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METHODOLOGICAL APPROACHES TO ASSESSING THE EFFECTIVENESS OF HUMAN CAPITAL IN INNOVATIVE COMPANIES

The article is devoted to the study of the features of the use and provision of methodological approaches to assessing the effectiveness of human capital in innovative companies. Quantitative and qualitative types of methods are considered, their influence in the evaluation of human capital is also characterized. A number of examples of modern international practice of personnel assessment methods are given. As a result of the effective application of human resources assessment, it was possible to determine the possibilities of its use for the improvement of innovative companies.

Key words: *assessment methods, human capital, efficiency assessment, innovation.*

Modern companies have to operate in the conditions of the global financial and economic crisis, which, as a rule, has negative consequences for them. In such a situation, perceiving the crisis as an objective reality, business leaders should rebuild the entire management system and create an effective mechanism that allows you to make complex management decisions in any environment, to improve the efficiency of their own activities, using their potential, intra-and inter-industry relations

Efficient use of human capital implies that the results of staff work correspond to the objectives and goals of enterprises. At the same time, the results should be achieved with minimal costs. The effective use of human capital depends on many parameters. This is primarily the qualitative characteristics of the staff, competent organization of labor, socio-psychological climate, etc. [1].

Most modern companies, as before, use the traditional system of personnel management, which arose in the Soviet period and has the following characteristics:

- the main structural unit of the enterprise is the workplace, i.e. a position with a certain set of responsibilities;
- the organization is a stable hierarchical structure, which, in fact, is a hierarchy of salaries corresponding to the hierarchy of jobs;
- the main relations at the enterprise are the relations arising between the head and the subordinate; they have steady character and predetermine an exclusive role of the head in a personnel management system.

Such management methods are effective for companies operating in stable markets with traditional consumers and using mass production technologies. Due to the fact that traditional management methods did not provide the necessary level of profitability, advanced companies began to create personnel management systems based on other principles. This has led to the emergence of several trends in the development of non-traditional methods of evaluation:

- new methods of personnel assessment as the main unit of the enterprise consider the working group (division, crew, temporary staff); in these methods the emphasis is

placed on the assessment of the employee by his colleagues and his ability to work in the group;

- evaluation of an individual employee and a working group is carried out taking into account the results of the whole company;
- attention is directed not so much successful progress of current jobs, as the ability of the employee to professional development and the development of new occupations and skills.

In the planned, current or target assessment of personnel of companies apply methods that can be divided into three groups: quantitative, qualitative (descriptive) and combined (intermediate) [2].

The quantitative methods of assessing human resources include methods with a numerical assessment of the level of qualities of employees that affect the effectiveness of professional activity. These are methods of ranking and scoring personnel, which are based on formalized quantitative criteria.

Note: compiled by the authors

Figure 1 – Basic quantitative methods of personnel assessment

In accordance with figure 1, the main quantitative methods of assessing the personnel of enterprises include: point, coefficient, rank order method, the method of paired comparisons, the system of graphic profile, the method of experiment, etc. Among them, the most simple and effective are the method of coefficients and the point method. They are also open, because each employee has the opportunity to calculate their coefficients or points, to assess the effectiveness of their work.

Qualitative methods, which are also called descriptive methods, are methods of biographical description, business characteristics, special oral feedback, reference, and evaluation based on discussion. Such assessments correspond to a specific set of qualities. Qualitative methods determine professional and functional qualities of employees without their quantitative expression [3].

Table 1 – Characteristics of qualitative methods of personnel assessment

Method	Brief description of the method
Matrix method	One of the simplest and most common descriptive methods, the essence of which is to compare the actual qualities of employees with a set of qualities required by the position
Reference method	The method resembles a matrix method, but it compares the actual data not with the skills and behavior required by the position, but with the characteristics of the most successful employees of this direction
The random characteristics of	A fairly common method, which provides for a fairly free (oral or written) form of evaluation of employees. The Manager, group of managers or experts describe the successes and omissions of subordinates for a certain period of their activity
Method of evaluation of the implementation of	The method is similar to the method of arbitrary characteristics. In addition to experts, managers can also give an assessment. Not the best moments of activity of the employee are estimated, and all his work a certain period of time
Group discussion method	It belongs to the number of descriptive methods. A group of managers or experts is interviewed about their activities. The method allows for certain criteria to choose the most active, independent, logical reasoning people
Biographical method	The essence of the method is that managers evaluate all work activities of the employee
In-depth interview method	The method is based on interviewing the Manager with the employee. It is used to set and agree tasks and indicators in order to assess the interim results of the work, as well as to adjust the tasks, which allows to carry out the final result of the activity
Business game	The method is used to identify the potential of the head, in particular, his leadership skills in deciding on the appointment to a senior position
Descriptive method	The essence of the method is to describe the professional and personal qualities of workers in any form
Critical case method	The essence of the method is to monitor the employee. Then is a good and undesirable examples of his behavior
<i>Note:</i> compiled by the authors	

According to table 1, a number of activities are required to use these methods, since qualitative assessment is even more than quantitative, depending on the completeness and reliability of the information required. In particular, it is necessary to determine the characteristics of the elements that make up the content of the assessment; to draw up a program and choose the methods of collecting and processing information; to determine whether it is possible to quantify the presence of a particular quality of the employee and by what indicators to measure its level; to show how to measure different indicators to obtain the overall characteristics of the employee [4]. For example, in practice, the following methods of collecting information are used: the study of

documents and other written sources, surveys, observations, interviews, testing and questionnaires.

Combined (intermediate) methods to some extent combine quantitative and qualitative assessments of work. These are widespread and diverse methods of expert evaluation of the degree of manifestation of certain qualities. Combined methods are based on a preliminary description and evaluation of certain features, which are then compared with the actual quality of the estimated employee [5].

The above methods belong to the group of traditional methods of personnel assessment. They allow to solve only specific issues of assessing the potential abilities of the staff and do not allow to assess the capabilities of the employee in all its manifestations. With the development of business technologies, the key resources of any company were human resources that needed to be properly evaluated. [6].

Modern international practice highlights the following methods of personnel assessment:

1. Assessment Center (AC). This method refers to standardized methods. It allows you to get an objective, multi-component assessment of workers using a series of exercises that simulate work, as well as interviews and tests that give an idea of human behavior in working situations. In other words, the essence of the method is that a specially selected set of tests is used. Tasks are carried out in the form of business and role-playing games, individual exercises and discussions. This allows employees to maximize their professional competence. Each situation (case) allows you to evaluate several competencies in different combinations. Moreover, the exercises are performed in pairs or in a group. Supervision of employees is carried out by external consultants, specialists of the personnel management Department. The advantages of the method are that it can be applied at any stage of work with the staff, starting from hiring and ending with the creation of a personnel reserve. According to statistics, the reliability and efficiency of the method ranges from 68-80%. However, the method can be used only by specially trained specialists, which is not enough [7]. The General technology of the method is shown in figure 2.

2. Management by Objectives (MBO). This method takes into account the personal achievements of each employee. Attention is paid to the results of the work performed for a certain period of time, for example, for a year. First, a list of tasks is drawn up, which is formulated by the head himself, later leading him to subordinates. Tasks are adjusted based on employee suggestions. Moreover, the tasks are developed separately by the head and subordinates, and during the interview their coordination takes place. Then, in accordance with the strategic direction of the company, the criteria for the tasks are determined. Further, the success of the designated task is determined, measures to improve the quality of work are developed. The advantages of the method are that the employee knows the criteria for the success of their work before the start of the tasks.

3. Management by values (MBV). This method involves the evaluation of employees on the basis of their values that they set for themselves to achieve a positive result. By changing the way human resources are managed, they have become unique organizations that are able to renew themselves and achieve impressive results over a long period of time. Since the mid-2000s, the practice of companies formulating their mission, principles and corporate values, adopting ethical codes has been spreading in Kazakhstan [9].

Note: compiled by the authors on the basis of the source [8]

Figure 2 – Procedural diagram of the Assessment Center

4. Performance Management (PM). In this method, the assessment of the employee's performance is complemented by an assessment of his personal qualities, which assesses the results of his work and competence. The advantages of the method are that it gives a clear understanding of the evaluation criteria of the subordinate and his place in the company. The disadvantages of the method are that it requires a lot of time, it can be used only in enterprises where the corporate culture is highly developed. In addition, the introduction of the method involves the preliminary work of managers, sometimes taking several years [10].

5. Method KPI (key performance indicators). This method uses pre-agreed quantitative indicators that reflect the critical success factors of the business unit. The essence of the method is that a motivation system is developed in the company based on key performance indicators. A great advantage of the KPI-based assessment methodology is that the assessment is interrelated with the motivation of staff [11].

6. Assessment method based on competency models. Competency models are used in assessing the intellectual and business qualities of the employee, his interpersonal communication skills. Based on the analysis, the gap between the necessary and the existing level of competence is determined, which is the basis for the development of individual professional development plans. In turn, individual development plans become the subject of employee evaluation and self-assessment [12].

These methods of personnel assessment are widely used in practice, but the most common method is “assessment center”. This tool is used in the world practice for about 50 years, and in the post-Soviet space it began to introduce a few years ago.

The most frequently used methods of human resources assessment in domestic enterprises are shown in figure 3.

Note: compiled by the authors

Figure 3 – Methods most commonly used in domestic practice

In improving the effectiveness of staff assessment procedures, it is important to choose the method or group of methods that are best suited to each case. In practice, dozens of different methods of assessing human resources are used. However, many of them are analogues or significantly repeat each other.

In Kazakhstan, the traditional method of assessment – certification of personnel is mainly used. Modern methods of assessment in the country appeared not so long ago, after the arrival of the domestic market of Western companies. The number of organizations that use modern estimates of human resources is increasing, but, however, not very fast.

In our opinion, the main obstacle is distrust of Western technologies, the desire for conservatism and stability. Of course, it is necessary to adopt the latest technologies in the assessment and management of human resources, but it should avoid blind copying, given the economic situation in the country, the possibility of introducing into the management structure, mentality and other factors.

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ИННОВАЦИЯЛЫҚ ДАМЫҒАН КОМПАНИЯЛАРДАҒЫ АДАМИ КАПИТАЛДЫҢ ТИІМДІЛІГІН БАҒАЛАУДЫҢ ӘДІСТЕМЕЛІК ТӘСІЛДЕРІ

Мақала инновациялық дамыған компаниялардағы адами капиталдың тиімділігін бағалаудың әдістемелік тәсілдерін пайдалану және қамтамасыз ету ерекшеліктерін зерттеуге арналған. Әдістердің сандық және сапалық түрлері қарастырылады, сондай-ақ олардың адами капиталын бағалауда әсері сипатталады. Персоналды бағалау әдістерінің қазіргі заманғы халықаралық практикасының бірқатар мысалдары келтірілді. Адами ресурстарын бағалауды тиімді қолдану нәтижесінде инновациялық дамыған компанияларды жетілдіру мақсатында оны пайдалану мүмкіндігін анықтауға мүмкіндік берді.

Түйін сөздер: бағалау әдістері, адами капитал, тиімділікті бағалау, инновация.

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МЕТОДИЧЕСКИЕ ПОДХОДЫ К ОЦЕНКЕ ЭФФЕКТИВНОСТИ ЧЕЛОВЕЧЕСКОГО КАПИТАЛА В ИННОВАЦИОННО-РАЗВИТЫХ КОМПАНИЯХ

Статья посвящена исследованию особенностей использования и обеспечения методических подходов к оценке эффективности человеческого капитала в инновационно-развитых компаниях. Рассматриваются количественные и качественные виды методов, также характеризуется их влияние при оценке человеческого капитала. Приводится ряд примеров современной международной практики методов оценки персонала. В результате эффективного применения оценки человеческих ресурсов позволил определить возможности его использования в целях совершенствования инновационно развитых компаниях.

Ключевые слова: методы оценки, человеческий капитал, оценка эффективности, инновация.