

MOTIVATION AND EVALUATION OF STAFF IN THE PRACTICE OF ADMINISTRATIVE MANAGEMENT

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Abstract. Improving the practice of motivation and stimulation is directly related to objective, scientifically based personnel evaluation. In the system of administrative management, personnel evaluation is a procedure that is carried out with the aim of identifying the degree of compliance of professional, business and personal qualities of employees, quantitative and qualitative results of their labor activity with the specified requirements and standards. The latter are formed by a set of qualification characteristics, job instructions, strategic, tactical and current activity plans of organizations and institutions.

First of all, the professional competence of the employee, the degree of implementation of professional knowledge, skills and experience in the process of performing assigned work, compliance of the process of performing this work with the ideal model and specific conditions of labor activity, and the results of work with normative, planned indicators, set goals should be subject to evaluation. In addition, personnel evaluation makes it possible to characterize the employee's work potential, determine the degree of its realization, find out the employee's suitability for the position he holds or the workplace, which ultimately optimizes the nature of motivational influence.

As a result of the conducted research, it was established that in the practice of administrative management, the following functions of personnel evaluation deserve special attention:

- information-orienting – through external evaluation and thanks to critical self-evaluation, the employee becomes aware of his qualities and conditions, analyzes his work behavior, acquires the ability to determine

rational directions and ways to increase the effectiveness of work;

- administrative - personnel evaluation is a prerequisite for making important HR decisions: promotion, transfer, dismissal of employees, rationalization of the organization and improvement of working conditions;

- motivating - the employee's desire for positive external evaluation and self-respect forms a powerful motive for improving personal and professional qualities, initiative and responsibility in the work process.

It is also important that in the practice of administrative management, personnel evaluation should correspond to a system of scientifically based and practice-tested principles, namely:

- objectivity, which involves the use of scientifically based criteria and indicators in the evaluation process;

- efficiency and periodicity, which determines the importance of timeliness and regularity of assessment, as well as monitoring the object of assessment not only statically, but also dynamically;

- confidentiality, which implies the need to limit the range of functional access to the evaluation results (persons with access may be the employee himself, his manager, employees of the personnel management service, senior management, external and internal consultants, etc.);

- versatility, which determines the importance of expanding the range of assessment subjects (such subjects can be the employee himself, his manager, employees of the personnel management service, senior management, external and internal consultants, colleagues, etc.);

- the unity of the evaluation procedure, which provides for the evaluation of employees who hold the same positions, workplaces, according to one system of indicators, using the same evaluation methods;
- economy, clarity and accessibility, which requires the rational use of financial and material resources in the assessment process, its unequivocalness both in terms of the procedure for carrying out and the interpretation of the obtained results;
- focus on the result, which determines the importance of applying timely measures based on the results of the evaluation, which will relate to the rationalization of recruitment and placement of personnel, professional and personal development of personnel, incentives, etc.;
- automation of the assessment procedure, which implies the maximum implementation of automated information systems and technologies in the field of assessment in order to prevent bias and subjectivism;
- feedback, which determines the importance of giving a person the opportunity to get acquainted with the results of his assessment, because feedback allows employees to adjust their work behavior and significantly increase work efficiency.

In the complex of measures of administrative management, personnel evaluation is a basic element of many other areas of work. The main areas of application of personnel evaluation results are:

- hiring – assessing the candidate's degree of readiness to perform specific job functions, identifying the presence or absence of necessary personal and professional qualities;
- promotion - assessment of the degree of professional training of the employee and his readiness to perform new, more complex functions in the organization;
- staff development - assessment of the level of professional competence, development of knowledge and work skills, their compliance with modern requirements, determination of prevailing stereotypes of staff thinking, which may interfere with the effective performance

of work functions and contradict the norms of organizational culture;

- reorganization – assessment of the personnel's ability to adapt to new areas of activity and updated priorities of the organization's development, identification of the most adaptable candidates for career advancement under the conditions of reorganization;
- release of personnel – evaluation of employees in order to provide objective recommendations for their next employment in another organization.

Accordingly, attention should be paid to the fact that the rationalization of the personnel evaluation procedure enables:

- to improve the quality of personnel selection and placement, thanks to the hiring of the most professionally suitable applicants for vacant positions and workplaces;
- to rationalize the use of working time, thanks to the determination of the degree of workload of employees, improvement of the work organization of specialists and managers;
- more accurately determine the contribution of employees to the achieved results and, on this basis, ensure a closer relationship between remuneration and its results;
- improve the management structure, optimize the number of employees;
- improve the style and methods of managing the workforce, increase the responsibility of employees, improve the social and psychological climate in the workforce.

At the same time, personnel evaluation should be a unique process for each institution, which is organized according to the specifics of the activity profile, social and psychological climate, the nature of organizational ontogenesis, etc. In some cases, the organization can use the experience of competing institutions in personnel evaluation, adapting such experience to its goals, personnel and financial capabilities, as well as turn to the services of specialized HR agencies that have at their disposal highly qualified specialists who have practical experience in personnel evaluation in accordance with the specific tasks of administrative management.

Keywords: motivation; employee; administrative management.