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PERSONNEL DEVELOPMENT MANAGEMENT SYSTEM BASED ON KPI INDICATORS IN THE EDUCATION SYSTEM

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The formation of a remuneration system based on KPI allows: to ensure control over the current and long-term performance of the university; evaluate the personal effectiveness of each employee, department and university as a whole; constantly orient the staff to achieve the required results; organize rational budget management for the payroll fund based on objective performance indicators.

Goal

Traditional methods, such as "classic" personnel assessment, no longer meet the requirements of today. To thrive in today's business world, companies need innovative management tools and methods that focus on goal setting and employee accountability. Goal-based management technology, reinforced by competent material incentives, helps to motivate staff for new grandiose achievements and creative self-improvement. This article is aimed at developing modern Target management (KPI system) and material motivation for achieving goals (based on KPI).

Object and method of research

Development of a system of motivation (monetary incentives) for employees based on KPI, development of a system for evaluating an employee's performance to determine his potential or career growth, formation of a personnel reserve, employee needs for training or development, creation of a system of performance indicators (KPI) of managers and employees aimed at achieving several goals.

1. Setting goals for managers and employees related to the goals of the company. Whoneedsit? This is necessary for the company in order to bring the goal-setting to each performer, and thereby ensure the overall direction and coordination of the actions of employees. In other words, it is necessary to build an effective management system. This is also necessary for employees who want to know what goals the company sets for them. There is nothing worse than an

activity that has no purpose and meaning. Therefore, the presence of clearly defined, measurable, understandable goals for people maintains a certain level of motivation for work. We emphasize that KPIs do not create motivation (it cannot be created by external incentives), but prevent demotivation.

2. The presence of measurable indicators allows you to objectively evaluate the results of the work of managers and employees. At the same time, the company gains clarity regarding the effectiveness and efficiency of human resources, and employees receive satisfaction from the fact that their contribution is noticed and appreciated. A properly constructed scorecard can perform an important motivational function (preventing demotivation of employees). Establishment of remuneration for managers and employees depending on the results of their activities. By linking remuneration with KPI, the company pays for the specific achievements of employees, purposefully spending money allocated for wages. Employees get an incentive to achieve results in order to receive a well-deserved reward. This is the "ideal model". However, its practical implementation often leads to results opposite to those expected. Questions about why this happens, and how to avoid negative effects when creating a reward system “for results”, will be discussed in this article.

Results

First of all, it should be emphasized that the relationship between KPI and reward is not mandatory. The performance indicators of managers and employees are of independent value for company management. KPI indicators are part of the controlling system and allow you to direct the activities of people towards goals that are significant for the company. It is a kind of navigation system that helps employees, with the support of their supervisors, stay on track.

However, most leaders, when starting to develop KPIs, have the intention of linking indicators to rewards. Therefore, we will consider in detail all the “pitfalls” that lie in the way of these good intentions.

KPI indicators are “at the intersection” of two management systems: the controlling system and the reward system. Therefore, the success of using indicators as a reward tool depends on the correct construction of each of these systems. We will consider the requirements for the reward system.

It makes no sense to create a reward system based on KPI if the company as a whole does not have a fair system of remuneration. The introduction of KPI in this case will not give anything, it will only aggravate the dissatisfaction of employees and demotivate them even more.

What is a “fair salary”? This is a salary that satisfies the following conditions:

1. Corresponds to the situation on the labor market. With a large gap between how much they pay “here” and “there”, employees form a negative attitude towards a company that underpays them for the labor costs that have developed in the market.

2. Corresponds to what other employees receive for similar work. There is a growing sense of unfairness in people if someone in the company is paid more for doing the same job.

3. Considers experience and qualifications. Employees expect that the growth of experience and qualifications will be accompanied by an increase in remuneration.

4. The rules for calculating salaries are transparent. The employee must clearly understand how his salary is calculated, and receive exactly as much as corresponds to his calculations.

5. Match to management promises. If the company deceives employees, then they also consider themselves free from any obligations, and consider themselves entitled to steal from the company. The most common passive form of theft is doing nothing at the workplace, imitation of activity with complete indifference to work.

6. Paid on time. If employees do not receive the money they are owed by the due date, they consider themselves robbed.

7. Corresponds to the achieved results.

Only the last condition is related to KPI. To form a “fair salary”, all of the above conditions must be met. Otherwise, the implementation of KPI will be a waste of effort, time and money.

Consider what is included in the concept of “employee remuneration”. Rewards are not just money. People may agree to a lower salary if they are offered an interesting job, an opportunity for training and professional growth, a prestigious and status position. These are the values that make an informal but quite tangible contribution to the remuneration for work.

Financial remuneration consists of cash payments and benefits. Benefits are also part of the remuneration: these are benefits, the possibility of flexible work hours, insurance and other components of the so-called “social package”.

Cash payments are divided into salary, bonus, options and allowances for any merit. KPI indicators relate to only one part - this is the setting of bonuses. Thus, it must be clearly understood that it is impossible to create a separate part of the reward system - bonuses based on KPI, without taking into account everything else.

Only if the company has a properly built remuneration system that provides employees with a “fair salary”, bonuses for work results based on KPI can be successfully introduced. Failure to comply with this condition is one of the main reasons why the introduction of KPI only leads to an increase in people's demotivation.

Let's assume the listed conditions in the company are available. How to develop a system of rewarding employees for performance? We have already gone a significant part of the way to this goal, having considered the procedure for structuring business processes, defining process goals, defining the functions and goals of employee activities, and defining KPIs.

Further, to establish a connection between KPI indicators and employee remuneration, it is necessary to:

- Set the “weight” of each indicator, which determines the degree of its impact on remuneration;

- Determine the rules for calculating bonuses depending on the results achieved;
- Set target values of indicators for the next reporting period.

Currently, we can see various ways to solve the problem of managing the development of personnel in a university - from traditional organizational and administrative measures to innovative technologies based on various management concepts.

Let's see how this is done using the example of developing KPIs for education employees.

The system of activity of an educational organization does not allow applying the KPI system in its classical form, since a number of key strategic priorities of activity are in a non-commercial plan and cannot be fully determined by financial indicators.

Analyzing the practice of applying KPI in various universities, we have identified some principles for using this system in the activities of an educational organization:

- principle of strategy orientation: all criteria should be related to the factors necessary for the formation of long-term success, the key driving factors for the development of the university's activities, there is a concentration on changing several key indicators;

- principle of objectivity: all indicators and criteria are determined on the basis of objective reality, based on an analysis of the development of an educational organization, taking into account the interests of key participants in the educational process and partners; target values are formed on the basis of research;

- principle of flexibility: the criteria are mobile and can be changed depending on the circumstances of the external environment and the strategy of the educational organization;

- principle of consistency: criteria and indicators should cover various aspects of the organization's activities, forming an adequate picture for further forecasting and ensuring the balance and interconnectedness of indicators;

- principle of achievability: the approved indicators and standards must be achievable, although they are associated with the application of significant efforts. The implementation of this principle is an important element of staff motivation.

Based on these principles, we have determined the procedure for the formation of KPI indicators in the system of university activities, reflecting the process of formation, setting, monitoring and analysis of the achievement of goals.

The KPI system, as an element of personnel development management at a university, allows to link the factors of an employee's personal development with key indicators of the university's development, provides a "framework for growth" and forms prospects for each category. The final stage in the formation of the architecture of the KPI system at the university is the building of an effective system of remuneration of personnel, namely, the formation of a variable part of the salary, taking into account KPI indicators. Unlike a fixed wage (salary), a variable part based on KPI stimulates better performance of functional duties and focuses on the implementation of the strategic goals of the university, showing

each employee the final characteristics of his activities, stimulates activity and creative initiative.

The prerequisite for the full-scale introduction of KPI into the practice of the university was the rating system for evaluating the activities of scientific and pedagogical workers, within the framework of which a regular annual assessment was carried out, and vectors of personnel development were formed.

The introduction of KPI indicators into the rating forms of activity made it possible to divide the assessment by position, specify, depending on this, the types of activities and forms of presentation of results. The set of indicators for assessing the activities of the university staff, indicated in the KPI matrices, reflects the assessment of the quality of the implementation of professional educational programs and meets the criteria for annual comprehensive monitoring of the effectiveness of educational institutions.

At present, the assessment of the quality of the activities of scientific and pedagogical workers is carried out in the areas of educational, methodological and research activities, network interaction. Evaluation according to KPI criteria makes it possible to eliminate the subjectivity of judgments about the effectiveness of the activities of scientific and pedagogical workers, contributes to the formation of a highly professional staff, and ensures compliance with the positions held. In addition, timely reporting of problems allows the university management to take the necessary corrective and preventive actions.

It should be noted that the assessment indicators are the same for all teachers, however, the threshold scores required for the appointment of an incentive payment are differentiated by four job categories (professor, associate professor, senior lecturer, lecturer) taking into account the main types of activity.

Conclusion

We have formulated a number of requirements for the implementation of this methodology in the university, ensuring its effective implementation:

- indicators should be easily calculated on the basis of data provided by structural divisions and completely exclude the possibility of a subjective assessment;
- each of the indicators must be realistically achievable with a probability of at least 80%;
- when defining requirements, it is necessary to take into account the area of responsibility and authority of each employee;
- key values should be determined in accordance with the target criteria for the effectiveness of educational institutions, the number of indicators should not exceed 5–10 positions;
- the system of indicators requires regular revision and updating at regular intervals (once a semester).

The formation of a remuneration system based on KPI allows: to ensure control over the current and long-term performance of the university; evaluate the personal effectiveness of each employee, department and university as a whole; constantly orient the staff to achieve the required results; organize rational budget management for the payroll fund based on objective performance indicators.

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