

EMPLOYEE COMPETENCE ASSESSMENT-AS AN IMPORTANT FACTOR IN ACHIEVING EFFICIENCY

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Annotation: in this article, the current state of affairs in organizations and the modern mechanisms of evaluation of candidates for recruitment and appointment in organizations were studied and the field of human resource management of organizations was selected as the object of research. A brief analysis of the current state of the line, the foreign experience in achieving the efficiency of activities and the reforms implemented in the local labor market in recent years has been carried out. For this reason, the issues of the main types and conditions of application of HR instruments in international practice and the achievements and disadvantages of using these mechanisms are also considered in this article.

Keywords: competence, Key Performance Indicators, operational efficiency indicators, 360-level assessment, feedback, communicative relations.

Аннотация: в данной статье было изучено текущее положение дел в организациях и современные механизмы оценки кандидатов при приеме на работу и назначении на должность в организациях, а в качестве объекта исследования была выбрана область управления человеческими ресурсами организаций. Был проведен краткий анализ текущего состояния направления,

зарубежного опыта достижения эффективности деятельности и реформ, осуществленных на местном рынке труда в последние годы.

По этой причине в данной статье также рассматриваются вопросы основных видов и условий применения инструментов управления персоналом в международной практике, а также достижения и недостатки использования этих механизмов.

Ключевые слова: *компетентность, ключевые показатели эффективности, показатели операционной эффективности, 360-уровневая оценка, обратная связь, коммуникативные отношения.*

In the current era of globalization, terms such as human resources, human capital, competency assessment, Key Performance Indicators have become an integral part of the modern management system of each industry. It should be noted that human resource development issues are also considered as the most important indicator in international macroeconomic reports.

As we know, in international experience, Enterprise Performance Indicators Key Performance Indicators are widely used in the evaluation system based on the most important performance indicators.

Key Performance Indicators it is also referred to as an indicator of efficiency or productivity that monitors the activities of an organization (Office, institution and enterprise)and employees to be carried out at a specified level of demand or to achieve a specified goal. In short, Key Performance Indicators are a metering device for achieving a specified goal.

These important instruments in the HR field are used by each organization in a different way. However, the final goal is the only one, that is, the achievement of the effectiveness of the result of the activity.

As we know, there is no single mold form of Key Performance Indicators mechanism. That is, each organization will have to create a hybrid suitable system for

itself, based on its specialization of activities, within the framework of the general strategy put before the organization.

Research has been carried out by a number of researchers and specialists and scientists before us on the problems and shortcomings that arise when starting the system. Various proposals and projects have been developed on the identified problems.

It is noteworthy that this system of efficiency assessment may not always give the expected result. For this reason, before applying such instruments, indicators such as the activities of the organization, the potential of employees, the level of adequacy of resources, the management and staff, as well as the state of the work environment in the team are usually studied by specialists in the field. Once the current situation has been studied, companies with a large staffing average of more than ten thousand will typically use catalysts that refine the process of triggering an efficiency achievement mechanism through the key Performance Indicators assessment system. Operational performance indicators, which are now one such catalyst, have a more positive effect on the use of the operational performance indicator. This system is widely known in practice by the name of 360-degree assessment.

The vision set by the organization itself will be associated with the achievement of goals in the development strategy, and above all with the correct planning of work and the fair distribution of tasks.

Through this system, which we are talking about above, the structural structure of the enterprise Department, Department, Department, subsidiary and others, as well as employees will be able to evaluate each other in an anonymous state. In particular, it is possible to leave feedback and feedback on interrelated projects, on the reasons for the delay in work, and the competent network is usually imposed on the HR structure in many organizations through which problems are concentrated and measures are taken to find systemic solutions to identified obstacles and shortcomings. This in turn acts as an additional communicator and feedback between the structural structures in the organization.

The system can be used in two homogeneous directions, that is, according to the competencies of employees and assessing the mutual communicative relations between structural structures.

Taking into account the large amount of data volume as well as the anonymity of the assessment, the system must work through a fully automated program.

The use of the operational efficiency indicators system of operational efficiency indicators also does not have a mold that exactly all organizations can apply uniformly. Let's say that initially the program can be used in a horizontal direction, that is, when structural structures evaluate each other. It is this technique that will be more effective at the initial stage of the launch of the Key Performance Indicators system. In this case, the system is used at the level of 180.

The final result of each assessment system must necessarily be completed by incentive or punishment. For example, it is envisaged that the structural structure will be distributed to employees on the basis of specific criteria by the resellers of the structural structures on the bonus touch, which is obtained from the overall result in the case of us, will affect the total part of the bonus funds calculated on the result achieved according to the final results of the reporting period.

Through the 180-degree evaluation system, the reward fund of the respective department or department can be reduced to the following amount according to the results of the evaluation of the structural structures in an anonymous case:

Principle of operation of the 360 (180) level assessment system

Criteria	Ball	Will be removed from the Bonus amount
Unsatisfactory	0-55	-10%
Satisfactory	56-70	-5%
Good	71-85	0
excellent	86-100	0

In this case, according to the final indicators of the reporting period, the total bonus amount expected to be obtained as a result of the execution of Key Performance Indicators is taken as 100 percent, according to the result of the "180 – degree assessment" from the sum of the calculated total bonus fund, that is, 10 percent unsatisfactory or 5 percent satisfactory deducted amount. Excellent results well will not affect the bonus amount.

By practicing the same HR instruments as above, now each organization will be able to determine its general condition, as well as the mood of employees in the team.

Regardless of the specialty of activity, it is considered an extremely important factor in the organization that each employee is encouraged in accordance with his labor and potential.

Currently, in the modern management system, the tendency to look at employees as a valuable resource is especially developing. In general, we are not mistaken to say that one of the resources that never wears out human resources, does not lose its value, is constantly improving, has a high development potential. Investing in human capital contributes to the training of a new generation of personnel with healthy, modern knowledge and adaptability to problem situations for the period of technological development, and serves as an important tool in the formation of a strong team, rich in creative ideas. Consequently, human control through man is a very delicate and complex process.

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