APPRAOCH OF ORGANISATIONS OPERATING IN SLOVAKIA TO EMPLOYEE’S PERFORMANCE EVALUATION*

Abstract. On the grounds of the objective and complex employee’s performance evaluation system existence importance, the efforts of organisations to maintain, and respectively increase their workforce productive potential are relevant. That is why we focused on finding out the actual condition of employee evaluation systems in organisations operating in Slovakia. The submitted contribution is deals with the evaluation of questionnaire research conducted over 2010, 2011 and 2012 at School of Economics and Management in Public Administration in Bratislava, in which we complexly analysed the way, process, as well as results of employee’s performance evaluation in organisations operating in Slovakia. In reliance on the results of the given research, we offer recommendations aimed at increasing effectiveness in usage a complex employee evaluation system, while the results can be used for the benefit of human resources development, and thus the overall working potential of organisations.

Keywords: human resources management; employee’s performance evaluation; motivation of employees; remuneration of employees; education of employees; organisations operating in Slovakia.

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are no abilities, or if an employee does not understand their role, their task. Abilities are personal characteristics of an employee used upon the execution of work, necessary for successful execution of such work. They generally do not change over time and their development is usually not dynamic. There has to be a certain minimum level of abilities, predominantly knowledge and skills, in order to execute each particular work successfully or acceptably. It is especially the level of knowledge and abilities of a particular employee which creates the upper limit of their performance. The understanding of roles or tasks relates to directions employees believe they should orientate their working effort on. It is thus the extent of understanding of a role or tasks. The presence of all three components in a suitable proportion is necessary for successful performance (Koubek, 2006).

Evaluation of employee’s performance can be perceived as the basis for streamlining human resources usage in an organisation. Several authors agree on the fact that performance evaluation serves to obtain information and define the present state of the level of employees, and particularly to realistically define objectives for future human resources management; while a suitably elaborated employee evaluation system not only increases justness, transparency and effectiveness of employee remuneration but it is at the same time reflected in the correct stipulation of an employee education procedure, which subsequently results in increased performance, and last but not least, enhanced motivation to the quality of executed work (Sujanova et al., 2012; Linhartova & Urbancova, 2012; Kovac, 2013; Vetrakova, Potkany & Hitka, 2013).

Evaluation of employee’s performance has a significant impact on organisational culture upon strengthening desirable organisational culture as well as a tool of an organisational culture change. This significance results from the nature and objective of the performance evaluation function itself. It aims at employees knowing what is right, and at subsequent evaluation of the extent to which their behaviour and action correspond to a required result, respectively diverge from it. It results in the fact that employees are encouraged to behave in accordance with the company’s values, as well as with a desire to perform the expected of their company in order for evaluation output to be positive. Such behaviour, at the first sight controlled and evaluated, has a positive impact on fixing and identifying with procedures and ways of employee behaviour in the long term (Stachova, 2013).

Purpose of this article is describing the analysis of present state of focus of organisations on employee’s performance evaluation.

Results. Researches were conducted over 2010, 2011 and 2012 in organisations operating in Slovakia. Questionnaire was distributed to organisations with more than 50 employees. Overall size structure is shown in Table 1. Mathematical and statistical methods were used upon processing, analysis and comparison of information, and qualitative methods were used upon their subsequent identification and evaluation. Upon analysing the evaluation function, we were also completely analysing the way, course as well as consequences of employee’s performance evaluation in the interviewed organisations.

We were primarily finding out whether organisations had established a formal system of employee’s performance evaluation. 68-85 percents of organisations declared that they dealt with a formal system of employee’s performance evaluation. Positive trend in its implementation was recorded upon year-over-year comparison (Table 2).
future objectives based on the obtained information could be specified (Blaskova, 2009). We were therefore finding out whether this course of evaluation is observed in the organisations. The research showed that only less than 50% of evaluated employees are provided room for commenting on performance evaluation results (Table 9).

With regard to the fact that evaluation has two key roles, firstly, to remunerate employees retrospectively on the grounds of obtained information for well executed work and secondly, to ensure future progress, which should result in their increased performance, we focused on finding out whether information obtained in employee’s performance evaluation in the interviewed organisations is used for both functions. The analysis showed that while 73-84% of organisations use results obtained from evaluation to remunerate employees, only 41-47% of organisations use these results in relation to the career growth of employees. Even in a smaller extent these results used upon education and development of employees and personnel planning (Table 10).

### Conclusion

With regard to the fact that employee evaluation reveals an actual state of company labour potential as well as possibilities of its further usage, it is apparent on the grounds of the analysis of the present state of employee’s performance evaluation that organisations operating in Slovakia necessarily need to change their approach in order to be able to increase the labour potential of their employees and use it better. Because only if an effective evaluation system acceptable for all participants exists in a company, progress of employees positively evaluated from the organisational culture viewpoint can be supported. It is first of all necessary to persuade management that it is essential to implement a formal evaluation process. It is subsequently necessary to choose suitable criteria and methods of evaluation, which can later become a tool of line manager for shaping behaviour and actions of employees. However, the research showed that only 68-85% of the interviewed organisations had established a formal evaluation system over the analysed years. Even though positive trend can be declared in this relation within the analysed years on the grounds of the aforementioned, we do not consider this state to be ideal with regard to the importance of evaluation function.

A significant negative feature resulted from the found approach of organisations to informing employees about the results of employee’s performance evaluation and providing room and possibilities to employees themselves to comment on them. The remaining evaluated employees can be divided in to two categories – those who are informed about evaluation results, however do not have possibilities to comment on them, and those who are not informed about evaluation results at all. The given finding implies that these organisations do not carry out the evaluation process effectively, and are not able to draw complex and relevant conclusions from such obtained results on the one hand, and on the other hand, employees have neither room nor possibility to obtain suggestive information for their career and personal development from the evaluation, which negates the key objective of evaluation – to ensure maximum usage of abilities, knowledge and interests of each employee.

With regard to the fact that human resources are the decisive factor of prosperity and functioning of any organisation and of the effectiveness of human labour activities as such, and will be even more extensively so in the future, we believe that...
It is necessary to change the view and approach of organisations operating in Slovakia to employee’s performance evaluation, as it is the predictor of maintaining and developing competent employees, who should be regarded as the priority of each organisation.

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PROBLEMS AND PROSPECTS IN DIAGNOSING OF INDUSTRIAL ORGANISATION’S SOCIO-ECONOMIC POTENTIAL DEVELOPMENT

Abstract. Introduction. System-specific dynamics of external and internal environment of industrial organization requires updating of ontological and epistemological basics of its development research. Considering insufficient research of contemporary problems in socio-economic potential (SEP) of industrial organization diagnosing, scientific-methodical support of their solving should be not addition to existing paradigm or its new version creation, but ideas for its further development. Purpose of the paper is analysis and rationale of prerequisites for creating holistic paradigm of SEP. Results. This paper develops elements of future research methodology. The main idea of paradigm is an organic compound of economic and social components occurring in SEP in which new nature occurs requiring creation of paradigmatic basis. Our preliminary results in research rationale prerequisites of future paradigm of SEP, performed in the following sequence: (1) Formulating of the basic idea of paradigm proposed by the authors through contradictions and hypotheses concretization. (2) Refinement of a form for the results combining of various scientific disciplines, which is necessary due to complex and hierarchic nature of SEP. (3) Reasoning for technology of qualitative and quantitative evaluation. Because of impossibility of using traditional tools, usage of new instruments for this task was ground, such as VRIO-analysis. (4) Findings of research of SEP have shown that all of structural elements are at different stages of the lifecycle of their own («basic elements», «points of development», «points of destruction») which can create problems of their coordination. System-synergetic approach and evolutionary-synergetic approach complemented by the co-evolutionary paradigm are primary methodological basis for identification opportunities of individual components of SEP compatibility ensuring with proper consideration of their life cycles; for management the structural elements of SEP, located at different stages of their life cycle development, and providing for each of them unique way of management response. Regardless of level of SEP functional complexity, its power and maturity, the main source for providing life-sustaining activity of SEP is to create and support spiral «capitalization of sociality–socialization of capital». (5) Terminological system represented in article is one of the most important components of future paradigm. Conclusions. Science-based scheme of SEP diagnostics offered by the authors is open for now. Future research should focus on disclosing the essence of the concepts included in proposed terminological system, on creating particular technologies for SEP development diagnostics.

Keywords: socio-economic potential development; paradigm; hypothesis; interdisciplinary; terminology system.

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References

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