаж работы. Вторая группа определяется на основе оценки профессиональных компетенций тестированием и анкетированием. И третья включает специфические потребности отрасли и, исходя из них, требования к стилю руководства. Так, например, в текстильной сфере существует определенный набор к руководителю, отличающийся от других отраслей. К управлению предъявляют такие требования, как возможность работы в условиях жесткой конкуренции со стороны китайских производителей, постоянный поиск новых рынков сбыта, систематическое отслеживание последних инноваций на рынке.
Определение соответствия требования профессиональных качеств руководителя критериям оценки проводится независимыми экспертами на основе как личностных качеств руководителя, так и эффективности его работы, а также удовлетворенности и комфортности стиля руководства для подчиненных. Основная цель формирования методики оценки эффективности работы управленческого персонала заключается в определении критериев, применение которых на практике позволит повысить качество работы руководства. Создание эффективной системы управленческого потенциала является основой для дальнейшего развития, а также достижения поставленных целей. Оценка руководителей как среднего, так и высшего звена должна строиться на оценочных процедурах, определенных технологиях и методах. Предложенная в статье методика оценки эффективности управленческого персонала основана на сочетании различных методик с учетом специфики отрасли, а также современных требований к руководящему составу. Существенным отличием предложенной методики является то, что она аккумулировала наиболее действенные методы оценки, способные легко встраиваться в систему кадровой службы, а также повысить эффективность управленческого персонала за счет точного количественного измерения полученных результатов. 

Ключевые слова: управление, персонал, факторы, оценка, формирование, организация, сложность, эффективность, управленческий персонал, критерии, алгоритм.

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