

Lelyuk Yu. V. Methods of employee rating in cultural institutions in rural areas [Internet source] / Yu. V. Lelyuk // Economic Processes Management: International Scientific E-Journal. – 2015. – № 2. – Access mode: http://epm.fem.sumdu.edu.ua/download/2015_2/2015_2_4.pdf

Received
23.03.2015

УДК 331.101.39

JEL Classification: A11, H41, Z10

METHODS OF EMPLOYEE RATING IN CULTURAL INSTITUTIONS IN RURAL AREAS

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The article deals with the nature, role and importance of personnel evaluation in terms of development of modern society and economy. The authors describe aspects of the formation of staffing cultural institutions in rural areas. The possible methods of creative worker's evaluation in cultural institutions are analyzing. The innovative method for artists estimating was considered. The form of questioning by visitors of rural cultural institution for effective evaluation of the creative workers was worked out. The main advantages of the proposed assessment method were characterized.

Keywords: *methods of assessment, creative specialists, cultural institution, countryside.*

Introduction. Time in which we live is an epoch of changes. Our generation provides extremely difficult, largely contradictory, but historically inevitable restructuring. Therefore, the problem of objective evaluation of staff is progressively actualized in modern conditions of development of society and economy. The development of methodologies for assessing creative personnel and staffing of the cultural institutions in rural areas is an important prerequisite to improve the quality and quantity of the services provided in the sphere of culture and economy as a whole.

Analysis of recent researches and publications. The analysis of the problem of employee rating is always occupied an important place in the system of scientific investigations. Some contribution to the development of this problem was made by such eminent scholars as: T. Yu. Bazarov, Yu. L. Yeremin [1]; L.V. Balabanova, O.V. Sardak [2]; A.V. Hubenko [3]; O.V. Krushelnitskaya [4]; L.A. Pashko [5]; T.V. Sivashenko [6]. Today, the economic science has accumulated a lot of terms, methods and approaches to the employee rating. Analyzing scientific works you may be notice that the employee rating was considered as a major element in a successful management of organization. However, it should be noted that the question of

methods of employee rating in the cultural institutions in rural areas is particularly actual in a social and cultural situation.

Previously unsettled problem constituent. To explore and analyze the methods of employee rating of cultural institutions.

Main purpose of the article. To suggest assessing improvements based on the development of a new methodology of employee rating in the cultural institutions in rural areas.

Results and discussions. Historically, the human factor has been used in engineering, design, construction, mechanical systems and industrial processes [7, p. 3]. It was only in the late twentieth century, the staff began to be regarded as the main resource of the company as well as the determining success factor of activity. Today the company staff is an important part of its real assets. The evaluation process of the personnel is an integral part of the control system and, consequently, the success of the cultural institutions.

So the cultural specialists rating is a procedure for periodic inspection of employment duties by the administrator (or the competent authority), through which it reveals the conformance quality of specialist, his creative abilities, the performance in accordance with the specified requirements, including to identify the problems and to determine the needs for a trade education.

The main purpose of assessment of creative specialists of cultural institutions in rural areas is to obtain objective information about:

- specialist performance;
- efforts required from them to achieve these results;
- compliance of these efforts with a professional competence and health of specialists;
- specialists satisfaction of working conditions and earned premiums.

Relying on certain standards, certainly, the specialists will demonstrate different types of behavior and results of labor. Personnel assessment involves the comparing of certain characteristics of a person i.e. a professional and qualification level, competencies, results of labor with the appropriate parameters, requirements, standards (Table 1). It should be noted that all these parameters should be analyzed in dynamics i.e. in comparison to the previous periods.

A coefficient methodology of assessment of a company potential may be considered sufficiently widespread, which is essentially a «hybrid» of disbursement and comparative approaches to evaluation. All the coefficients of this methodology are integrated into the following groups:

- indicators of creative activity;
- indicators of completeness, quality and timeliness of performed work;
- indicators of labor discipline;
- indicators of teamwork etc.

Table 1. The aspects of staffing of rural cultural institutions

<i>Abilities of creative specialists</i>	Educational level
	Extent of knowledge
	Self-education
	Professional skills
	Work experience in correspond sphere
<i>Personal qualities</i>	Reliability
	Sociability
	Initiative
<i>Motivation</i>	Sphere of professional and personal interests
	Ambition to do career

Source: compiled by the author

All the groups of indicators are presented by a large number of analytic coefficients of the second level. For example, the system of assessment of the specialist labor potential according to the coefficient methodology includes the following indicators:

1. Coefficient of education

$$K_{osv} = A / 60, \quad (1)$$

where A is the duration of the specialist work on the specialty defined in diploma (for the analyzed period), months; 60 is the maximum regulatory duration of work on the specialty defined in diploma of higher education, months.

2. Coefficient of official experience

$$K_{dosv} = V / 60, \quad (2)$$

where V is the experience in a certain position, months; 60 is the maximum regulatory duration of work at a certain position, months

3. Coefficient of professional improvement

$$K_{kval} = N / PN, \quad (3)$$

where N is the actual duration of education for the professional improvement during the period of working by the specialty, months; PN is a normative durations of education for the professional improvement (assuming the need for annual training for the period of 0.5 month) months.

4. Coefficient of rationalization activity

$$K_{ra} = RP / SP / 12 \quad (4)$$

where RP is a number of rationalization proposals and inventions generated by the specialist during the period of working by the specialty; SP is a duration of working period by a specialty, months.

5. Coefficient of work efficiency

$$Kopr = M / R \quad (5)$$

where M is an actual amount of work performed in a fixed time; R is an amount of work actually performed during the concerned period [8, p. 216–218].

Together with the usual parameters of education, qualification, experience and personal qualities of specialist, T. Peredugovaya offers to pay significant attention to the innovative features such as: intellectual capacity, creativity (creativity, organizational loyalty, creative activity, rationalization activity, usage of new media techniques and technologies in a professional and domestic sphere [9, p. 83–84]. The main criteria for the evaluation of the results of all kinds of work in the sphere of culture stands novelty, originality, uniqueness. As noted by Lawrence Bossidy: «There was a time when I thought that everything depends on intelligence, but lately I'm not sure about that. Intellect, of course, has a great importance, but now I pay attention to many other qualities. I am looking for the people who know how to work in a team, they have to be communicative, strong and creative. Now we need personnel that can calmly and confidently coordinate the organization in this rapidly changing time» [10, p. 98].

The need for studies of the modern methods of employee rating is stipulated by the appearance of new problems, which lead to the relevant requirements regarding the qualification level of the personnel. A. S. Fedonin proposes to evaluate the creativity of specialists by a factor of creative activity.

$$Kta = P (EK) / Va, \quad (6)$$

where $P (EK)$ is a net income (cost savings) as a result from the use of inventions and rationalization proposals during the analyzed period, thousand UAH; Va is the costs associated with the development, approbation and introduction of inventions and rationalization proposals during the analyzed period, thousand UAH. [8, p. 212].

We note that all the above analyzed methods of employee rating are labor-intensive and do not allow to characterize fully the professional and social and psychological compatibility of a cultural specialist.

Certainly, to express the results of creative labor in numbers is very difficult, and sometimes it is impossible. Since the main figure in the consumption of cultural services is a visitor of cultural institutions, it is necessary to focus on his/her interests

and needs. Despite the fact that the methodology of evaluation of cultural specialists has subjective nature, we suggest a questionnaire survey of a visitor of rural cultural institutions. Why it must be questionnaire survey? Because all the indicators that are defined by other methods in the process of employee rating, do not reflect the full information, in our opinion. We do not see how the cultural specialist meets the needs of visitors. Are there any comments or complaints? Therefore, we offer application form with problematic issues that would help you to draw definite conclusions, make appropriate decisions, identify disadvantages and correct predictions for the future considering the preferences of consumers.

Table 2. Application form for the visitor of rural cultural institution to assess the effectiveness of creative specialist

To which social group you belong _____	
Your education _____ Sex _____	
Age _____ Address _____	
<i>Questions</i>	<i>Variants of answer</i>
1	2
1. Did you attend a local cultural institution recently?	Yes; No.
2. How do you spend your leisure time?	watch TV; read books; visit clubs (if so, which ones); I go to a club, library, cultural center; play computer games; your version _____.
1	2
3. What events do you usually visit in cultural institutions?	cultural and recreational events (concerts, festivals, exhibitions, discos); club formation (circles, clubs, art groups, seminars, lectures, discussions); other (please specify) _____; I visit a cultural institution very rare.
4. How often do you visit our cultural institution?	several times a week; once a week; once or twice a week; several times a year; other _____.
5. Are you satisfied with the quality of services in your local cultural institution (vote on a scale where 0 - not satisfied, 5 - satisfied)?	information about the services (presence of stand, information, booklets, etc. promotional materials); decoration of premises; competence and professional skills of the personnel; courtesy, factuality and friendly personnel of the establishment; technical equipment of institution; cost of services; quality of service; range of services.

Table 2.

6. What inconveniences did you meet visiting our cultural institution?	everything is fine, there was no inconvenience; your version _____.
7. What do you think what should be done to improve the quality of services in our institutions?	
8. Which of the events in our cultural institution was the most most memorable for the last six months?	
9. What do not you like in the organization of leisure in your region/village?	
10. What namely do not you like in the work of the creative specialist?	no claims; a limited range of activities and events; low skilled specialists; they do not take into account the specificity of the cultural needs of different age groups; other _____.
11. How would you like to improve your cultural level?	to visit concert events more often; self-education; to read more a new literature; to learn to play a musical instrument; to attend cultural institution more often; other _____.

Source: compiled by the author

The analysis of questionnaire poll will help to identify not only the results of work of the creative specialists of cultural institutions but to take measures to improve the efficiency and quality of the proposed activities and the work of the institution as a whole. In addition, the questionnaire poll allows you to interrogate quickly a large number of respondents. The regulation of the procedure allows you to collect accurate data. The anonymity increases the openness and the collected data can be easily analyzed [11].

Depending on the answers to questions 1–2, you can learn about the place and role of the leisure facilities in the population life; you can find people's interests in their spare time analyzing data on questions 3–4; questions 5, 6, 9, 10 help you to determine the advantages, disadvantages and ways to improve work efficiency of the cultural institutions specialists; and questions 7, 8, 11, in our opinion, require special attention because they indicate the current interest of visitors. Consequently, such a balanced system of indicators allows you to create an objective system of feedback link between the personnel of the cultural institution and its visitors. However, this method allows characterizing the overall result of performance of all specialists of the concerned institution ignoring individual achievements of certain specialists.

Conclusions and further researches directions. The above mentioned arguments as well as the theory and practice indicate an urgent need in the implementation into the practical application of new evaluation criteria of creative

specialists, which, no doubt, should have a positive impact. Otherwise, they will be not effective and have only theoretical nature.

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**МЕТОДИ ОЦІНКИ ПРАЦІВНИКІВ ЗАКЛАДІВ
КУЛЬТУРИ У СІЛЬСЬКІЙ МІСЦЕВОСТІ**

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У статті розкрито сутність, роль і значення оцінки персоналу в сучасних умовах розвитку суспільства та економіки. Показані основні аспекти формування кадрового забезпечення у закладах культури сільської місцевості. Аналізуються можливі методи оцінки творчих працівників у закладах культури. Розглянуто інноваційний метод оцінки творчих працівників. Розроблено форму анкетування відвідувача сільського закладу культури для проведення ефективної оцінки діяльності творчого працівника. Охарактеризовано основні переваги запропонованого методу оцінки.

***Ключові слова:** методи оцінки; творчі працівники; установа культури; сільська місцевість.*

**МЕТОДЫ ОЦЕНКИ РАБОТНИКОВ УЧРЕЖДЕНИЙ
КУЛЬТУРЫ В СЕЛЬСКОЙ МЕСТНОСТИ**

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В статье раскрыта сущность, роль и значение оценки персонала в современных условиях развития общества и экономики. Показаны основные аспекты формирования кадрового обеспечения в учреждениях культуры сельской местности. Анализируются возможные методы оценки творческих работников в учреждениях культуры. Рассмотрены инновационный метод оценки творческих работников. Разработана форма анкетирования посетителя сельского учреждения культуры для проведения эффективной оценки деятельности творческого работника. Охарактеризованы основные преимущества предложенного метода оценки.

***Ключевые слова:** методы оценки; творческие работники; учреждение культуры; сельская местность.*