

WORKERS' PERIODIC ESTIMATION AS THE TOOL OF HUMAN RESOURCES MANAGEMENT

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Abstract

In recent years carrying out periodic estimations became the important tool in human resources management. There are usually organized one or two times in the year and there are permitting to acquire information influencing for more far-away organizing "lives" of companies. Periodic estimations are making it possible to present workers what attitudes, behaviors and action are being approved by the company.

Key words: motivation, grading system.

Classification JEL: M12 Personnel Management

1. Introduction

The motivation system is one of basic tools of human resources management. This is more than the method of the awarding, it is the method of determining purposes, enforcing their execution, the transmission of returnable information for the subject of effects of work, rewarding and promoted the best [1]. The estimation of work and workers, professional development and the preparation for promotions is being treated as elements of the preparation of decision processes and as tools of management [2].

Estimations have to be made different in people's shaped, creative and ambitious environments, and different in the environment of not shaped about weak motivations for development, in a small level identifying oneself with the mission and purposes of the company. The grading system is supposed to lead to positive changes of the point of view default and long business of the company. People aren't being estimated, but their work and these workers' features that are important for the company from economic and social consideration.

2. Estimations systems of work and workers of the company

Two forms of estimations are being awarded traditionally:

1. **Permanent estimations (continuous)** – they have the not-formalized character. They are relying on the constant, the default personnel rating, the estimation of their work and its results. The superior's precise cooperation with subordinates is assumed here, direct and immediate reporting of remarks, course of processes of work and its results.
2. **Periodic estimations** – they are being made in the repeated circularly way. The system of periodic estimations is involving with formalized procedures of the procedure. The good system of periodic estimations is handling criteria taken some more carefully of estimations. Suitable sets are taking following criteria into consideration:
 - qualifying,
 - effective,
 - personality,
 - and behavioral.

Qualifying criteria – include team of the worker's skills, permitting for undertaken determined organizational role, tied with work in the given department. Classificatory criteria were characterised in the table 1.

Effective criteria – that is the most important in the market economy for the estimation of the person's usefulness in the occupied position of shaping pay, giving prizes and honorable

mentions of pose material and collected the decision about promotions, the degradation and discharges from service.

Criteria behavioral (behaviors) – importance of these criteria is diversified depending on occupational groups and positions. The professional ethics and professional traditions are giving positive influence on the behaviors important for each competition.

Table 1: Classificatory criteria of the position of work

Kind of criteria	Classificatory criteria
Qualifying	<ul style="list-style-type: none"> - education obtained in the process of the science at schools, - knowledge got in the course of trainings, courses, practices, training workshops, lectures, seminars after schools, - practical professional skills, - jurisprudence, - knowledge of the company - processes of the division of labor, the distribution of powers, knowledge of people in the organization, - the talent and the inclination for updating knowledge and raising appraisal.
Effective	<ul style="list-style-type: none"> - executing key tasks, both the content of tasks, as the whole of execution and the expense of realization are being taken into consideration here, - economic results – selling value reached by the given subject e.g.: including the profitable business deal by negotiators' team.
Behavioral	<ul style="list-style-type: none"> - inclination for collecting and proper fulfilling of determined organizational roles, - inclinations for professional development and professionalism, the inclination to raise the professional qualification, the upgrade of knowledge and sciences, - persistence and effectiveness in action, - honesty, - loyalty, - activity, - discipline and reliability at work, - courage.
Personality	<ul style="list-style-type: none"> - education, - experience, - innovative character and creating new solutions, - co-operating inside the company, - physical agility, - the responsibility for decisions and results of work, - the responsibility for centers and subjects of work, - responsibility for safety of other people, - responsibility for outside contacts, - effort psyche nervous.

Source: own study

Personality criteria – there are important from the point of seeing people's proper selection to the organization and their promotions. In productive – service companies applied techniques of estimations should be dependent on classificatory criteria of the position of work.

Working of the grading system are comprised all positions of work according to classifications presented in the figure 1.

Working-class positions are positions, on that are being executed activities combining for the technological process of production or provisions of services about the material character and auxiliary work in the range necessary for efficient course of manufacturing processes.

Nonworking-class positions are positions, on that work from the range of subject matter on engineer – technical, economic, managing, social and remaining office work is being led.

Engineer – technical workers – these are workers that the range of work includes technical preparing of manufacturing processes together with their service and content-related supervision above their realization, requiring the engineer's or the engineer appraisal.

Economic workers – these are workers who are executing plan, analytic, financially – accountant work, legal service and from the range of pay and work.

Managing and economic workers – these are workers who are executing managing and economic work.

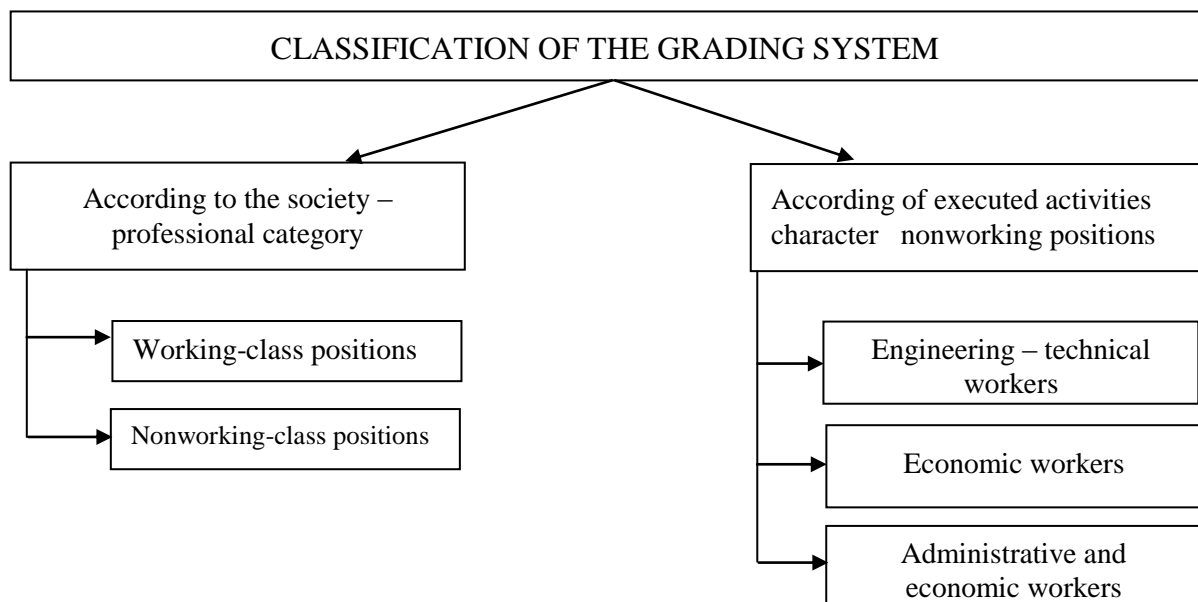


Fig. 1: Classification of the grading system

Source: own study basis on: Węgrzyn B.: System ocen pracowników umysłowych jako narzędzie kształtowania partycypacyjnego Zarządzania przez Jakość (TQM), Problemy Jakości 9/2007.

3. Periodic estimation of worker

The periodic estimation is the formalized form of the worker estimation in the form of the Sheet of estimation [3, 4] expressing one's own estimation at the same time in conditions of the self-assessment and the worker estimation by the direct superior. Questionnaires of estimations consist of three parts:

- a) part I – the worker's personal details,
- b) part II – features and skills,
- c) part III – summary – remarks and conclusions.

Every criterion is undergoing the estimation in five point scale, demonstrated with the extra justification, in the II part of the form. Judging has got a right to make the choice of

suitable criteria in regard to each positions and workers. The setup of the content of the II part of the form is presenting table 2.

The level of achievements and the skill is expressing five point marking scheme:

- 5 – is being distinguished among other obviously,
- 4 – is corresponding to stand-bies completely,
- 3 – is fulfilling stand-bies in the satisfying level,
- 2 – is fulfilling some stand-bies but has weak points too,
- 1 – is corresponding to stand-bies to a small extent.

In the case of the estimation every member of the managers and masters the estimation is the basis to the formulation determined personnel conclusion - the promotion, the carry, leaving in the occupied position or the specification extra requirements.

Table 2: Sheet of the estimation of the nonworking-class position

No.	Specification of features	Skills	Self-assessment estimation	Estimation
1	He knows profession. He understands technologies and procedures, is able to apply them to needs for the position of work and the situation	Specialist knowledge	5.4.3.2.1	5.4.3.2.1
2	He is executing good qualitatively work. He is taking accuracy, terminability, quickness, efficiency and usefulness under the remark. He is careful for the proper usage of the working time.	Efficiency and the quality of work (productivity)	5.4.3.2.1	5.4.3.2.1
3	He is raising qualifications. He is showing huge cognitive curiosity. He is perfecting own professional usefulness.	Motivation to raise competence	5.4.3.2.1	5.4.3.2.1
4	He is organizing and planning the method of the tasks realization in order optimal utilizing the time and tools in the realization of plans.	Planning and organization	5.4.3.2.1	5.4.3.2.1
5	He is developing and applying technologies and methods of working, he is improving work in the own position. The initiator and the originator.	Innovative	5.4.3.2.1	5.4.3.2.1
6	He is able to realize tasks unaided. He possesses analytic skills and diagnosing. He is determining priorities in accordance with the problem.	Decisive	5.4.3.2.1	5.4.3.2.1
7	He is formulating thoughts clearly, verbal and written commands. He is conveying information without distortions.	Communicativeness	5.4.3.2.1	5.4.3.2.1

8	He is complying regulations of the working, discipline and safety and hygiene of work regulations. He is the disposable worker.	Behaviours	5.4.3.2.1	5.4.3.2.1
9	He is defying in accordance to determined principles in the organization. He is providing help with the other person. He possesses skills of work in team.	Work with others	5.4.3.2.1	5.4.3.2.1
10	Judging	Total number of points		

Source: own study basis on: Węgrzyn B.: System ocen pracowników umysłowych jako narzędzie kształtowania partycypacyjnego Zarządzania przez Jakość (TQM), Problemy Jakości 9/2007.

4. Characteristics of the grading system in research objects

Examinations referring to the analysis of the grading system were carried out in 10 independent public companies of the health care, of that an Malopolska province is the foundation organ. It is resulting from examinations carried out, that only in 3 for 10 hospitals a system of periodic workers' estimations is complying.

The periodic estimation of hospital workers is being carried out on the basis of criteria that are understood as abilities, skills and the worker's knowledge influencing on tasks realized by him. The procedure of the worker's evaluation was presented in the figure 2.

It can be seen from the figure that the procedure of the worker evaluation is beginning with the superior's conversation (judging) with the worker (evaluated). Executed duties are being discussed during this conversation through evaluated in the period on that he was undergoing the estimation, fulfilling through evaluated criteria of the estimation, as well as trends of more far-away development and training needs evaluated.

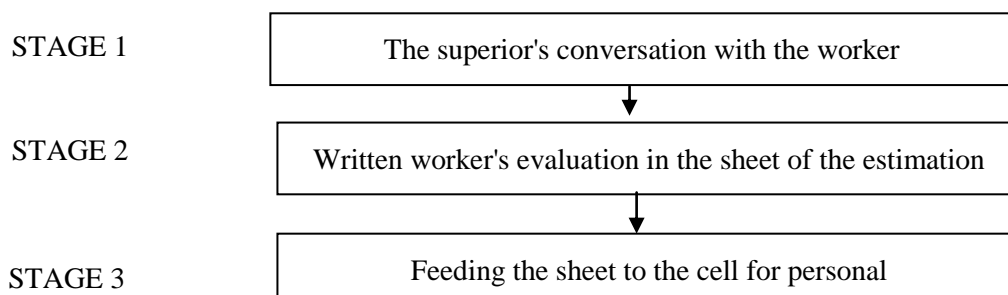


Fig. 2: The procedure of the worker's evaluation at hospital.

Source: own study

The second stage refers to the achievement of the written worker's evaluation that is relying on:

- signing up for the sheet of own estimation of workers and opinion referring to duties in the occupied position in the period that, he is undergoing the estimation,
- entering into the sheet of worker's evaluation through judging opinion referring to executing duties through evaluated in the period in that, was undergoing the estimation,
- determining the level of duties execution by evaluated,

- entering into the sheet conclusions referring to more far-away professional perspectives of evaluated on the basis of the estimation carried out, with the consideration of his future tasks.

A third stage is taking place after the achievement of the estimation, relying on feeding the sheet to the cell for personal that is switching this sheet on to the worker's file.

5. Summary

Examinations carried out showed that lack of systems of periodic workers' estimations was the weakness at tested hospitals. Perhaps it can lead it to subjectivities made by direct superiors in estimations, and as the result for dysfunction in systems of personnel management.

It was stated that it is significant in order correct functioning of medical centres building systems of workers evaluating. Such systems should be adjusted to the specificity of analyzed hospitals and take all workers irrespective of the occupied position in the organizational hierarchy. Designed sheets of the estimation should be adjusted to the specificity of each occupational groups. The workers' estimation should be conducted at least a time to the year.

Thanks to the periodic personnel rating managers, superiors are gaining knowledge about workers' professional potential, i.e. about qualifications, development potentialities, the capacity to undertake decision. Managers have information in this way about effects reached by subordinates of work - the level, the quality [5, 6] terminability of the tasks realization, the skill of the labor organization and independence.

Periodic estimations are carrying valuable knowledge for rescheduled, but they are also significant for workers. They are obtaining returnable information thanks to them for the subject of one's work and professional achievements. It is enabling workers the change, the correction of one's procedure, behaviors, the method of work and he is posing strong positive reinforcement when obtaining the positive estimation to more far-away work. The worker's evaluation is necessary at referring decisions:

- possible employing of the worker and the form of his employment,
- possible dismissing of the worker,
- possible widening or narrowing the content of work and competence in the given position,
- possible change the position of work, promotions and the degradation, determining or the change of the pay stake,
- possible granting the height of the bonus or the prize and them,
- procedures tied with the training and professional development,
- honorable mentions para material and punishment.

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