Evaluation Of Performance And Human Management Through A Model Of Graphic Scales

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Abstract

Once the diagnosis was made in Mostechnologies SAS, the performance indicator that the company has in relation to different factors in relation to work performance was known, it was possible to show that the fulfillment of functions in the organization is above 50% since the total number of employees showed good and acceptable indicators for the most part. The need to model an instrument that detailed and quantified compliance with performance by position was evidenced through data analysis programs that allow an updated visualization and based on graphs, which allowed an analysis of these to know the internal functioning of the company, company and workers.

Keywords : position, performance, evaluation, factor

Introduction

The current business and market dynamism has demanded in companies a restructuring and solidification in their missionary, operational and strategic processes, in order to be able to position themselves strongly in the market or specific segment that demands the good or service, for this reason, some industries through the management and evaluation of their human capital, have sought to enhance the performance of workers, through the evaluation by points and fulfillment of objectives, thus ensuring a good work environment and satisfaction of collaborators with their functions, and responsibilities within the company.

The use of technology and office tools within organizations have allowed the design of reports, which serve as a strategic basis for decision-making in favor of performance and the resolution of the different problems that companies experience within their processes, organizational.

The effectiveness of the workers in their activities is extremely important since the fulfillment of the objectives of the organization depends on this, a correct performance evaluation helps to monitor the conduct, the effectiveness, the personal development, the abilities, the tactics and the teamwork of the collaborators in the organization, in this same order of ideas Harris, (1986) details that:

The evaluation procedures are established based on the objectives and goals predetermined by the
company in order to determine the contributions that are expected from each worker at an individual level. The most important goals become standard measures of performance for the individual worker. The actual performance of the worker is compared to the normal required measures on a regular basis or at established intervals, to determine if the actions of the worker contribute satisfactorily to the achievement of the total objectives (p.276).

As previously mentioned, the evaluation processes allow the interior of the organizations to be able to grant their workers and processes an added value, which is based on the identification, planning and evaluation by positions or processes, based on this argument the objective The general objective of this document is to design a performance management tool

business through the use of Power BI and OLAP Cubes, establishing indicators that understand the reality of the processes of the company Mostechologies SAS, with this tool the creation of quantitative supports will be supported and facilitated, which organize the information for the company, also allowing to know the current state of the workers' performance, for which a checklist related to the management of current information by the 12 employees who currently provide service will begin.

**Research Problem**

Mostechologies SAS is a company dedicated to the development of software solutions with more than 5 years of experience in the market, the company arose from the union of clearly senior consultants, who had excellent knowledge of processes such as implementations, migrations and projects. of diverse technological nature both nationally and internationally, the foregoing in order to advise and provide quality functional and technical services to our clients that allow the optimization of their software projects, improving quality and reducing. Mostechologies SAS is a company dedicated to the development of software solutions with more than 5 years of experience in the market, the company arose from the union of clearly senior consultants, who had excellent knowledge of processes such as implementations, migrations and projects. of diverse technological nature both nationally and internationally, the above in order to advise and provide quality functional and technical services to our clients that allow the optimization of their software projects, improving quality and reducing complexity.

Over the years, the inclusion of new technologies in the daily processes of the human being has caused an increase in the direct demand of the company, which has caused the inclusion of more personnel, although the latter does not have support from business growth or measurement of its functions, the above is the result of the lack of some phases of the human resource management system.

Currently, the company does not have a process for evaluating business and human performance, which guarantees continuous improvement standards and facilitates decision-making, to a lesser extent the company manager performs inspections on the performance of operators through direct observation, sparing the real behavior of the development of the functions by the workers, the degree of relationship according to their functions, even the demonstration of the progress in their business management is not evidenced as a report that supports the results as indicators obtained, the foregoing means that the company does not take immediate action on any eventuality that arises in relation to a worker and the development of their activities within the company.

The need for a performance evaluation tool is essential for there to be an adequate management of information in the company, indicating that there could be failures, high administrative and operational costs within the entity, for which reason the company Mostechologies SAS is sought, it can take measures that favor the development of labor policies and institutional growth, appropriate to the
procedural dimensions of their positions and the existing human capital.

In accordance with the above, the need to develop a design proposal for the creation of performance evaluation tools for the company Mostechnologies SAS was presented. Through OLAP cubes and indicator tables in Power BI, which previously require a general diagnosis of the current situation, working on engineering tools that help identify causes, in order to solve problems, allowing the company visibility of its performance through indicators and at the same time analyzing fixed trends to which the company would be exposed.

**research question**

How could the company Mostechnologies SAS strengthen performance measurement and make decisions efficiently?

**Theoretical fundament**

The objective appreciation of the strengths and weaknesses that a company has has made it easier for most organizations that implement periodic management models for meeting objectives to have a key tool in decision-making, although it is true that evaluation processes often tend to be very general, in some cases they can be worked on and integrated into a more specific concept, various evaluation tools are usually used, however under the concept of (Chiavenato, 2000), evaluation systems performance are classified into two types, as presented below.

Evaluation of performance by objectives. It is a process through which the parties involved (employee and employer) carry out a negotiation, regarding the scope and fulfillment of objectives in a certain period of time, generally these systems have the support of expert personnel on the subject. Assessment by competence. It is a more complete evaluation model in which the area or person in charge is evaluated by both the board of directors, clients or suppliers. In this evaluation model it is common for workers to be grouped by areas and these in turn have evaluation models. specific evaluation.

According to the evaluation model

Selected there are various management methods either by objectives or competencies, each of these has visual, quantitative and qualitative tools according to the area evaluated, (Chiavenato, 2000) classifies the following as the main performance evaluation methods.

Graphic scales method. It includes the performance evaluation, based on the use of a double analysis form, whose columns contemplate the numerical classification of evaluation and the rows the performance factors.

Forced choice method. It consists of evaluating the performance of individuals through descriptive phrases of alternative types of individual performance.

Field research method. This method is characterized by the fact that it is carried out by a professional or superior expert in the subject of human resources, who through the knowledge he has, through the interview of his subordinates, can establish the degrees of compliance or not of the proposed objectives.

Critical incident method. It is a model in which the supervisor or person in charge of the evaluation registers critical aspects of non-compliance with the objectives, which are evaluated based on pre-established scales within the organizations.

Pairwise comparison method. Understands a performance appraisal method that compares employees
two by two.

Descriptive sentence method. The evaluator points out the phrases that characterize the subordinate's performance and those that demonstrate the opposite of his performance.

Method

According to (Hurtado, 2002) defines descriptive research:

Descriptive research aims at the precise description of the study event, this type of research is associated with diagnosis; the purpose of exposing the event studied, making a detailed numbering of its characteristics, in such a way that the results can obtain two levels of analysis; Depending on the phenomenon or the purpose of the researcher, these investigations work with one or several elements of study in a given context, because their intention is not to establish casual relationships between them, for this reason they do not merit the formulation of hypotheses.

The development of the project was based on a type of descriptive investigation, since it allows observing, describing and identifying the main characteristics that the employee and the company must present, in order to establish an adequate performance evaluation, in order to provide an solution in the continuous improvement of the company Mostechnologies SAS

Results

Mostechnologies SAS, as an organization in charge of providing solutions through consulting and software development to other companies, decided to organize its operation, analyzing the internal requirements and the provisions that are needed in its infrastructure in order to carry out the provision of your services more productively and effectively. The company, through the 12 employees who currently carry out their activities in the organization, decide to carry out a diagnosis that would allow knowing key performance indicators, in order to contribute to effective management, while evaluating management and improving the capabilities of each of the officials.

For the development of the aforementioned diagnosis, the performance evaluation structure proposed by (Chiavenato, 2007) was taken as a reference, where through different methods, it was possible to demonstrate how to evaluate indicators necessary for the work.

The first method, called graphic scales with the use of points, was linked to the KPI indicators, through which the company was able to know information related to productivity, quality, responsibility, and demonstrate the achievement of results, generally applied to the 12 employees. current. The model consisted of qualifying each of the factors established there with points, highlighting that the maximum score per appraisee was 90 points and the minimum 6 points.

In order to evaluate indicators related to the transversal competences of the position, that is, the capacities that the worker draws on an objective in his work environment, the model described by Chiavenato called performance evaluation with the method of graphic scales was used, where In each factor the worker assigned the current performance in his merger, which could be optimal, good, regular, tolerable or bad.

In order to demonstrate aspects related to the specific competencies of the position, related to characteristics and functions that the employee must fulfill in his job position and referencing the same author, the forced election method was chosen, where the worker according to the provision of the instrument and under the supervision of the evaluator, they had to choose only two sentences from the 4 available, one of which was more closely related to their performance and the other was not.
Customer satisfaction is one of the indicators related to the development of the diagnosis, so a database of 30 representative customers was taken and information was obtained through certain satisfaction questions, chosen by the evaluators. This type of evaluation is done in a similar way to the model described by Chiavenato through field research, carrying the structure of an initial evaluation, a complementary analysis, planning and follow-up. It should be noted that said interview was conducted virtually and through telephone calls, in order to find out performance indicators based on the company and to be able to improve customer satisfaction in the short term.

- Why did you choose our services over the competition?
- How would you describe our products?
- Do the products help you achieve your goals?
- What possibility exists in which you can resort to our products and/or services?

How could your experience with the company be improved?

Finally, to measure technical and training knowledge, in order to have an index of applied techniques, the worker was evaluated using the method of descriptive phrases where the evaluator indicates positively or negatively the phrases that characterize the worker's performance. Additionally, workers were asked about their level of education and experience related to the position. In the development of the KPI indicators through the model of graphic scales with assignment of points, related to evidencing the performance of employees in relation to results that measure productivity and performance, the following data was obtained.

According to the data obtained, it was possible to show that the manager of the organization presented favorable indicators in the performance of his position since, out of 90 possible points, he obtained a rating of 89 points, which were reflected in an outstanding volume of service, exceptional care in his work, maximum confidence without the need for any type of supervision, cooperation in the effort to help his colleagues and an exceptional presentation to his workplace, the above being qualified with 15 points in each aspect, in addition, he stated that he resolved problems with a high degree of common sense, assigning a score of 14 points. The results obtained are shown below.

**Figure 1. Performance evaluation results of MANAGER's kpi indicators through a graph scale model using points.**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Puntos</th>
</tr>
</thead>
<tbody>
<tr>
<td>produccion</td>
<td>15</td>
</tr>
<tr>
<td>calidad</td>
<td>15</td>
</tr>
<tr>
<td>responsabilidad</td>
<td>15</td>
</tr>
<tr>
<td>cooperacion</td>
<td>15</td>
</tr>
<tr>
<td>sentido comun</td>
<td>14</td>
</tr>
<tr>
<td>presentacion personal</td>
<td>15</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>89</strong></td>
</tr>
</tbody>
</table>
In relation to the 77 points of the Mostechnologies SAS counter, evaluating its performance, it was possible to know that it presents exceptional care in relation to quality, deserving the maximum trust that is needed according to the responsibility of its position and always well cared for and presented in his working day, thus assigning himself a rating range between 13 and 15 points, in the same way, the evaluated person affirmed that he always maintains a good production, willing to help his co-workers and considering common sense in decisions, In this way, the worker qualified between 12 and 11 points, as can be seen in the table.

Through a total of 69 points out of 90 possible, the performance of the secretary made it known that she is an outstanding person in her service, in terms of quality, she said she always did her job well, to exercise her responsibilities she clarified that she only required certain guidelines to carry out her work, she is a good cooperative person since she always complies with what she is told and feels satisfied with her work, likewise she implied that she can solve her problems with a high degree of common sense and finally she was evaluated as an exceptional person in his personal presentation.

The performance of the sales manager, in relation to factors of production, quality, responsibility and personal presentation between the ages of 13 and 15, added a total of 55 points, demonstrating that this worker performs as a person of care who provides a reliable service with an impeccable image, in the same way, cooperates with the willingness to help others and demonstrates a high degree of common sense, these two characteristics added to their performance a total of 21 points for a total rating of 76 points.

The internal advisor in the factors of quality, responsibility and personal presentation, received his highest rating, evaluating himself at 13 and 15 points, managed to add 42 points and in aspects related to production, cooperation and common sense, managed to add 32 points to make up a total of 74 points, representing an acceptable qualification in his performance.

The systems engineer of Mostechnologies SAS, demonstrated an acceptable performance, through 72 points distributed in the evaluated factors, in such a way that in responsibility and personal presentation he obtained 29 points, another 9 points in relation to common sense demonstrating to act in a reasonable manner. under normal circumstances and finally 34 points related to production, quality and cooperation in relation to their performance.

The sales assistant was qualified as a reasonable person with common sense in normal circumstances, being awarded 9 qualification points, in relation to production, quality and personal presentation, the evaluated person was qualified with 34 points between ranges of 10 and 12 qualifyable points, finally The assistant demonstrated that his performance in cooperation and responsibility deserves 30 points since he is always cooperating to the fullest and demanding maximum trust in his workplace, according to the above, he obtained a final grade of 73 out of 90 possible points.

The qualified performance by the systems assistant revealed that his indicators are related to presenting an appropriate job, without recognizing the maximum score in each factor, this appraisee stated that in production, quality, responsibility, cooperation, common sense and personal presentation, maintains an acceptable control which allowed him to qualify in a range between 10 and 12 points for a total of 68 points.

Discussion

For the company Mostechnologies SAS, it is important to maintain a periodic update of the manual of
functions according to the demands of the job, framing attributions and defining the required profiles in order to guarantee a competitive advantage to the company in this aspect.

It is recommended that the performance evaluation be done twice a year by a person in charge who can modify, inspect and identify new behaviors and indicators according to the workers in charge, allowing a follow-up of the responsibilities and behaviors presented by the workers. .

It is necessary that all the employees know the provisions of the functions manual in order to be trained in what is related to their activities and can perform in the best way in their responsibilities, likewise they can generate better performance rates.

The existence of an area manager and coordinators who supervise other positions is important in order to carry out optimal performance and with assertive communication that links all parts of the company.

It is considered relevant to promptly inform employees about different specific situations in relation to jobs through strategic processes, in order to simultaneously meet the objectives estimated by the company and its proper development.

Management must contribute to training since it is a fundamental issue for the worker's performance as it helps the individual to take skills and generate strategies that help show better performance in their activities, evidenced through positive indicators and acceptable that generate benefit for the organization.

The company must bet on the implementation of evaluation models through dashboards and new programs that allow it to know results in a faster and more orderly way according to the demands of the market and the constant acceleration of globalization that demands companies that are more well-founded and structured in terms of quality . and data analysis.

It is essential that databases begin to be designed with additional information on the performance of the company and that it enters the era of technology 4.0, evidencing better information management and more precise and efficient results for decision making.

**conclusions**

Most of the positions in Mostechnologies SAS, presented scores of their kpi indicators , above a highly effective compliance of 50%, which means that there is a performance and a high level of performance by the workers in the organization. It should be noted that the maximum score per charge was 90 points.

In the same way, the behavior of the indicators was evidenced and it was possible to know that the most representative indicator was responsibility since the majority of the workers qualified this factor with high scores over the others, demonstrating that they work with dedication and providing a service in stipulated times, for this case, since there are 12 employees in question, it was expected that the maximum qualification would be 180 points per factor and the minimum 12 points. In addition, it was evidenced that the least representative factor was common sense, although the indicator was met, it was not the most representative, however, it exceeds the percentage of compliance above half. The diagnosis made with the method of graphic scales, allowed to know the performance of the workers of Mostechnologies SAS, in relation to transversal competences where the capacities of the worker related to personal development, thematic field and mastery in their performance of the work environment were measured.

Through the method it was possible to show that the manager maintains a profile committed to his way of working, evidencing that 71.43% of the performance is optimal, prevailing in functions related to
going beyond what is required, maintaining a great commitment to the company, acting with intuition and perception of things, having optimal ideas and at the same time the ability to materialize those ideas; 28.57% of the performance is good, standing out over acting tolerant or bad.

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