



SCIENTIFIC APPROACHES TO THE FORMATION OF A SYSTEM FOR EVALUATING THE EFFECTIVENESS OF UNIVERSITIES IN THE SYSTEM OF PERFORMANCE INDICATORS AT THE UNIVERSITY.

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Annotation: *This article provides information on a comparative analysis of the use of key performance indicators in foreign and local education institutions.*

Key words: *managers, key performance indicators, quality, policy, interactive teaching.*

Human resource management has recently become more and more important for the successful management of the entire organization and at the same time more and more complex. The emergence of new models for the development of universities, the improvement of labour legislation, transformations in the labour market, the emergence of higher requirements for professional training and the level of qualification of teaching staff contributed to a radical change in attitudes towards working with personnel. In this regard, there was a need to turn personnel management into an integral system in which various ways of working with personnel are inextricably linked with the results of their work.

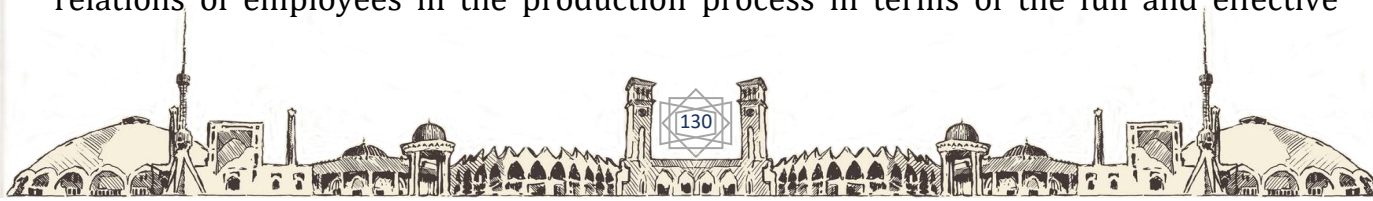
Personnel management is understood as a qualitatively defined, a priority area of work developed by the management of the organization to form a responsible, highly professional and cohesive workforce, its development and motivation necessary to achieve the goals set for the organization.

In addition, the activity of personnel management is a purposeful impact on personnel, focused on bringing their capabilities and the goals of the organization into line.

University's personnel. Considering personnel management as an integral system, it can also be defined as an activity to provide the organization with the necessary number of employees with the required qualifications, motivation and effective use, both economically and socially.

In other words, personnel management is a system of methods, tools and means of managing the personnel of the University, applied over a certain period to achieve the set goals.

Personnel is, first of all, people with a combination of numerous individual qualities, among which socio-psychological ones play a significant role, this is part of the economic and innovative potential of the organization, in which rational market transformations must not only purposefully adapt, but also bring the expected results from them. The subject of personnel management is the personnel itself and the relations of employees in the production process in terms of the full and effective



development and use of their potential in the functioning of production systems, as well as the achievement of the goals of the university.

In modern personnel management, human resources are considered a competitive value of an organization that needs to be developed and motivated to achieve its goals.

In personnel management, subsystems are distinguished, which are the basis for developing a methodology for assessing the effectiveness of personnel management, including indicators of the formation, use and development of personnel. These indicators function in close relationship with each other, reflecting the quantitative and qualitative characteristics of the effectiveness of the use of personnel.⁴

The composition and number of personnel management subsystems are formed for each organization individually.⁵ However, their composition should cover all the fundamental stages of personnel management in an institution, starting from planning the need for personnel and ending with the dismissal of employees. Figure 1.1 shows the main components of personnel management.

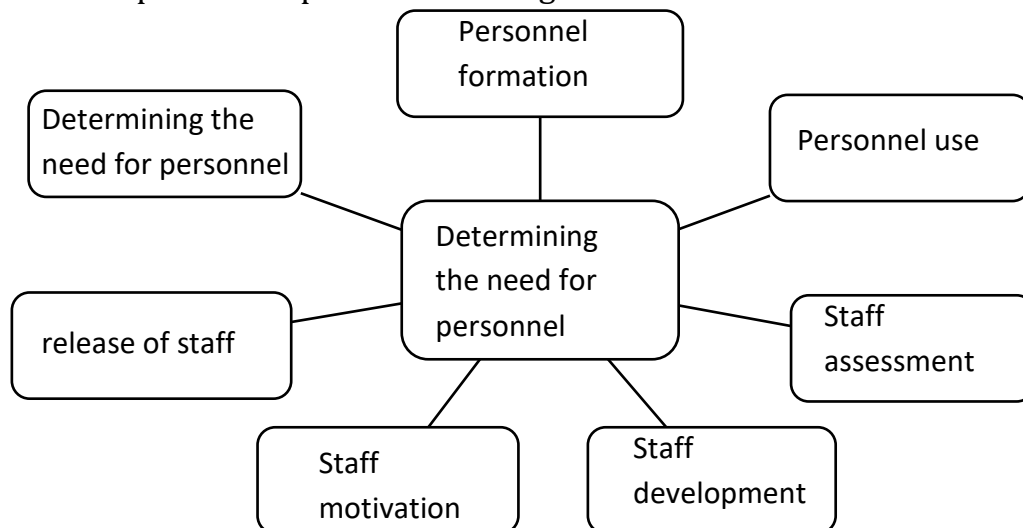


Figure 1.1 - The main stages of personnel management⁶

Human resource management is a complex process that includes planning for personnel requirements, job analysis, hiring and performance appraisal, training, staff development, pay system and much more.

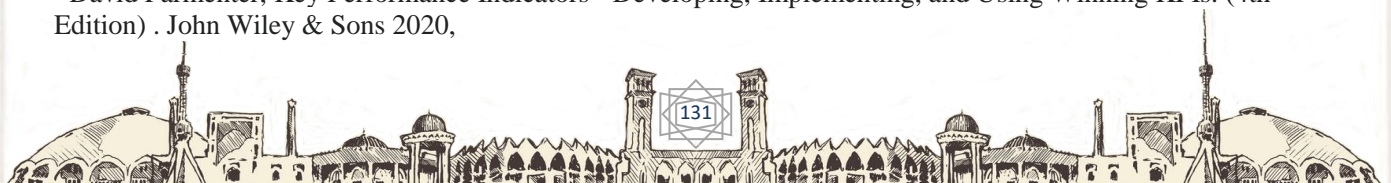
Many scientists believe that personnel management must necessarily be preceded by a detailed analysis. For example, according to Parmenter D.,⁷ the main parameters that reflect the monthly or annual activities of the university should be replaced by performance indicators. The development of a competent personnel

⁴ http://www.ft-group.ru/upload/Kniga_KPI_Klochkov.pdf

⁵ Examples of KPI : study, evaluate, apply // Commercial director: electronic version of the magazine. 2017. URL : <https://www.kom-dir.en/article/2132-primery-kpi>

⁶ https://kpfu.ru/staff_files/F881771449/Safina_D.M._Upravlenie_KPI_uchebnoe_posobie.pdf

⁷ David Parmenter, Key Performance Indicators - Developing, Implementing, and Using Winning KPIs. (4th Edition) . John Wiley & Sons 2020,



management mechanism at an institution begins with serious work on analyzing the economic situation of the institution, which is a key factor in the entrepreneurial success of the entire institution.

The economic approach to personnel management gave rise to the concept of the use of labour resources. Within the framework of this approach, the leading place is occupied by technical (instrumental), rather than managerial training of people at the institution.⁸

In modern conditions, the economic approach to management is a set of techniques and methods of influencing personnel through a specific comparison of costs and results. The economic approach involves substantiating the need for the implementation of personnel management functions in conjunction with the performance of an individual employee and the organization as a whole. That is, it is assumed that the human resources of the university should be used effectively.⁹

The effectiveness of the use of personnel refers to the effectiveness of its work. Labour efficiency expresses the degree of labour productivity at the lowest labour costs, that is, the degree of achievement of the planned goal as a result of labour activity. In other words, efficiency should be understood as the total effect (result) commensurate with the costs of achieving the goals of personnel management, which is shown in Figure 1.2.

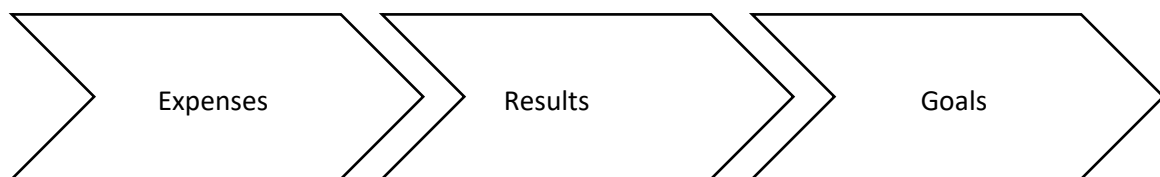


Figure 1.2 - The effectiveness of personnel management¹⁰

It is believed that the functioning of any economic system is a chain of "costs - results - goals". The concept of efficiency is automatically tied to the completeness of the given chain. That is, personnel management from an economic point of view can be recognized as effective if not only the costs are successfully converted into results, but the results obtained correspond to the goals of the management system and the entire university as a whole.

Thus, in the most general form, the economic approach to personnel management implies the achievement of the institution's goals at optimal personnel costs.

Economic methods are ways and means to achieve the economic goals of management. The economic goal implies the receipt of income by the university, the amount of which is determined in advance and is the goal of the labour activity of the employees of the organization.

⁸What to consider when developing a bonus system based on key performance indicators // Financial Director: electronic version of the journal. 2018. URL: <https://fd.ru/articles/38621-kpi-kak-vnedrit-sistemu-klyuchevyh-pokazateley-effektivnosti>

⁹ Carol Fitz-Gibbon (1990), "Performance indicators", BERA Dialogues (2), ISBN 978-1-85359-092-4

¹⁰ https://kpfu.ru/staff_files/F881771449/Safina_D.M._Upravlenie_KPI_uchebnoe_posobie.pdf





Economic methods of personnel management activities in the following forms: planning, analysis, providing economic independence, which causes the interest of employees in the results of their work, including material. The most common economic methods of influencing personnel in management practice are presented in Table 1.1.

Table 1.1
Economic methods of personnel management¹¹

Economic analysis	<ul style="list-style-type: none"> - establishes the reasons for the discrepancy between the basic, planned and actual data; - reveals reserves for improving personnel management indicators, determines their impact on the quality of education, the number of articles and their citation, profit; - creates an information base for making managerial decisions
Technical - economic planning	<ul style="list-style-type: none"> - development of plans to increase productivity and quality of labour to reduce labour costs and ensure the further development of the institution; - determination of the need for personnel by profession, speciality and skill level; - determination of personnel costs, including funds for consumption, wages by categories of employees, etc.
Formation of a system of economic indicators	<ul style="list-style-type: none"> - from the whole variety of indicators, it is necessary to choose the most significant in terms of personnel management, i.e. form a balanced set of indicators characterizing various aspects of economic activity for conducting
Economic stimulus	<ul style="list-style-type: none"> - encourages individual employees to improve their performance, to fulfil the plans and goals of the organization

One of the most common forms of economic impact on personnel is a method that encourages employees to compare the costs of quality with the results of economic activity (Number of students who have passed to the second year), full reimbursement of production costs from the income received, saving resources and the interest of employees in the results of his labour.

Financial incentives are also an important form of economic impact on staff and involve establishing a relationship between the amount of material remuneration and the result of the employee's work. The economic incentive system is a set of developed and implemented measures aimed at strengthening the interest of the staff and each employee in obtaining high profits.

¹¹ https://kpfu.ru/staff_files/F881771449/Safina_D.M._Upravlenie_KPI_uchebnoe_posobie.pdf





Economic methods of personnel management are aimed at the economical use of resources, improving the quality and competitiveness of goods and services. In other words, the most important thing in economic methods is the optimization of a management decision and the motivation of personnel for its implementation.¹²

In modern conditions, organizations consider personnel costs as investments, which, accordingly, should bring returns in the form of increasing the efficiency of the institution. Therefore, one of the most important economic goals of the personnel management system is to maximize the return on these investments. Therefore, the economic approach to personnel management is relevant.

Thus, the economic approach to management presupposes the existence of economic levers that create conditions under which it is profitable to work well.

Effective personnel management implies a detailed analysis of indicators that reflect the ratio of monetary costs for personnel and the practical result of its activities.

It is important to note that most of the work on personnel management considers the general processes of working with personnel as an economic management mechanism: attraction - selection - adaptation - personnel development (training) - termination of labour relations. Moreover, specific economic situations that organizations find themselves in, and situations that require certain innovations in the personnel management system are not considered: there are no author's approaches to the organization's personnel management methodology.

Thus, based on a study of modern literature, it was revealed that at present there is no developed competent and effective economic mechanism for managing the personnel of an institution.

However, modern models of the organization of universities necessitate the development of methods for the economic justification of managerial decisions in the field of personnel. The rationale for the need to implement the functions of personnel management and their procedural implementation in conjunction with the results of the activities of an individual employee and the entire institution is becoming in demand.

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