



The Role of Performance Assessment in the Personnel Management System

Qudbiyev Nodir Tohirovich,

Fergana polytechnic institute, Assistant, Department of Accounting and Audit,

e-mail: nodir.qudbiyev@ferpi.uz,

*Correspondence : Qudbiyev
Nodir

nodir.qudbiyev@ferpi.uz

Received: 11-01-2024

Accepted: 16-01-2024

Published: 26-01-2024

Copyright © 2024 by author(s) and
Publishing Journals.

This work is licensed under the Creative
Commons Attribution International
License (CC BY 4.0).

[http://creativecommons.org/licenses/by/
4.0/](http://creativecommons.org/licenses/by/4.0/)



Abstract

This article is devoted to the appropriate childbearing of working personnel at enterprises and, through it, the organization of an effective management system, the main emphasis is on the importance of assessing efficiency in the Personnel Management System. Employee evaluation allows the enterprise to determine how skilled the worker-employees are, which in turn is the most important factor affecting the effectiveness of the work of the employee-employees on the efficiency of the company. To determine the effectiveness of the performance of tasks assigned to them by different employees, it is necessary to use special assessment methods. They allow you to determine the strengths, weaknesses of the hired person and how you can use the employee for great effect and profit.

Key words: personnel evaluation, performance evaluation, high productivity, motivational functions, information functions, evaluation of results, administrative functions, employee activities, degree of effectiveness.

Introduction

The success of an organization depends on the employees. To date, the development of a personnel performance assessment system is one of the main components of the management system.

If insufficient attention is paid to evaluating the effectiveness of employees, it is difficult to say anything about the performance or improvement of the organization. Employee performance assessment is the process of collecting, analyzing, and evaluating information about how employees perform assigned work in order to determine whether their work behavior, performance, and individual characteristics meet

the requirements of the organization and management. Employee performance assessment serves as a tool that helps the manager achieve the goals facing the organization and the department.

The relevance of studying issues related to evaluating the effectiveness of the organization's personnel is due to the interest in solving the problem of improving the efficiency of personnel management, which becomes a determining factor in the competitiveness of any enterprise.

Using the results of employee performance assessment to make managerial and administrative decisions related to promotion, dismissal, encouragement and punishment is one of the most common areas of its application. The results achieved by an employee are often an important basis for making a decision about their promotion. And although an employee's current success in this workplace does not necessarily mean that they are equally successful in performing higher-level work, the data obtained from the assessment is of great importance for predicting success of an employee in a new position.

Encouraging an employee to achieve high performance and demonstrating good examples of work behavior can only be achieved if the evaluation system can identify differences in work behavior that are clearly related to differences in work results and the level of professional success of employees.

Having considered the various types and forms of training, I would like to note that every organization can and should continue to train employees in any economic environment, even with a very small budget. Modern organizations simply need to constantly maintain the required level of staff qualifications.

However, it is a comprehensive training system that will bring the greatest effect, taking into account all the needs of the organization and linking the development of employees with the goals of the organization. It is necessary to save on expenses where possible. At the same time, it is extremely important to take into account the long-term effect of the chosen training methods and the conditions in which they are used, the degree of necessity and justification for using one or another method of training personnel, awareness of the goals set.

Analysis and results. Performance assessment is an integral part of human resource management. Comprehensive and objective assessment of personnel contributes to the achievement of goals both in the production sector and in the field of personnel training.

Personnel assessment is a process that allows you to determine the results of work and the level of professional skill, take into account the personal and business qualities of an employee, unlock his potential and make further management decisions on his motivation and development.

The assessment of personnel at the enterprise is an important stage in the management of human resources, which are the most important resources of the company. Effective use of all the resources of the organization, especially human resources, is a prerequisite for more effective development of the enterprise.

Organizations exist to achieve their goals. The degree of realization of these goals shows how effectively the organization is working, that is, how effectively organizational resources are used.

The profit indicator allows you to evaluate the effectiveness of the entire organization, which consists of the efficiency of using all organizational resources, including each employee. Naturally, employees perform their production tasks in different ways-in any organization or division there are managers, outsiders and middle-class people. However, in order to implement this differentiation, it is necessary to have a unified system for evaluating the effectiveness of each employee's performance of their job functions.

Highly qualified employees are one of the many factors on which the success of enterprises depends. It is for this reason that most companies now have a policy not only of finding employees, but also of internal training of their own personnel, because most often it is more profitable for them to invest

their efforts and funds in their specialist than to involve an outside one [1].

Recently, organizations have begun to actively use distance learning for employee development. The use of distance learning in working with staff is a very diverse and multifaceted topic. There are a large number of various distance learning systems, however, at the moment there is no generally accepted classification of those that could be used in business. Distance learning is a very diverse phenomenon. It is used in many areas of human activity.

Distance learning conducted by the organization is able to unite the team, solve a problematic situation, and identify many business ideas. During distance learning, management can evaluate the leadership, analytical, and organizational abilities of their employees. However, if distance learning is illiterate, it can lead to negative consequences when, for example, one of the participants is fired.

In our country, interest in distance learning is associated with changed economic conditions, new tasks for staff training, and the formation of previously in-demand skills and abilities. The information obtained by means of a computer, due to its efficiency, completeness and multivariate, allows the auditor to more accurately judge and evaluate a particular economic phenomenon [5].

Competently organized and conducted distance learning is effective and gives real, fairly fast results, which determines the popularity of distance learning and its growing role day by day. Distance learning has been used in working with staff not so long ago. However, people working in the field of education – school teachers, to a lesser extent university professors – use distance learning as teaching methods.

Such a system increases the effectiveness of the organization's human resource management due to: — a positive impact on employee motivation. Feedback has a beneficial effect on employee motivation, allows them to adjust their behavior in the workplace and improve efficiency; -planning professional training. Personnel assessment allows you to identify gaps in the competence of each employee and take measures to eliminate them; — professional development and career planning. Employee evaluation reveals their weak and strong professional qualities, which allows you to carefully prepare individual development plans and effectively plan your career; -make decisions about salary, promotion and dismissal. Regular and systematic staff assessment provides the organization's management with the information necessary to make informed decisions about salary increases (salaries of the best employees have a stimulating effect on them and their colleagues), promotion or dismissal. The availability of documented data on the systematic unsatisfactory performance of an employee's official duties after dismissal greatly facilitates the position of the organization in case of claims.

The evaluation system is also influenced by the "rigidity" of the evaluation criteria, the frequency and relevance of the evaluation. "Hard" indicators are very easy to "measure and compensate for by the organization's information system."

When determining the quantitative and qualitative parameters of evaluation indicators (criteria), it is advisable:

- not to give explicit preference to any particular indicator (or group), as this may lead to ignoring other important aspects of the employees' activities;
- determining the necessary and sufficient number of indicators, on the one hand, to maximize the results of the staff's work.

In successful companies, the main source is a person with their own potential and personal qualities. The effectiveness and competitiveness of the organization's activities, as well as the psychological climate and corporate culture of the organization depend on it. As the famous entrepreneur Michael Marks said, "You can never go wrong if you put people first, even when it comes to making money. Managers of companies where human resources come first know perfectly well that the fate of a

business depends on the quality of its employees.”

Employee evaluation is now the basis for making managerial decisions about employees, as well as one of the best ways to increase employee engagement. Unfortunately, we must note that today a number of problems are clearly visible in the management of state bodies: the unstructured assessment system, the active use of Western methods without adapting them to our national characteristics, and frequent resistance to personnel assessment procedures. on the part of employees, ignoring feedback from managers, the difficulty of choosing the best assessment methods and criteria.

The effectiveness assessment serves three purposes: administrative, informational and motivational.

The result of achieving an administrative goal is the promotion or dismissal of employees, transfer, termination of an employment contract. The result of the information function is that management receives information about the performance of employees. Performance assessment is necessary to inform people about the relative level of their work. If this work is formulated correctly, the employee will know not only whether he is good enough, but also what his strength or weakness is and in which direction he can improve. The motivational function provides material or moral compensation for employees. Having identified strong employees, the administration can adequately reward them with gratitude, salary or position. The objectives of evaluating the effectiveness of the staff are: to determine the level of employee contribution to the achievement of the goals and objectives of the authority; determination of the professional level of the employee, including the quality, volume and complexity of the work; analysis of the current results of achieving the set tasks; process adjustment. achieving results; planning the professional development of the employee; stimulating the employee to achieve high results.

Employee performance assessment is a systematic study of an individual's work process and achievements; the information obtained is usually used to develop plans. The current periodic assessment is limited to the assessment of the results of the work and the factors determining the degree of achievement of these results and the analysis of their dynamics.

After the employee adapts to the team and passes the necessary training to effectively perform his work, the level of efficiency of his work is determined. It is the purpose of performance evaluation that can be presented as a continuation of the management function. The control process involves setting standards and measuring results to determine deviations from established norms and taking corrective action if necessary. Similarly, performance evaluation requires managers to gather information about how efficiently each employee performs the tasks assigned. By communicating this information to subordinates, the manager informs them of how well they are doing their job and gives them the opportunity to correct their behavior if they do not match the one received. At the same time, performance assessment allows management to identify excellent employees and really increase the level of their achievements, transferring them to more attractive positions.

The purpose of assessing the performance of employees is to determine the level of efficiency of their work. The assessment requires managers to collect information about how well each employee performs the tasks assigned. By communicating this information to subordinates, the leader informs them of how well they are doing their job and gives them the opportunity to correct their behavior if they do not match the one received. At the same time, performance assessment allows management to identify excellent employees and really

Managers have a special role in the organization, they are called upon to organize the company's activities in such a way that it meets the needs and requirements of both their employees and the external environment. New market conditions require managers to possess special professional qualities: production, marketing, management, economics, psychology, computer science, etc. The important role

of managers in the economic system lies in a simple but convincing fact — firms that initially have equal conditions enter the same market, have approximately the same equipment, personnel with the necessary qualifications, but the firm is a winner in a difficult competition. there are qualified management personnel in the sleeve, and trained and capable managers in the sleeve.

The role of professional workers in modern organizations determines the special importance of working with staff. One of the main tasks of enterprises is to find effective methods of personnel management, ensure the activation of the human factor and identify future needs of people, create a favorable environment for labor and professional development in which personal abilities develop and are realized. people will be pleased with the work done and the community will recognize their achievements. The experience of domestic and foreign management shows that organizations that give priority attention to the personnel problem achieve great success. All work on solving the personnel problems of the organization is reflected in the human resource management system. It is the development of a well-thought-out human resource management system that is today the most important reserve for improving the efficiency and effectiveness of production.

When evaluating effectiveness, it is necessary to take into account not only economic, social, but also psychological factors. Each person has their own measure of professionalism, and the degree of its implementation can be traced only taking into account the psychological component of effectiveness. An integrated approach to the development of a remuneration system in an organization should take into account the assessment of labor results, the specifics of labor behavior and the assessment of personal and business qualities of an employee.

We must strive to create such a "system of material and moral incentives" so that every employee knows that the proposal put forward by him and the optimization of work will bring him additional material and moral benefits.”

Personnel assessment is an integral tool of the human resource management system, and a sufficient number of works by Kyrgyz and foreign scientists are devoted to this issue. The main objectives of the assessment are: making salary decisions; improving work efficiency; motivating employees; succession planning and identifying potential; encouraging communication between the boss and subordinate; formal assessment of unsatisfactory work.

The implementation of the listed personnel tasks is carried out through personnel measures, a certain set of which forms a personnel strategy with the appropriate policy of the enterprise. HR measures are actions aimed at achieving the compliance of personnel with the tasks of the organization, which are carried out taking into account the specific tasks of the stage of development of the organization.

The assessment of business personnel allows you to determine the employee's place in the organizational structure, develop a personnel development program, determine criteria and amounts of remuneration.

Thus, regular and systematic staff assessment has a positive effect on employee motivation, professional development and growth. However, evaluation results are an important element of human resource management because they enable employees to make informed decisions about salary, promotion, dismissal, training and development. Any head of an enterprise should come to the conclusion that without a preliminary assessment and comprehensive certification and objective assessment of personnel, it is possible to achieve stable functioning of the enterprise and, ultimately, positive results for both the enterprise and each of the employees.

Conclusions. From the study, it can be concluded that the administrative functions that provide promotion, demotion, displacement, dismissal do not work, since in practice it is clear that most employees do not go up the career ladder.

Human Resource Management is one of the important activities of the organization and is the main criterion for its economic success.

Effective employee assessment is the basis of many procedures and plays a large role in its management: recruitment, internal relocation, dismissal, enrollment in the promotion Reserve, material and moral incentives, retraining and professional development, personnel control, improvement of the organization of management work, work techniques and methods, improvement of the structure of the apparatus.

In the final qualification work, a study was conducted and described on the topic "assessment of Personnel activities in the organization". Conclusion during the study

it was carried out: first, all chapters of this work were revealed, which included theoretical foundations for assessing performance, an analysis of the assessment of the activities of employees of the Ministry of Economy and recommendations for improving the assessment of the activities of state civil and Municipal Employees.

Secondly, the tasks were fully implemented:

- 1) consider the essence of employee assessment and its role in managing the organization;
- 2) study the content and means of evaluating employees;
- 3) review of the applied methods of assessing employees in the Ministry of economy;
- 4) development of recommendations for improving the personnel assessment system.

This is how one can come to the conclusion based on solving the assigned tasks and achieving the goal:

1. Employee performance assessment is an important tool for improving employee productivity.
2. Evaluation of employee performance is the main focus of working with employees. This work must be built in accordance with the requirements imposed by the organization on its structural units.
3. Only if a high level of training of managers and specialists of Personnel Services on personnel management issues is provided, it is possible to effectively use the assessment of personnel activity as a means of increasing the personnel impact of the organization.

The well-designed personnel assessment system performs a number of functions that include influencing employee motivation, improving labor productivity and quality, development and career planning, improving qualification characteristics, making decisions about employee salaries, promotions and layoffs.

A properly conducted assessment makes it possible to systematize the contribution of each employee to the development of the ministry, determine the State, potential and dynamics of development of each individual, timely identify trends and give them a worthy answer. Assessment also allows management to develop and adjust the basic criteria for each profession.

In order to achieve objective results in an employee performance assessment, the supervisor or employee management service that performs the assessment must first objectively assess their abilities and performance and learn to avoid mistakes.

In conclusion, it should be noted once again that properly structured, well-organized learning and evaluation of employees is the main key to the well-being of any organization.

List of used literature:

- Саидов, Н. В. (2019). Значение гражданской авиации в современной России. Актуальные проблемы авиации и космонавтики, 3, 559-561.
- Тухтабаев, А. (2023). ЎзССРда тиббиёт авиацияси тарихи. Общество и инновации, 4(6/S), 117-120.
- Тухтабаев, А. Ш. (2023). История Воздушного Сообщения В Центральной Азии. CENTRAL ASIAN JOURNAL OF SOCIAL SCIENCES AND HISTORY, 4(6), 132-135.
- Тўхтабаев, А. Ш. (2020). ҲАВО ТРАНСПОРТИ ТАРИХИ. Интернаука, (22-3), 46-47.
- Ravshanova, M. (2021). Transformation of the modern national identity of the peoples of Japan and Uzbekistan. Asian Journal of Multidimensional Research (AJMR), 10(3), 491-494.
- RAVSHANOVA, M. (2019). Problem of the concept of personality and person in Japanese culture. UNIVERSITETI XABARLARI, 2019, [1/1] ISSN 2181-7324.
- Bekmirzayev, A., & Omonova, M. (2023). ZAMONAVIY INSONIYATNING MADANIY XILMA XILLIGI VA FALSAFANING INTEGRATION VAZIFASI. Models and methods in modern science, 2(6), 143-146.
- Omonova, M. (2023). THE PROBLEM OF EXISTENTIALISM IN JAPANESE PHILOSOPHY. Solution of social problems in management and economy, 2(5), 84-88.
- Омонова, М. М. К. (2023). ПАРАДИГМА НАЦИОНАЛЬНОЙ ИДЕНТИЧНОСТИ НАРОДОВ ЯПОНИИ И УЗБЕКИСТАНА (ФИЛОСОФСКО-КОМПАРАТИВНЫЙ АНАЛИЗ). Oriental renaissance: Innovative, educational, natural and social sciences, 3(3), 967-980.
- Равшанова, М. М. К. (2022). ФИЛОСОФСКИЙ АНАЛИЗ МЕЖКУЛЬТУРНОЙ КОММУНИКАЦИИ: ЯПОНИЯ И УЗБЕКИСТАН. Oriental renaissance: Innovative, educational, natural and social sciences, 2(5), 827-833.
- Абсаламова, Г. (2021). Bolalar tarbiyasi haqida. Общество и инновации, 2(5/S), 390-402.
- Absalamova, G. (2021). FRANSUZ MUTAFAKKIRI MICHEL DE MONTEN FARZAND TARBIYASI XUSUSIDA: FRANSUZ MUTAFAKKIRI MICHEL DE MONTEN FARZAND TARBIYASI XUSUSIDA. Журнал иностранных языков и лингвистики, 4(9).
- Sharifovna, A. G. (2022). Views of French renaissance thinkers on child upbringing. Asian Journal of Research in Social Sciences and Humanities, 12(5), 386-390.

- Собирова, Э. А., & Мухсинова, М. Х. (2020). СОВРЕМЕННЫЕ МЕТОДЫ ДИАГНОСТИКИ РЕАКТИВНОГО АРТРИТА У ДЕТЕЙ. In НАУКА И ТЕХНИКА. МИРОВЫЕ ИССЛЕДОВАНИЯ (pp. 219-222).
- MUKHSINOVA, M., Ortikov, U. U., Khudjaeva, F. S., Abduvokhidov, J. Z., & Abdurazakova, Z. K. (n.d.). EURASIAN BULLETIN OF PEDIATRICS, (3), 98-105.
- Eshonkulov, U. K. O. G. L., Shukurov, A. Y., Kayumov, O. A. O. G. L., & Umirzoqov, A. A. (2021). STUDY OF THE MATERIAL COMPOSITION OF TITANIUM-MAGNETIC ORE OF THE TEBINBULAK DEPOSIT. Scientific progress, 2(7), 423-428.
- Umirzoqov, A. (2020). Justification of rational parameters of transshipment points from automobile conveyor to railway transport. Scienceweb academic papers collection.
- Eshonkulov, U. K. O. G. L., Umirzoqov, A. A., Khodjakulov, A. M., & Quziyev, H. J. (2021). DEVELOPMENT OF A TECHNOLOGICAL SCHEME OF SAMPLE ENRICHMENT TITANIUM-MAGNETIC ORE OF THE TEBINBULAK DEPOSIT. Scientific progress, 2(7), 407-413.
- Umirzoqov, A. (2020). Using Intermediate Buffer Temporary Warehouses Inside the Working Area of the Gold Mining Quarry. Scienceweb academic papers collection.
- Umirzoqov, A. (2020). Justification of the Need for Selective Development of the Phosphorite Reservoir by Horizontal Milling Combines. International Journal of Engineering and Information Systems (IJEAIS).
- Nasirov, U., Umirzoqov, A., & Fathiddinov, A. (2021). ANALYSIS OF THE MODERN DEVELOPMENT OF MINING AND PROCESSING COMPLEXES IN UZBEKISTAN. Збірник наукових праць ЛОГОХ.
- Umirzoqov, A. A. (2021). SMALL-SCALE QUARRY TRANSPORTATION SYSTEM. Scientific progress, 2(5), 492-497.
- Umirzoqov, A. (2020). Development and Implementation of Technical Solutions Aimed at Increasing the Performance of the DTC Complex. Scienceweb academic papers collection.
- Umirzoqov, A. (2020). On the Results of Research on the Causes of Abnormally High Reservoir Pressures in the Fields of the South-Eastern Part of the Bukhara-Khiva Region. Scienceweb academic papers collection.
- Umirzoqov, A. (2020). Justification of the Need for Selective Development of the Phosphorite Reservoir by Horizontal Milling Combines. International Journal of Engineering and Information Systems (IJEAIS).

- Umirzoqov, A. (2020). Calculation of the Optimal Distance Between Parallel-Converged Charges When Exploding High Ledges. Scienceweb academic papers collection.
- Umirzoqov, A. (2020). Analysis of the Improving Dynamic Craft and Small-Scale Deposits. Scienceweb academic papers collection.
- Umirzoqov, A. (2020). Development and Implementation of Technical Solutions Aimed at Increasing the Performance of the DTC Complex. Scienceweb academic papers collection.
- Djurayevich, K. K., Kxudoynazar O'g'li, E. U., Sirozhevich, A. T., & Abdurashidovich, U. A. (2020). Complex Processing Of Lead-Containing Technogenic Waste From Mining And Metallurgical Industries In The Urals. *The American Journal of Engineering and Technology*, 2(09), 102-108.
- Abdurashidovich, U. A. How to Develop Economic and Mathematical Modeling of Rational Progress of Small and Artificial Gold Deposits. (n.d.). 56. Abdurashidovich, UA Special Issue On Environmental Management In The Small-Scale Mining Industry, 57.
- Umirzoqov, A. (2020). The Analysis Of Influence Of Productions Of Open Mountain Works On Environment At Formation Of Various Zones On Deep Open-Cast Mines. Scienceweb academic papers collection.
- Umirzoqov, A. (2020). As A Road to Sustainability in Small Scale Mining. *International Journal of Engineering and Information Systems (IJEAIS)*.