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CURRENT STAFF ESTIMATION METHODS IN THE SPHERE OF TOURISM

Abstract

The purpose of this article is to identify current and effective methods of staff evaluation, as well as to develop an algorithm and find the most rational method of evaluating the effectiveness of the company's human resources department tourism.

Analyzing the state of the tourist market of Ukraine in 2015-2016, we can talk about its significant annual growth. The network of tourism actors of Ukraine - legal and

individuals-entrepreneurs - in 2016 amounted to 3,506 units, which is 324 units more than in 2015.

Keywords: method, estimation, tourism

Introduction

In today's dynamic environment, each organization is thinking about finding new ways to ensure sustainability and competitiveness. In today's economic environment, organizations are trying to use all available resources as carefully and efficiently as possible. Ways to improve the use of human resources in the enterprise can be found through staff evaluation. Using personnel evaluation methods, managers can identify competitive advantages related to personnel, or vice versa - the "weaknesses" of their organization, which do not allow it to develop.

Moreover, the effectiveness of the HR service, which is responsible for providing the enterprise with qualified personnel, training, involvement and satisfaction with working conditions, affects the overall result more than any other division.

1. Selected aspects of tourism

The number of tourists - citizens of Ukraine, served by subjects of tourist activity during the year, amounted to more than 25,000,000 people, foreign tourists - 35 thousand. (in 2015, respectively, 2.0 million and 15 thousand). For the vast majority of tourists (85%) the main purpose of the trip was to organize leisure and recreation. In the structure of the network of tourist entities the most numerous category are travel agents - 80% of the total number of subjects.

These indicators show the unconditional development of Ukrainian tourism, which should be positively reflected in the economic perspective of the state. The visa-free regime with the countries of the European Union will further reinforce these trends. However, the growth of the tourism market dictates new conditions for its participants. The increase in the number of players in the market means an increase in offers and, as a result, increased competition. Consequently, representatives of travel companies are forced to use original and atypical methods of providing tourist services, to use innovative approaches in the management and evaluation of staff.

Recently, the problem of assessing the effectiveness of personnel and personnel services separately has become particularly acute for business managers and scientists.

The research of this issue is devoted to the works of domestic and foreign authors: Vesnina V.R., Gavkalova N.L., Grishnova A.A., Gilmen N., Kaplana R.S., Markova N.S., Nazarova V., Norton D.P., etc. The multi-dimensional problem of assessing the effectiveness of the personnel service in the current environment makes it relevant to consider outstanding issues on the use of different methods of evaluating the effectiveness of its work.

Evaluation of personnel in the enterprise has several goals at the same time. Let's look at each one.

1. Administrative - determining the compliance of employees with the positions they hold.

2. Economic - assessment of the impact of employees on the economic performance of the organization (estimated both positive and negative impact).

3. Motivating - the creation of motives for employees to mobilize their own efforts and show high results of work.

4. Promising - identifying employees who seek to develop and can be offered in the personnel pool or for management activities.

5. Informing - providing the employee with an assessment of the results of his activities and recommendations to improve it (providing feedback).

Methodological - determining appropriate programs, methods and directions of development and training of staff.

7. Social - assessment of employee conflict and opportunities to create a favorable socio-psychological climate in the organization.

2. Staff assessment tools

Staff assessment tools can be:

Interviews

The questionnaire

The interview

Employee rating

A control work

Psychological tests;

"Secret client";

- theoretical or practical testing, cases.

Innovative methods for assessing staff include the following.

The goal management method is focused on the joint setting of tasks by the manager and the employee and the evaluation after the end of the reporting period of the final results of the work done, measured quantitatively.

Evaluation Center - based on the use of techniques that complement each other (personal and intellectual tests, cases, group discussions, behavioral individual interviews, business

games). The Evaluation Center is focused on identifying the professional and psychological characteristics of employees in order to identify their compliance with job requirements, revealing their potential.

Performance management method - evaluates results, competencies, methods of employees, helps to identify directions of development, plan the career of the employee. This method is focused not only on the end results, but also on the competence of the employee, that is, on the qualities of personality that he needs to achieve his goals. All staff members participate in the evaluation, regardless of the position they occupy.

The 360-degree technique is recognized as one of the most effective. Based on this method, four sides act as experts: subordinates, colleagues, clients, manager (about 10 people). Thus, the opinion about the employee is taken from below, next to the circle and from above.

The system of evaluation of the employee by colleagues boils down to the following: the employees of the company fill out questionnaires containing 25 to 80 questions. The questions relate to productivity, the degree of employee independence in the work. The questionnaire requires three qualities of personality of employees - negative and positive, to give

examples when a colleague took the initiative, or turned to someone for help.

The frequency of staff evaluation will depend on the nature of the production or operating process and the specifics of the business. On this basis, certification, certification, testing, evaluation center is desirable to organize once a year or several years, interview with the manager is possible weekly, cases and business games - 1-2 times in 1-2 months, rating - on the results of each Month.

The process of assessing the performance of the HR department is quite complex, because the main results of these activities cannot be quantified.

To measure the performance of the HR department, HR metrics, parameters systems, are most often used to measure performance. Each organization can use its own HR metric criteria, but the following basic parameters are mostly evaluated by enterprises.

From the picture we can conclude that all parameters belong to one of two groups - defined or uncertain. Certain parameters are quantifiable and can be used not only to assess efficacy, but also to prompt corrective actions, i.e. steps necessary to implement in case of low estimates for any parameter .

The timing of a new employee's exit is different from the closing time, as this refers to the time required from the time of the vacancy to the time when the new employee has entered the job, and this period includes 2 weeks that the employee must work on dismissal from the previous job. The turnover rate in an organization is the ratio of the number of employees who left the organization (for various reasons) over a period, such as a year, and the average number.

Financial performance in most cases is also measurable. However, you need to take into account some unpredictable risk in advance when using the financial metric as an analytical tool when assessing costs or achievements that are difficult to express quantitatively (HR-manager energy costs, HR-branding development etc.).

The cost of hiring is calculated by adding up all costs (external and internal) that were required to close the vacancy. At the same time, external expenses include: expenses for advertising vacancies, agency fees, information expenses, etc. units for interviews with candidates and so on.

Return on Investment (ROI) - Return on Invested Capital , has already been considered as a separate method of evaluating the performance of the HR department.

The quality parameters, unlike the time and financial parameters, are more difficult to measure. In addition, the

quality parameters themselves are very different in different companies, depending on corporate value systems. One of the quality parameters for the HR sphere is the quality of hiring, which is a very abstract and subjective indicator. Another option is to use the CRI system (key performance indicators of employees). Another way to determine the quality of hiring is to use an integrated formula in the organization that is tailored to the needs and characteristics of the company. This formula should reflect the relationship between parameters such as:

The length of time an employee works for the company,

The cost of hiring an employee,

The profitability that the employee brought to the company,

Whether the employee is fulfilling the goals and tasks that he must perform in his position.

Also, when using HR metrics, hr department performance is evaluated by a group of so-called uncertain parameters, which include human qualities, abilities, professional skills that can be to evaluate only qualitatively. To assess this group of factors, it is possible to propose the use of a verbal-numerical scale to move from non-quantitative to quant topic indicators, because charisma, communicative or oratorical abilities of an HR specialist can be to evaluate only by interviewing (oral or questionnaire) experts (managers or workers).

The main mistakes that business executives make when assessing their HRs include:

Uncertainty of functional responsibilities for which to be assessed. As mentioned above, each company has its own unique vision of the functional responsibilities of HR employees. instructions and on the basis of this to form a list of criteria that the employee must meet;

The inability to quantitative the performance of HR employees is necessary to assess the performance of these employees with the involvement of the company's management team. However, it may be difficult for an expert to reflect in numbers how effective a staff member is in an environment that describes the competence of an HR specialist. Evaluation. Thus, using appropriate methods of processing responses with qualitative assessments, it becomes possible to assess different levels of performance of HR staff. In the evaluation process, experts can be asked to evaluate criteria describing an employee's competence, for example, on a 5-point scale. The following scale can then be used to ensure the transition from verbal to quantitative assessment: 1 - the employee does not perform the duties on this criterion of evaluation, 2 - performs some functions in this area of activity, but the result of these actions is unsatisfactory, 3 - indirect performance of functional duties under the specified criterion,

4 - stable and good performance of functional duties under the specified criterion, 5 - full performance of functional responsibilities to this criterion with creativity, innovative methods and proposals;

As a consequence of the need for expert assessment, the downside is the subjectivity of the assessment. In order to obtain apodictic results of an expert assessment, the formation of an authoritative and representative sample in terms of competence and quantitiveness of the expert group is a prerequisite.

So, in order to avoid the above mistakes, it is proposed to use a point-scoring method to evaluate the performance of hr employees. The score is well established in determining the company's competitiveness or financial sustainability.

The idea of the proposed method is to emphasize the most important areas of the employee's activities, determine the degree of importance of each of them in the total of all functional duties of the employee (weight factor or rank criterion) and calculation of the final estimate is the sum of the average assessments of experts for each criterion.

3. Output

Assessment of staff and research of the professional qualities of employees allows to achieve a stable operation of the company and, as a result, positive results of the tourism company. Thus, the evaluation of staff's work is a procedure that allows the management of the organization to make an effective management decision and improve the level of development and profitability of the organization, and employees - to know the assessment of their contribution to the overall result organization and career prospects. Therefore, all the staff of the travel company should be interested in an objective assessment.

Conclusion

In today's competitive environment, the relevance of assessing the performance of the HR department is undeniable. You can use a variety of tools and methods, provided that the employee and staff service are certain. Most importantly, try to quantify the parameters of activity and avoid subjective assessments. Unfortunately, existing methods (HR benchmarking, peer review, HR metrics and others) do not produce apodictic results precisely because of the complexity of quantifying criteria. The point method of assessing the

effectiveness of HR managers allows us to solve the problem in a way that is quantitative and most objective.

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