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## THEORETICAL ASPECTS OF THE METHODS AND GOALS IN ASSESSMENT OF YOUNG LEADERS

©*Bekimbetova G.*, ORCID: 0000-0002-0982-5741, Academy of Public Administration under the President of the Republic of Uzbekistan, Angren, Uzbekistan, [gulnora\\_bekimbetova@mail.ru](mailto:gulnora_bekimbetova@mail.ru)

## ТЕОРЕТИЧЕСКИЕ АСПЕКТЫ ОЦЕНКИ МОЛОДЫХ ЛИДЕРОВ В УПРАВЛЕНИИ

©*Бекимбетова Г. М.* ORCID: 0000-0002-0982-5741, Академия государственного управления при Президенте Республики Узбекистан, г. Ангрэн, Узбекистан, [gulnora\\_bekimbetova@mail.ru](mailto:gulnora_bekimbetova@mail.ru)

*Abstract.* Assessment of young leaders in modern conditions is extremely important, since the level and condition of human resources directly affect the achievement of the organization's goals. The personnel assessment allows not only to define the strengths and weaknesses of employees but also makes it possible to outline a professional development plan for a particular person, to identify his potential and inclinations that the company can use for its successful development. Evaluation of staff in the organization should be carried out regularly so that employees can be satisfied from the results of their work, fairly evaluated by managers, and managers could better manage employees according to the results of the evaluation and make better use of their abilities. In general, an important role in the implementation of the assessment belongs to human resources specialists and managers of various ranks.

*Аннотация.* Оценка персонала в современных условиях актуальна, так как профессионализм кадрового потенциала напрямую влияют на достижение целей организации. Оценка персонала позволяет не только определить сильные и слабые стороны сотрудников, но и дает возможность наметить план профессионального развития конкретного человека, определить его потенциал и склонности, которые компания может использовать для своего успешного развития. Оценка персонала в организации должна проводиться регулярно, чтобы сотрудники могли быть удовлетворены результатами своей работы, справедливо оценены менеджерами, а менеджеры могли лучше управлять сотрудниками в соответствии с результатами оценки и лучше использовать свои способности.

*Keywords:* personnel assessments, human resources planning, personnel recruitment, personnel training, formation of personnel reserve, personnel work analysis, qualitative method, quantitative method, combined method.

*Ключевые слова:* оценки персонала, кадровое планирование, подбор персонала, обучение персонала, формирование кадрового резерва, анализ работы персонала, качественный метод, количественный метод, комбинированный метод.

### Introduction

From the beginning of the 90s to the present day, a systematization of existing knowledge and the development of new techniques have been ongoing that help to effectively evaluate personnel. The relevance of the topic of personnel assessment in modern conditions is extremely high, since the level and condition of personnel potential directly affects to the achievement of the



organization's goals, such as maximum profit, ability to compete, and ensuring the social well-being of employees.

The personnel assessment allows not only to define the strengths and weaknesses of employees, but also makes it possible to outline a professional development plan for a particular person, to identify his potential and inclinations that the company can use for its successful development. Evaluation of staff in the organization should be carried out regularly so that employees can be satisfied from the results of their work, fairly evaluated by managers, and managers could better manage employees according to the results of the evaluation and make better use of their abilities [1]. In general an important role in the implementation of the assessment belongs to human resources specialists and managers of various ranks.

The state program for the implementation of the Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021 in the Year of Science, Enlightenment and Digital Economy sets the task to develop specific criteria and targets for evaluating the performance of executives [2]. That is why nowadays analyze of theoretical aspects of the methods and goals in assessment of young leaders is relevant.

### *Research methodology*

The terminology for personnel assessment is a complex system for identifying the characteristics of employees, which is aimed at helping the head of the organization in making managerial decisions to increase the performance of subordinates. It should be noted that the assessment process is associated with all the basic functions of personnel management, such as:

1. Human resources planning: assessment of performance indicators determines the qualitative and quantitative needs of the company in personnel.
2. Recruitment: the assessment shows how effective the methods of attracting and selecting new employees used in the company.
3. Personnel training: the assessment identifies training needs and determines the effectiveness of existing training programs.
4. Formation of a personnel reserve: it is based on an assessment of the work and working behavior of company employees.
5. Analysis of staff: assessment allows employers to determine the standards and indicators with which to evaluate the working behavior of employees of a particular company.
6. Personnel development: assessment reveals the working potential of employees.
7. Material incentive system: evaluation increases the effectiveness of motivational systems.

Personnel assessment procedures are basic for a number of aspects of work with personnel that are necessary for hiring, training, promotion, reduction and dismissal, reorganization and promotion.

The main objectives of the assessment are as follows:

- determining the relationship between the costs of maintaining an employee and the amount of work actually performed by him, in other words, how it is profitable to keep a specific employee in a particular place;
- assessment of the potential of existing employees - the possibility of nominating one of them to senior positions without the cost of finding and training new employees;
- revealing the functional role of an individual employee whether he is only a team player or, when certain conditions are created, he can manifest himself as a bright personality, etc.

As a result, the measures taken have a positive effect on the performance of individual employees and the company as a whole.

### *Foreign experience*

In Japan, personnel assessment is based on determining the abilities of each individual employee, which corresponds to the country's production philosophy. A feature of such a personnel assessment is its obligatoriness for each employee and strict periodicity. American companies primarily pay attention to the basic salary and the overall "set" of employee benefits. Payments to lower-level managers are usually set at the level of salaries typical of the respective positions in other companies. At some American enterprises, the increase in wages depends not so much on the output as on the advanced training of the employee and the number of acquired specialties [3].

At some industrial enterprises in Germany, agreements are concluded under which the employee is obliged to use his potential to the maximum possible extent, outlining certain performance indicators. At the same time, he has the right to manage his working time at his own discretion. As a result, labor motivation increases — a person not only fulfills the tasks assigned to him but is also involved in the management of his activities. In England, France and a number of other countries, the so-called flexible payment system has spread, based on the consideration of the individual qualities of the employee, his merits and work results using special rating scales for a number of factors. Highly qualified specialists and workers support this system. In Russia, there is an active revision of the approach to personnel assessment. A distinctive feature is the use of a whole range of different methods aimed at assessing compliance with a variety of indicators and criteria [4–5].

### *Research results*

We are talking about working, personal, behavioral, and other characteristics that measure the effectiveness of an employee.



Figure 1. Basic requirements for assessment criteria (<https://www.kp.ru/guide/otsenka-personala.html>).

Each criterion determines how the work function should be performed in order to fully meet the requirements of customers and the company.

In development of personnel assessment criteria, there are several factors to be considered such as the specifics of the organization's activities, the market segment in which it operates, the goals and objectives of the assessment — that is, what is planned to be obtained from it. It is also

necessary to determine which of the criteria will be prioritized. For example, when evaluating line personnel, the main criterion may be the quality of work: absence of errors, following service standards, discipline, loyalty, workload.

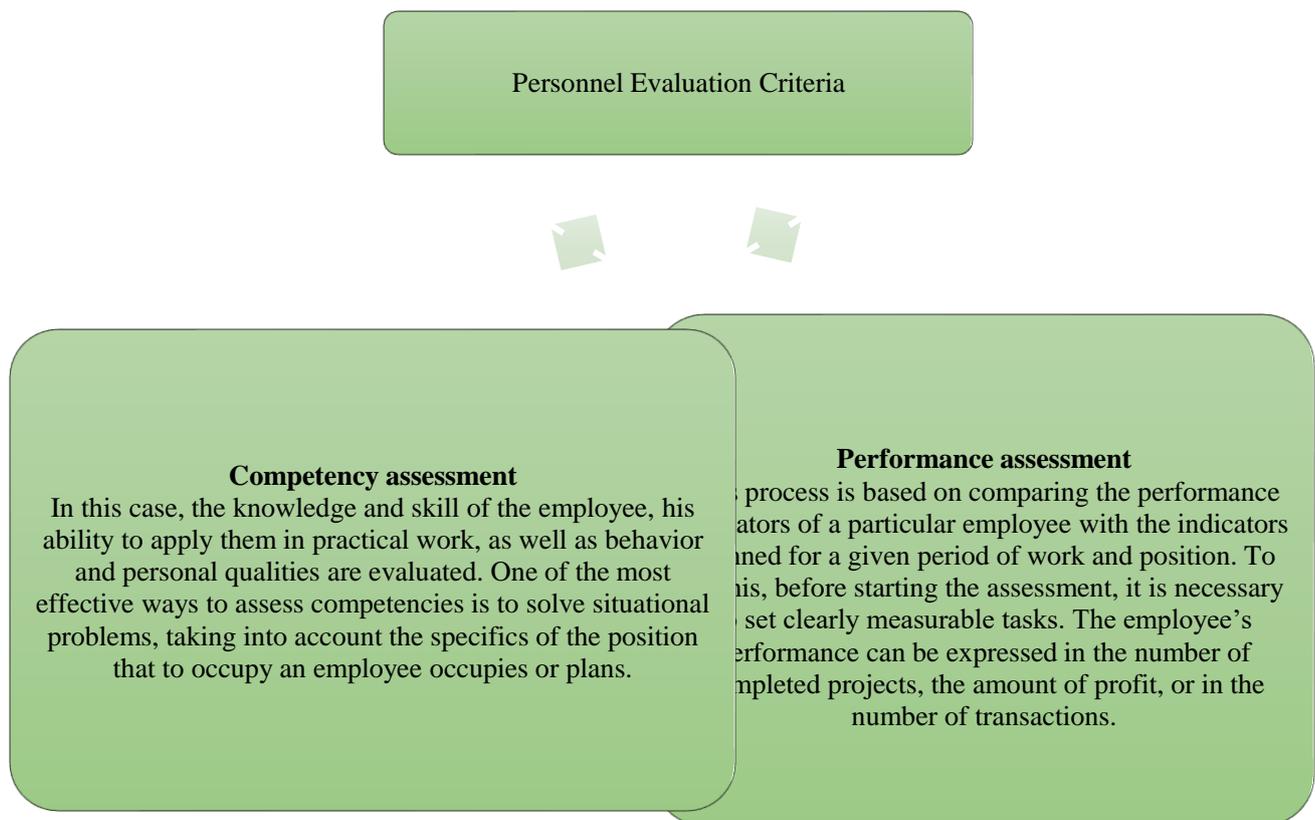


Figure 2. Criteria for staff assessment (<https://www.kp.ru/guide/otsenka-personala.html>).

The development of evaluation criteria is usually carried out by a specialist in the personnel department together with the manager or with the employees who perform the relevant work. This is necessary so that the criteria can be clear to all participants in the assessment and take into account the specific conditions and content of the work. There are many approaches to the assessment of personnel, but they are usually grouped into three groups, in accordance with their focus.

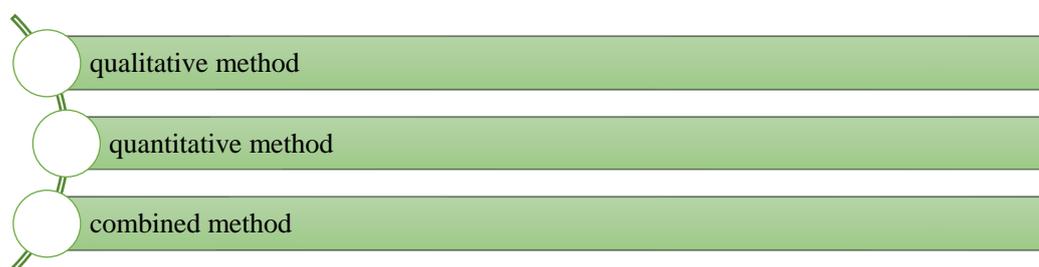


Figure 3. Personnel assessment approaches (<https://www.kp.ru/guide/otsenka-personala.html>).

If we consider their broader qualitative methods, their second name is “descriptive”, since they characterize employees without applying rigorous quantitative data. Qualitative assessment includes:

- The matrix method is a comparison of the qualities of a particular person with the ideal employee model for a particular position.

– The method of a system of arbitrary characteristics — the personnel service or manager identifies the largest achievements and the most serious violations in work and draw conclusions based on their comparison.

– Assessment of task performance is the simplest method in evaluating the employees working as a whole.

– The “360 degrees” method is an employee’s assessment by colleagues, managers, subordinates, customers and himself.

– Group discussion - a conversation of an employee with a leader or experts in this field of activity about the results of his work and prospects.

The second approach to personnel assessment is quantitative methods. These methods are considered the most objective, since all the results of their implementation are expressed in numbers:

– Scoring method. For each professional achievement, the staff receives a certain, predetermined number of points, which are summed up according to the results of a specific period - month, quarter or year.

– Rank method. A group of managers is something like a rating of employees, then all ratings are checked against each other, and those employees who are in the lowest positions are fired or transferred to a less responsible position.

– Free scoring method. In this case, each quality of the employee is evaluated by experts for a certain number of points, and the results are summarized. Based on the facts received, a rating is compiled.

And the last approach: combined methods. It includes the most effective approaches to assessment, since they use both descriptive and quantitative aspects:

– Summation method Each characteristic of the employee is evaluated on a certain scale, and then a certain average indicator is displayed, compared with the ideal for a particular position.

– Grouping system. All employees are divided into several groups - from those who work unsatisfactorily to those whose work is almost impeccable.

All of these methods are able to evaluate only a specific aspect of the employee’s work or its socio-psychological characteristics, therefore, recently HR departments or personnel consultants are increasingly using complex universal methods for objective assessment analysis, which incorporate the achievements of all available approaches.

### *Conclusions and suggestions*

In conclusion, it should be noted that the choice of a personnel assessment method for each specific organization is a unique task that can only be solved by the management of the organization itself, sometimes involving professional consultants.

As suggestions, it could necessary to select, adapt assessment procedures and methods that are adequate to its goals, objectives, and organization features. When choosing methods, it is also important to consider the following parameters:

1. The suitability of the method for assessing the required behavior, qualities and results.
2. The suitability of the method for working with evaluated personnel's data.
3. The suitability of the method for the assessment situation.

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