

Innovative Methods of Personnel Assessment in Marketing Services

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Abstract. This article discusses staff assessment issues in marketing services. According to the author, personnel management is a strategically important area and reflects the level of marketing development in the service. In practice, in most cases, an assessment method such as certification is used, but there are other methods that also deserve attention. In the article, the author examined in detail all the stages of using this type of personnel assessment.

Keywords: Marketing, methods of assessment, personnel, services, innovation, expert.

1. INTRODUCTION

Nowadays, there are a lot of methodological materials related to work with personnel. The main person in the personnel assessment is a manager who is responsible for the objectivity and completeness of the information base, which is necessary for the current periodic evaluation, and also conducts interviews with employees. Evaluation of the staff is designed to study the degree of preparedness of the employee for the particular activity that he is engaged in, and also to identify the level of his potential capabilities in order to assess the prospects for growth (rotation), as well as the development of staffing activities necessary to achieve the objectives of personnel policy.

2. METHODOLOGY

The main purpose of the research is to define the economy of our country. Developed scientifically-practical proposals and recommendations on personnel evaluation at enterprises under modernization conditions ride. In the research, comparisons, grouping and inductive-deductive methods were widely used. Research result conclusions were made on the evaluation of the personnel of the real sector of the economy, and scientific and practical proposals were developed.

3. RESULTS AND DISCUSSION

The system of corporate policies and personnel procedures at the enterprise, used to calculate the compliance of employees with market requirements, is called the personnel assessment. But it is difficult and scientifically. And if you formulate the concept of evaluation easier, it is a comparison of the real employee with his ideal model, existing in the head of the head or a created human resource manager.

The system evaluation of the team includes:

- Internal documents containing tasks and methods for evaluating staff, evaluation procedure, processing of received information, application of results.
- Carrying out by personnel managers or managers procedures for assessing the effectiveness of staff, as well as their interpretation.
- Collecting effective methods for evaluating company employees.

The main task of personnel management, solved by means of the assessment, is a way to obtain information about the psychological characteristics, the effectiveness of the personnel. The evaluation results help the chief or HR manager to make a reasoned decision regarding the increase (decrease) or relocation of individual employees, their professional development or the opening of a vacancy. Due to the assessment of employees of the organization by increasing the company's revenues, increasing the number of satisfied customers, promoting the company on the common market. [1, 60-65p]

Evaluation allows you to correct and improve staff motivation. The effectiveness of staff assessment depends on its compliance with corporate ethics, the availability of feedback, the focus on improving the skills of staff. Evaluation is a way to influence employees. Having received information about his strengths and weaknesses, the employee seeks to increase the efficiency of his work. Yes, and the "miracle kick" sometimes does not hurt, and getting an assessment of their work serves as an incentive to improve performance.

Carrying out an appraisal is not a cheap procedure. But, strangely enough, it allows you to save. With the help

of evaluation methods, you can develop your own personnel without recruiting new personnel. And this saves money for finding and adapting new people. Significantly reduce the cost of recruiting new staff can be the base of the internal reserve, where you can get by pre-testing. A similar methodology is used in the planning of training or in the development of professional skills. The widespread practice of educating staff on the flow of the same topics does not give positive results. But training based on the results of assessments is able not only to raise the qualification level of employees, but also to become a personal motivation for increasing efficiency. [2, 36p]

There are two main directions in the system of employee evaluations:

- Calculation of efficiency for the specified period.
- Evaluation of behavior and professionalism (competence).

For the reliability and objectivity of the evaluation, its systematic implementation is required. Using the method of assessing the effectiveness of labor is possible with a clear organization of planning, setting tasks and digitizing the results of work. Every employee should be informed of the objectives set before him and the responsibility for violations. An example of such a technique is the implementation of CRI (Key Performance Indicators). [3, 41-42p]

Ways to assess the competence of employees are based on accurate and understandable criteria. There are many methods of such estimation. Let us consider them in more detail.

Evaluate the level of competence of personnel in two basic formats: individual or group method.

The individual methodology includes the following evaluations:

- interview;
- tests;
- surveillance;
- case method;
- feedback or estimates of 180-360 °.

An interview or interview with a candidate for a vacant position allows you to evaluate his personal and professional qualities. Deep interviews are used to identify attitudes and motivations when evaluating top executives or in organizations with a small staff, when the use of other methods is impossible or ineffective. [4, 128p]

The in-depth interview lasts from one and a half to three hours. During this time, the consultant collects information about the experience of the previous work. The method is based on a technology that allows you to assess the level of competence of an employee.

Test. The most budgetary and easy method for assessing employees or job seekers is testing. This method allows you to collect information on the behavior of the employee, his personal qualities. The method is based on standardized and processed information. A large number of test methods for assessing personnel, their ease of use allow testing by the immediate supervisor. A lot of time for evaluation by tests will not be needed. An additional advantage of the test method is the ability to conduct it remotely.

The disadvantages of testing include:

- Inaccurate result;
- low protection - there is a possibility of spreading the right answers among the whole team;
- restrictions in the form of the listed answers.

Observation. Observe the work of staff can and should be done. And it's not at all difficult to do if the company's staff is small. But in large enterprises without an automated system can not do. Using an automated method, the manager can not only track the time of arrival and departure of the employee, as well as what he did during working hours. A special IT solution, for example TimeInformer from the Russian vendor SerchInform, is able to control the behavior of each employee. This allows the manager to evaluate the work of all staff and the individual employee, and calculate the amount of compensation based on the information received. [5, 44-46p]

Case-method. The employee is disclosed only in the work. And you can evaluate its effectiveness by simulating a controversial situation that requires detailed analysis and development of the solution algorithm. The case method helps to simulate such situations. The finished case contains information about the problem, participants, resources, the desired result. The test is asked only one question: how to get the result? Case helps to assess the ability of an employee to act in unusual situations:

- difficult negotiations;
- conflict resolution;
- writing a letter or an order.

Cases identify not the theoretical knowledge of employees, but their practical skills. They require certain actions to achieve the goal, and not the translation of academic knowledge.

Group assessment methods. To assess the staff in a group without combined methods is indispensable. In the case of group assessment of personnel, meetings, negotiations, team relations are modeled, and the basic

solutions of cases are used.

A good example of a group method of evaluation is a business game:

- Assessment Center (Evaluation Center).
- Light-assessments (rating based on ratings).
- Pseudo-meetings or negotiations.

The Assessment Center, or Evaluation Center. The assessment center is an objective method for evaluating a team of employees. There is a significant difference between the Assessment Center and other methods of personnel assessment. Using the method of the Assessment Center involves conducting a business game. To monitor its conduct and put out assessments commissioned by an expert commission. The methodology of personnel evaluation differs from numerous business trainings. With the help of the method of the Assessment Center, assessments are presented, while the trainings are of a learning character. [7]

In addition to the behavior demonstrated by the participant during the business game, the evaluation is influenced by the information received during the interview, the results of passing professional tests.

The complex approach of the technique allows to avoid subjectivity in the estimates and to obtain a reliable result.

For the organization expanding its activities, and for an almost bankrupt firm, the requirements for the commercial director will vary considerably.

Table -1: Modern methods of personnel assessment [6, 158-160]

Rating or comparison method	It is based on the assessment of the employee's compliance with the position held. This is a method of scaling the employee's personal qualities. The most important component of this type of assessment is the list of tasks that an appraised employee must perform. After drawing up this list (it can be taken from job descriptions), the activity is analyzed taking into account the time spent by the employee on decision-making, how to perform the tasks set. It is also considered how economically the employee uses material means. Then an evaluation of the qualities of the attested staff member on a 7-point scale is evaluated: 7 - very high degree, 1 - very low degree. The analysis of the results can be carried out either by the conformity of the identified estimates with a reference one or by comparing the results obtained from the employees of the same post.
The method of a given distribution	In this method, the assessor is rewritten to give the workers estimates in the framework of a predetermined (fixed) distribution of estimates. The only thing that requires an employee is to write down the employee's name on a separate card and distribute them to groups according to a given quota. The distribution can be carried out for different reasons (evaluation criteria)
Method for assessing the decisive situation	To use this method, assessors prepare a list of descriptions of "correct" and "incorrect" employee behavior in typical situations - "decisive situations". These descriptions are distributed according to the headings in accordance with the nature of the work. Further, the assessor prepares a journal for entries for each evaluated employee, in which he introduces examples of behavior for each category. Later this journal is used to assess the employee's business qualities. Usually this method is used in assessments, issued by the head, rather than colleagues and subordinates.
The method of rating behavioral settings	It is based on the use of "decisive situations" (see the method of assessing decisive situations), from which the required personal and professional qualities are derived, which become the evaluation criteria. The evaluator reads in the rating form a description of any evaluation criterion (for example, engineering competence) and marks the scale in accordance with the qualification of the evaluated one. Costly and time-consuming method, but accessible and understandable to employees.
Method of questionnaires and comparative profiles	Includes a set of questions or descriptions of employee behavior. The evaluator places a mark opposite the description of that character trait, which, in his opinion, is inherent in the employee, otherwise leaves an empty space. The sum of the marks gives the overall rating of the questionnaire of this employee. Used to assess management, colleagues and subordinates.

Interview	This methodology is borrowed from the departments for work with personnel from sociology. Here is an example of an interview plan for personal evaluation. In an interview, it is important to obtain information about the following components and characteristics of the individual: the intellectual sphere; motivational sphere; temperament, character; professional and life experience; health; attitudes toward professional activity in the early years; Kindergarten; school; vocational training (primary, secondary, higher, professional); Military service; attitude to work at the firm; hobbies; self-evaluation of opportunities, health; marital status, family relations; forms of leisure.
Method "360 degree assessment"	The employee is assessed by his supervisor, his colleagues and his subordinates. Specific forms of evaluation may vary, but all evaluators fill in the same forms and the results are processed using computers to ensure anonymity.
The method of independent judiciaries	Independent members of the commission - 6-7 people - ask the attesting various questions. The procedure is reminiscent of cross-examination of various areas of activity of the attestee. Before the judge there is a computer on which the evaluator presses the "+" key in case of the correct answer and, accordingly, the "-" key in case of an incorrect answer. Upon completion of the procedure, the program issues a conclusion. It is also possible to manually process the answers of the employee, then the correctness of the answers is entered in the pre-compiled form.
Testing	To assess the employee can be applied and various tests. By their content, they are divided into three groups: qualification, allowing to determine the degree of qualification of the employee; psychological, giving an opportunity to assess the personal qualities of the employee; Physiological, revealing the physiological characteristics of man. The positive side of the test evaluation is that it allows obtaining a quantitative characteristic by most evaluation criteria, and computer processing of the results is possible. However, assessing the potential capabilities of the employee, the tests do not take into account how these abilities manifest themselves in practice.
Method of business games	The personnel evaluation is carried out within the framework of specially developed imitation and developing business games. The evaluation involves both participants of business games and observers. Certified business games are held, as a rule, on the result, which allows assessing the staff's readiness to solve current and future tasks, as well as the individual contribution of each participant in the game. This assessment method can be used to determine the effectiveness of team work of the staff.
Method for assessing the achievement of goals	The manager and the subordinate jointly determine the key objectives of the employee's activity for a certain period (year-six months). Goals should be specific, achievable, but tense, important for the professional development of the employee, and for improving the organization's activities. The goals set out outline the scope of the employee's responsibilities and the scope of his duties for those specific terms that are necessary to achieve the intended result. These results should be measurable at least in percent. Evaluation of results is made jointly by the manager and the employee on the basis of individual standards for the implementation of goals, but the manager has a decisive voice in summarizing the results.
Method of assessment based on competence models	Models of competence describe the intellectual and business qualities of the employee, his interpersonal communication skills necessary for successful professional activity within the existing corporate culture. The gap between the necessary and existing level of competence becomes the basis for the development of individual plans for professional development. The fulfillment of these plans, which is expressed in concrete results of professional activity, is subject to evaluation and self-assessment, as well as independent expertise.

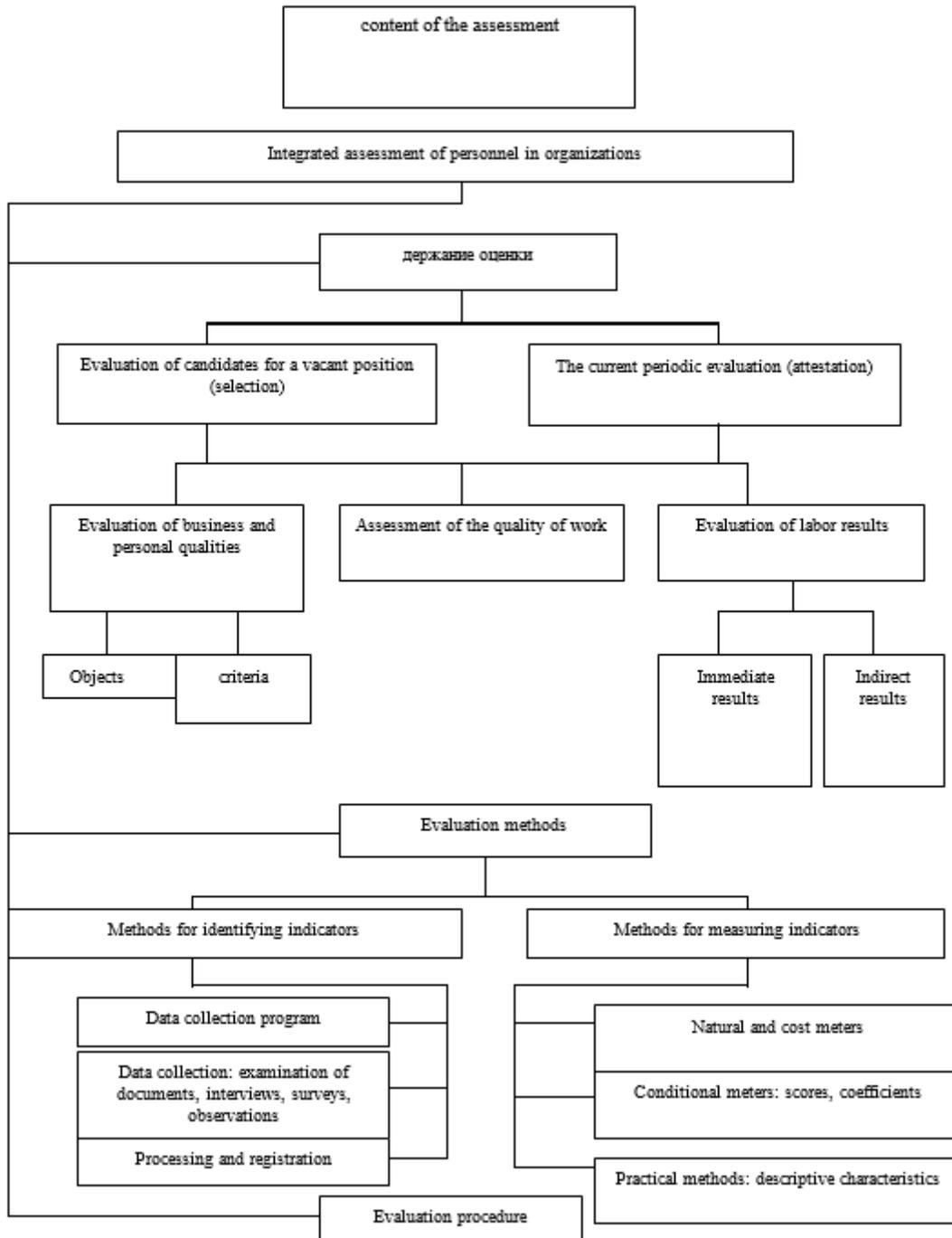


Figure 1. System of integrated staff assessment. [7, 268-269]

To assess the candidate for a position, one should take into account such nuances as the manager's expectations and his character. For example, one director imposes the responsibility of the chief accountant on the successful delivery of reports in supervisory institutions, while the other sees him as the manager who distributes assignments between other accounting employees who supervise their implementation, as well as carrying out personnel records.

Personel assessment. This evaluation begins with the date of employment. Already at this stage there are problems of objectivity evaluation - independence from private opinion, mood, weather, past successes and failures. Evaluation should answer the question of how successfully a person can cope with his business. In addition, the assessment should allow you to predict the potential of the employee. The current comprehensive assessment of staff makes it possible to draw conclusions not only about the relationship and relationships within the organization, but also about the organization as a whole. [8] The process of evaluation activities should be clear to all participants of these actions and not disorganize the work of the collective of the

organization.

Before deciding on the recruitment of a new incoming specialist, he must go through several stages of selection:

- 1) preliminary qualifying interview (to assess the preparedness for the vacancy);
- 2) filling in the application form (in the form of a questionnaire for a formal assessment);
- 3) a hiring interview (the results of the interview give up to 90% of the information, on the basis of which a decision is made to accept a candidate for work);
- 4) testing, which allows to form an opinion on the candidate's abilities for professional and official growth, specificity of motivation, peculiarities of individual style of activity;
- 5) checking the recommendations or the track record (characteristics from the previous place of work);
- 6) medical examination (if specific requirements are imposed on the state of health);
- 7) making a decision based on the information collected.

Attestation of staff. The process of attestation of personnel is carried out with the help of activities that allow assessing the conformity of the level, qualities and potential of the individual with the requirements of the work performed. Attestation is intended to a greater extent to identify the reserves of increasing the level of employee return and only then - to monitor the performance of something. Not only employees of the personnel services take part in the certification, but also the direct supervisors of the attested person. Elements of appraisal are evaluation of labor, and evaluation of personnel. In the first case, the indicators of the content, quality and volume of actual labor and the planned result of this labor are compared. Evaluation of staff allows you to obtain data on the degree of preparedness of an employee to perform a certain type of activity and to identify the level of his potential opportunities. Attestations of employees are held annually or every six months. In addition, informal interviews are conducted, and in the interval between annual formal assessments, the results of labor and the results of mandatory ongoing monitoring of the activities of subordinates are discussed.

The stages of certification:

- 1) preparation (development of methods for conducting, issuing an order, a plan for attestation, instructions for storing personal information, creating special programs for the preparation for certification, the development of forms, forms, etc.);
- 2) carrying out (preparation of reports by the appraisers, filling in evaluation forms, analyzing the results obtained, holding meetings of the certification commissions);
- 3) summing up the results (analysis of personnel information, preparation of recommendations for work with personnel, approval of the results of attestation).

Based on the results of attestation:

- 1) an estimation of work of workers (on conformity to standards);
- 2) personnel assessment (comparison of identified qualities of employees with standards, assessment of growth and rotation);
- 3) data processing (filling out comparative tables of employee performance, identifying risk groups and growth groups, preparing recommendations for the use of certification results);
- 4) interview based on the results of attestation to clarify the information received and bring it to the attestation.

Data storage is also appropriately organized. Training. Acceleration of scientific and technological progress, increased competition in the market, and economic feasibility make it necessary to continuously improve the skills of workers of the organization. Training is carried out both with and without separation from work. Career planning. Intraorganizational career is determined by the trajectory of movement (vertical and horizontal) of the employee in the organization. [6]

At the beginning of the professional path it is important to establish the propensity of the employee to one or another activity. Preference in this case can be determined by the type of employee's personality.

4. CONCLUSIONS

Among other things, the personnel policy is formed taking into account the potential of the employees of the organization. As we have seen, the personnel policy is based on the principles of selection and recruitment of employees, the system of planning vocational training, advanced training and retraining, methods for assessing staff and the system of promotion of employees. Personnel strategy is very important.

Evaluate the effectiveness of employees - not the whim of the head, but the need for successful business. In some companies, this is a subjective assessment of the employer or manager about the personal and professional characteristics of the employee. In others, proven methods are used in the form of observation, interviewing, testing, assessment center, KPI. In the third, a non-standard approach to evaluation is preferred.

The main thing is to conduct the assessment systematically and regularly. Then it becomes part of the corporate life of the company, motivates the staff to self-development.

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