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## ***Evaluation of personal career management efficiency of trade enterprise employees***

**Abstract:** In this article is described methodical approaches of different authors and systematized in relation to the evaluation of efficiency of work management in point-of-sale enterprise a career and certainly basic whole creative and drawings on skilled reserve, and also investigational tool of evaluation of efficiency in realization of professionally qualifying advancement of personal in shop-enterprise.

**Keywords:** personal study, administrative development, professionally qualifying advancement and forming of skilled reserve.

*Raising of problem.* The analysis of workers career is carried out with the purpose of exposure of tendencies in its changes during the certain interval of time. This analysis allows to find out present copulas between requirements in professionally qualifying growth of workers and possibilities of point-of-sale enterprise in realization of these necessities with the purpose of receipt in socio-economic effect.

*Analysis of the last researches and publications.* The literature analyse of sources testifies that researches which was carried out are very scalene. Yes, E. Adamenko probed and in detail described the theoretical and methods aspects of professional studies of personnel [1], while I. Nosireva studied modern forms and methods of studies of personnel [2]. Successful are works of P. Caras, K. Terentieva [3] in which they defined conception of development in quarry growth of personal as key element of efficiency of activity in trade enterprise. But near the evaluation efficiency of personal management in trade enterprise a career so far it is spared the question of systematization in the methodical going not enough attention. Therefore aim of this article – to systematize methodical approaches of different authors in relation to the evaluation in efficiency of personal management in trade enterprise a career and define the basic whole creation and drawings on skilled reserve, and also

probe the tool of evaluation of efficiency in realization of professionally qualifying advancement of workers of trade enterprise.

**Exposition of basic material.** With the purpose of effective management of workers the trade enterprise, perfection of personal management mechanism increase of competitiveness in trade enterprise, a career, it is needed constantly to carry out the evaluation of efficiency in personal management in trade enterprise career.

Select two opposite going near the analysis of personal career in trade enterprise [4, p.5]:

- an analysis is at the level of individuals;
- an analysis is at the level of enterprise.

At the analysis of career at the level of individual progress is determined a person At such approach a career contacts not only with progress in the select sphere of activity but also with progress of mastering of all of variety of vital roles.

During realization of analysis at the level of individuals there is a direct contact with personal, which is aimed at the exposure of their satisfaction possibilities of quarry growth on a trade enterprise.

This analysis is conducted by a questionnaire and interviewing of workers.

The object of analysis at the level of trade enterprise are results of the conducted measures on development of personal career of concrete enterprise [5].

To these measures belong:

- studies of workers and administrative development;
- professionally qualifying advancement;
- forming of skilled reserve.

The analysis of studies process of personal foresees realization of evaluation of accordance to the knowledge got in the process of studies such which provide subsequent quarry development on a trade enterprise.

Thus the calculation of coefficient of professional personal perspective can be carried out after a formula [6, p.7]:

$$K = E_{LE} * \left( \frac{I+C}{4} + \frac{A}{18} \right) \quad (1)$$

Where  $E_{LE}$  – is an estimation of education level which is usually accepted: 0,15 – for persons which have unfinished secondary education, 0,60 – for persons

with secondary education, 0,75 – for persons with middling technical and base higher education, 1,00 – for persons with complete higher education;

*C* – is experience of work as specialist. In accordance with recommendations he is divided on 4 (in connection with that, as set, experience in 4 times less than influences on effectiveness of job, than education);

*A* – in is age. In accordance with recommendations he is divided on 18 (it is set that influence of age on effectiveness of job in 18 times less than, than influence of education). Thus for the top limit of age for men undertakes 55 years, and for women – 50.

*ROI Methodology* suggests to estimate HR-projects from the point of view benefits for a point-of-sale enterprise, what of them create in comparing to the charges which they require. A method allows to conduct the complex evaluation of efficiency of projects in the field of studies and development of personal [7, p.5] which can be certain after a formula:

$$ROI = \frac{D - P}{B} * 100 \quad (2)$$

Where *D* – is a profit from the HR-programs;

*P* – in is a cost of the HR-programs.

Efficiency of on-line tutorials is also determined by the trend-analysis of previous periods. During his lead around the tendency of indexes change is determined to the lead around of measures and compared with the in the total actual findings. A difference between tendency and actual result is added influence of the program.

The most detailed evaluation of efficiency of the programs of studies can be on the basis of model of D. Kirkpatriks [8; p.4], which foresees such stages or even evaluations:

- reactions of students;
- level of knowledge;
- conducts are in the workplace;
- to influence on economic results.

At first personal level, which studied ask to estimate an on-line tutorial which they passed.

The second level is characterized measuring of studies results. That, determined, whether personal got those knowledge and skills which were stopped up in the program. To that end it is necessary to conduct testing to and after of studies, to make sure, that answers for the questions put in tests answer the aims of studies. Summarizing the results of all of workers trainers can exactly estimate the results of studies.

On the next stage the analysis of the use a worker is carried out in the workplace the knowledge purchased in the process of studies.

A final level is characterized the evaluation of influence to the conducted studies on basic performance in trade enterprise indicators. It is possible to take to such indexes: commodity turnover, income, fluidity of shots, visited of trade enterprise and others like that.

Another method of analysis is an expert evaluation of influence is realized measures on the dynamics of indexes. The managers of trade enterprise, extraneous observers or other participants of the program, can come forward in quality experts.

The analysis of professionally qualifying advancement on a trade enterprise can be carried out by determining the amount of workers, which are subject advancement, analysis of tendency changes of personal amount which are brought to skilled reserve and calculation of indexes efficiency of realization the professionally qualifying advancement (tabl. 1).

Table 1

### Indexes of realization efficiency on professionally qualifying advancement of workers

<i>Indexes</i>	<i>Formulas for calculations realization</i>	<i>Source</i>
1. A level of material well-being of workplaces is due to own workers (O)	$\sum S_i/H_i*100 \quad (3)$ <p>where <math>S_i</math> – is a quantity of workers for the <math>i</math>- element professions of overcame by professionally qualifying advancement;  <math>H_i</math> – is a quantity of workers again of accepted in trade enterprise.</p>	[2, p.7]
2. A middle term of tenure is of one appointment (C)	$\left( \sum_{\alpha=1}^{P_i} U_{i\alpha} \right) / P_i, \quad (4)$ <p>where <math>U_{i\alpha}</math> – is a number of years of tenure appointment to advancement on new position within the limits of <math>i</math>-element professions by a worker;  <math>P_i</math> – is a quantity of workers for <math>i</math>-element of professions.</p>	[1, p.59]
3. The particle of workers is overcame the certain type of	$\sum B_{ij}/O_i, \quad (5)$ <p>where <math>B_{ij}</math> – is a quantity of workers for <math>i</math>-element of professions, overcame <math>j</math>-M by the type of advancement;</p>	[1, p.62]

advancement ( $D_i$ )	$O_i$ – is a average quantity of workers for $i$ -element of professions.	
4. Quality of selection of candidates is on advancement ( $K$ )	$N/M , \quad (6)$ <p>where <math>N</math> – is an amount of vacancies on a trade enterprise;  <math>M</math> – <math>mcode</math> is an amount of candidates on present positions.</p>	[4, p.7]
5. Quality of selection of candidates is on advancement ( $Z$ )	$V/M , \quad (7)$ <p>where <math>V</math> – is an amount of accepted on vacant positions from own sources (to reserve).  <math>M</math> – <math>mcode</math> is an amount of candidates on present positions.</p>	[8, p.5]
6. Fluidity of shots ( $T$ )	$\sum E_i/O_i , \quad (8)$ <p>where <math>E_i</math> – is an amount of exempt in connection with fluidity within the limits of <math>i</math>-element of profession.  <math>O_i</math> – is a average quantity of workers for <math>i</math>-element of professions.</p>	[1, p.60]

For determination of effect from forming of skilled reserve in enterprise I. Skopina suggests to carry out comparison of the planned and actual indexes [4].

Coming from the plans of development trade enterprise before every HR-activities concrete aims are put. Now most trade enterprises mainly oriented on a few aims, but they must be expressly formulated and placed after priorities.

With the purpose of exposure of primary purposes of forming and drawing on skilled reserve at the level of trade enterprise we were conduct research by a questionnaire to twenty six leaders of trade enterprises of Kyiv city (all returned from 26 sent away questionnaires).

After a legal form investigational trade enterprises are distributed thus: 8 LTD. (companies limited liability), 9 PJSC (private joint-stock companies) and PJSC (public joint-stock companies). At the same queue, in size of enterprise to 15 persons are 65,4 %, while more than 15 persons have 34,6 % from the general amount of enterprises.

To respondents it was suggested to specify all of basic whole leadthroughs of measures on forming and drawing of skilled reserve from eight offered variants, namely:

- optimization of charges is on the selection of workers;
- permanent addition to the leading shots;
- motivation of quarry growth of workers;
- a decline of level of fluidity of shots is among the most perspective workers;

- a timely substitution of vacancies is on positions of leaders;
- increase of educational level and professional qualification of the most perspective workers;
- claim of enterprise in a role of socially oriented, improvement of him image as an employer;
- an investment is in an estimate.

The answers of the leaders of trade enterprises which offer determination of primary purposes of leadthrough of measures on forming and drawing on skilled reserve polled by us were distributed thus (tabl. 2).

Table 2

**Basic whole formings and drawings on skilled reserve of probed trade enterprises**

<i>Aims</i>	<i>Criteria of ponderability</i>	<i>Evaluation criteria</i>	<i>Planned results</i>
<i>Optimization of charges is on the selection of workers</i>	0,11	A percent of cutting of costs is on the selection of workers	On completion 6 months after introduction of the program of costs cutting on the selection of workers on 20 %
<i>Permanent addition to the leading shots</i>	0,12	Percent of workers, included to skilled reserve	The amount of employees, plugged in reserve, must answer the number of positions which are subject providing reserve
<i>Motivation of quarry growth of workers</i>	0,13	An amount of workers is with individual career chart.	100 % must have participants of skilled reserve individual career chart.
<i>A decline of level of fluidity of shots is among the most perspective workers</i>	0,15	Percent of workers from a number skilled reserve, which was freed	Not more than 10 %
		Integral index of satisfaction of reservists	Not below 35 %
<i>A timely substitution of vacancies is on positions of leaders</i>	0,15	A percent of settings of workers is from a number skilled reserve	Not below 80%
<i>Increase of educational level and professional qualification of the most perspective workers</i>	0,15	Percent of scope of reservists by the program of development	100 % participants of skilled reserve
		Frequency of studies of reservists	At least a 1 measure on a month
		An amount of internships is per employee, which	At least a 1 internship during 6 months

		entered in reserve	
		Percent of accordance of model of administrative jurisdictions	Not below 70%
<i>Claim of enterprise in a role of socially oriented, improvement of image of him as an employer</i>	0,10	Plenitude of decision of the put tasks is during the set period	Not less than 70 % must estimate the polled workers trade enterprise, as the stable, socially oriented participant of labour-market
<i>An investment is in an estimate</i>	0,09	A limit of charges is on preparation of one reservist	Maximally possible exceeding of budget of charges – 20 %

Under any circumstances all are set a purpose must be set in certain goals: grivnas, percents and others like that.

Specifying metages, it is possible to define the quantitative indexes of hundred-per-cent implementation of different tasks.

After establishment of in number measureable aims it follows to define indexes which influence on an effect from the leadthrough of measures on a management a career.

In the process of leadthrough of measures, and also on results their lead depending on the set aims and certain indexes) to the manager from a personnel for filling a next form can be offered (tabl. 3).

Table 3

**Comparing of the planned indexes is to the actually got results during realization of measures**

Indexes	Plan	Fact		Absolute rejection	% fulfilling the plan
		All	Within the limits of plan		
1.					
....					
N					

For the evaluation of aims achievement from the point of view the got and planned results an index can be utilized  $\hat{e}$  which settles accounts after a formula [4, p.8]:

$$K = K_{e_1} * \frac{K_1}{K_{n_1}} + K_{e_2} * \frac{K_2}{K_{n_2}} + \dots + K_{e_n} * \frac{K_m}{K_{n_m}} \quad (9)$$

Where  $K_{B1}$  is a criterion of ponder ability for an individual index 1 (purpose № 1);

$K_1$  – is an individual index 1 (purpose № 1), which the trade enterprise attained of results conducted measures on the personal management career;

$K_{n1}$  – is an individual index 1 (purpose № 1), which the trade enterprise planned to achieve the results the conducted measures on the personal management career of managers;

$K_{B2}$  – is a criterion of ponder ability for an individual index 2 (purpose № 2);

$K_2$  – is an individual index 1 (purpose № 2), which a trade enterprise attained on results the conducted measures of the personal management career;

$K_{n2}$  – is an individual index 2 (purpose № 2), which a trade enterprise planned to achieve the results conducted measures on the management of managers a career;

$K_{Bm}$  – is a criterion of ponder ability for the individual index of  $m$  (purpose №  $m$ );

$K_m$  – is an individual index of  $m$  (purpose №  $m$ ), which a trade enterprise attained on results the conducted measures on the management of workers a career;

$K_{nm}$  – is an individual index of  $m$  (purpose №  $m$ ), which a trade enterprise planned to achieve the results conducted measures on the management of managers a career.

Index  $K$  can be anymore, less than or to equal unit.

If  $K > 1$ , it means that measures were conducted properly (or the planned indexes were understated and formulated wrong), and vice direction, at  $K < 1$  – the department of personnel did not manage with the tasks put before it (or the planned indexes were substantially overpriced). Subject to the condition  $K = 1$  – the department of personnel executed the work well (on condition that the criteria of ponder ability for individual indexes were formulated correctly).

On the basis of findings the analysis of the got effect is conducted from the conducted measures and made a decision about subsequent introduction of control the system by a career.

For the evaluation of efficiency of measures on forming of skilled reserve an integral index [5, p.12] which settles accounts after a formula can be utilized:

$$E_f = \sum_{j=1}^n \frac{k_j * X_j}{q} \quad (10)$$

where  $j$  – each of the considered indexes of efficiency;  
 $k_j$  – is a criterion of ponder ability of  $j$ -element index of efficiency;  
 $X_j$  – is a quantitative estimation of  $j$ -element index of efficiency;  
 $n$  – is an amount of indexes of efficiency;  
 $q$  – is an amount of gradations of the unique scale.

The selected indexes are estimated the group of experts on a 10-ball scale for the purpose importance of every index. After the evaluation of indexes ponder ability of every index settles accounts experts after a formula [6, p.9]:

$$k_j = \frac{R_j}{\sum_{j=1}^n R_j} \quad (11)$$

Where  $\sum_{j=1}^n R_j$  is a lump sum of marks of all of indexes.

The objective evaluation of measures efficiency in forming of skilled reserve gives the complex analysis of measuring results the evaluation indexes on the unique scale. Every index is measured in different units, that is why it is needed to reduce them to a common denominator which the unique scale is (tabl. 4).

Table 4

**Complex analysis of results of measuring of evaluation indexes %**

Scale, $q$	1 <i>badly</i>	2 <i>unsatisfactorily</i>	3 <i>satisfactorily</i>	4 <i>well</i>	5 <i>fine</i>
Index	<i>A percent of cutting of costs is on the selection of workers</i>				
The value of index is possible	Less than 5	5–10	10–15	20–30	More than 30
Actual value of index					
Index	<i>An amount of workers is with individual career chart</i>				
The value of index is possible	Less than 40	40–60	60–80	80–100	100, included to skilled reserve
Actual value of index					
Index	<i>Percent of workers from a number skilled reserve, which was freed</i>				
The value of index is possible	More than 20	15–20	10–15	5–10	Less than 5
Actual value of index					
.....					

On the basis of the got quantitative evaluation of indexes efficiency in measures on a management and their criteria of ponder ability a career, efficiency of every index and general efficiency settles accounts.

In an order to estimate results conducted the trade enterprise of measures, it is necessary to enter the concept of «efficiency of management a career», which is based on determination of economic efficiency as such. If under economic efficiency «... as understood in the digital equivalent of relation of the attained result to the charges of time, money and other resources on his achievement» [9, p.112], efficiency of management a career – it to the «...relation as result from the conducted measures ( $P_i(t)$ ) to all of aggregate of charges which accompany this process ( $Z_i(t)$ )» [10, p.360] it is possible to define after a formula:

$$U_i(t) = \frac{P_i(t)}{Z_i(t)} \quad (12)$$

Another index of management efficiency a career is an index of career dynamic which the «indicator of professional way which testifies to that is understood under, as far as quickly a worker rose after hierarchical gradation» [11]. An index is based on that on the average for successful adaptation and capture position it is necessary to spend three years, after five years there is a decline of efficiency of labour on this post. Acknowledged a dynamic career and, at which in great numbers cases a worker held every position during 3–5 years.

The dynamic of career of leader is determined by two basic parameters [12]:

- potential of advancement;
- level of current professional jurisdiction.

Coming from it there is a matrix which includes for itself such blocks (fig. 1):

1. «Novices» – potential of advancement is high, but a competence is low.
2. «Stars» – and potential of advancement and level of current professional jurisdiction is high.
3. «Hard averages » – work well, but chances are small (or through the personal qualities, or through an organizational situation).
4. Dead «trees» – work little and chances on advancements small.

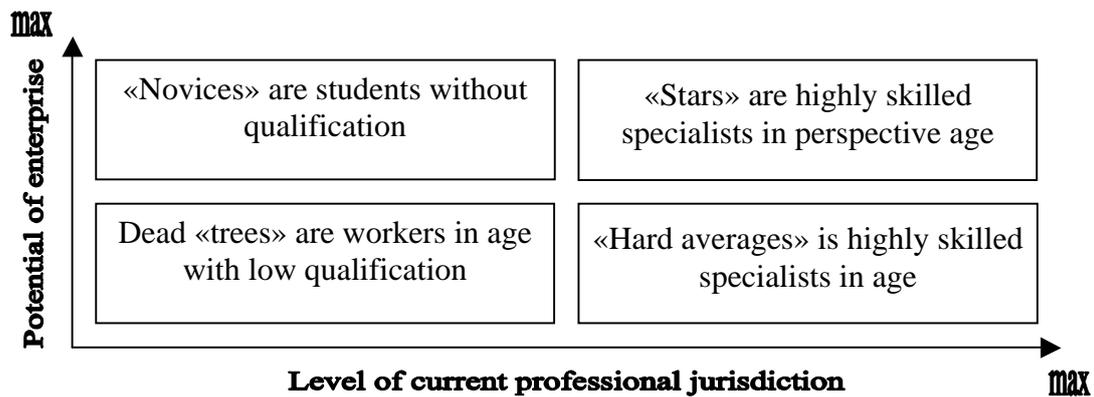


Fig. 1. Matrix of positions

Thus, the results of complex evaluation and calculation of integral index of efficiency can serve as certain indicators which focus attention on the basic problems of work with a personnel and enable to carry out subsequent research of development of career of workers of trade enterprise status.

*Conclusions.* Summarizing will mark that in this article methodical approaches of different authors are systematized in relation to the evaluation of efficiency of management of workers of trade enterprise a career and certainly basic whole creative and drawings on skilled reserve, and also investigational tool of evaluation of efficiency of realization of professionally qualifying advancement of workers of trade enterprise.

The perspective is seemed by subsequent research in relation to the evaluation of efficiency of the programs of quarry development of workers of trade enterprise.

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