

Issues of improving the system of evaluating the effectiveness of management activities of senior staff of the Agency for Youth Affairs

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Abstract: In this article, various studies have been conducted on the need to study and analyze the results of senior officials of the Agency for Youth Affairs to improve and evaluate the effectiveness of management, the formation of its organizational and legal framework. Based on the results of the study, scientific and practical recommendations for the development and implementation of a methodological framework for evaluating the performance of senior staff of the Agency for Youth Affairs and the appropriate incentives for their activities were developed through the KPI system.

Keywords: *leader, management, performance, evaluation, incentives, KPI, management activities, needs.*

Introduction

Today, large-scale reforms in the socio-economic sphere in our country require the improvement of the management of any organization on the basis of new modern management concepts. Therefore, in the development of modern management in the economy, it is necessary to pay more attention to the organizational issues of improving the organizational, economic, social and legal relations necessary for the effective use of the potential of management, as well as improving the efficiency of management.

One of the main conditions for the development of any organization is, of course, the process of effective work of management staff. The intensive growth of the modern economy, changes in the composition of various types of labor activities and the emergence of new professions have further increased the importance of improving the efficiency of management and its evaluation.

According to modern requirements for the evaluation of managerial performance, the achievement of the goals of the organization and the effectiveness of the activities of employees is a process that is directly related to the effectiveness of the management. Therefore, in order to assess the effectiveness of the leaders of the organization and to reform the system of their appropriate incentives, this should be done, first of all, by studying the views of executives. Improving and improving the quality of the performance appraisal system of executives ensures the effectiveness of the organization.

Main part

There is a big difference between the existing management evaluation methodology (certification) and the effectiveness of modern evaluation methods in government organizations in our country. Because certification is designed for a long time, is not based on clear efficiency, and does not meet modern management requirements, this leads to a decrease in the efficiency of management

staff. Modern assessment methods (KPI, SMART, BC) encourage managers to work on themselves, to achieve organizational goals, to work on clearly defined indicators and to motivate them effectively. This in turn ensures manager efficiency.

The results of the research show that the current evaluation of executives working in government organizations also shows their satisfaction with the existing system of evaluation and incentives in different approaches, depending on the situation. We can even see that some leaders are satisfied with this despite the fact that these systems are ineffective.

The problem goal of the Youth Affairs Agency was to improve the management performance evaluation system, identify current problems and shortcomings in the use of modern methods of evaluation and the use of foreign experience.

Public opinion polls, question-and-answer sessions (interviews with executives) and observation methods were used, which are the most effective methods of gathering information in conducting research on the current problem. The following research tools were used, which are the most effective in sociological research, to study the level of satisfaction of senior officials of different levels, such as heads of district (city) departments, heads of regional administrations, with the existing assessment methods in the system of the Youth Affairs Agency:

- social survey
- interview.

The most common research tool in a social survey is the questionnaire survey method. Questionnaire surveys are the best tool for collecting primary data. Each question should be tested among some consumers by selecting it before it is widely used. [1] Questionnaire survey method is widely used in marketing research as the most effective and most common research tool for data collection. This is because this research tool is the most common research tool in social research, as it contains a number of questions, allows today's primary data to be collected cheaply and quickly, offering learning and answers to those asked.

Results and Discussions

The main part of the research in this area was conducted on the topic of "evaluating the effectiveness of managers, the quality of incentives applied to their employees, and the level of satisfaction of employees, the quality of evaluation and the scientific basis of the incentive system." [2]

In the first part of the questionnaire, which examines the factors influencing the effectiveness of the leadership of the territorial divisions of the Agency for Youth Affairs and the improvement of the evaluation system, the respondents' demographic data (age, sex, education (higher and secondary special), education, work experience as a manager, position (district (city) or regional administration).

The second part of the questionnaire provided the following information through 13 questions from 3 to 10 to determine the satisfaction of senior staff of the Agency for Youth Affairs with the current assessment method and incentive level in the system: the current assessment system and its level of satisfaction ; There are questions such as the need for evaluation, the factors influencing their effectiveness, what indicators should be considered when developing a system for evaluating the effectiveness of the leader, if the results are positive, how to encourage them or what types of penalties and how they should be evaluated.

In the third part of the questionnaire, a number of spaces were left in the last part of the 7 question and answer options to write the wishes and desires, suggestions and recommendations of executives on improving and evaluating the effectiveness of senior staff in the system of the Agency for Youth Affairs.

The clear answers given by the respondents to the questions in the three-step survey mentioned above are of great importance in directly defining the research hypothesis, goals and objectives, identifying existing problems and shortcomings and seeking scientifically based solutions to them and drawing conclusions to prevent such problems and shortcomings in the future.

Due to the rapid development of information technology today, social surveys were conducted through online social networks (Facebook, Telegram, Odnoklassniki, Messenger), which is one of the most modern and effective research methods. Internet research is much easier, less time consuming, and less costly to collect data than traditional media. Also, interviews were conducted with the heads of district (city) and regional administrations on the basis of public opinion polls.

The questionnaire was conducted in January 2021 in the system of the Agency for Youth Affairs of the Republic of Uzbekistan among 142 district (city) and regional administrations from all regions of the country. Due to the fact that the questionnaire was designed only for executives, the survey also included employees, whose results were excluded from the list of respondents, and the results of social surveys were analyzed on the basis of data from 128 respondents. Out of 128 respondents, 91 were heads of district (city) departments, 3 were heads of regional departments, 9 were their deputies and 25 were heads of regional departments. The distribution of respondents who participated in the Republican survey in the Republican section is shown in Figure 1 below.

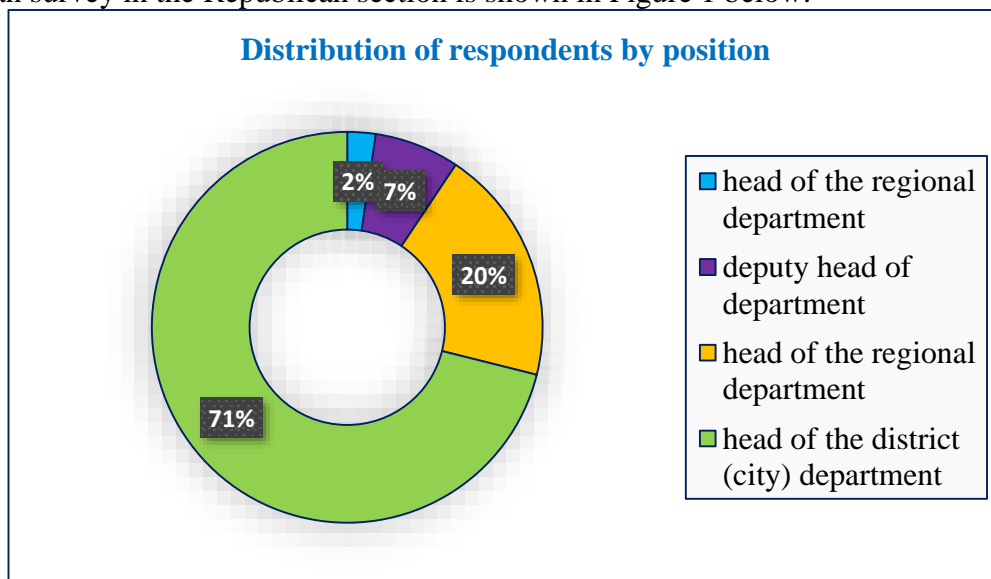
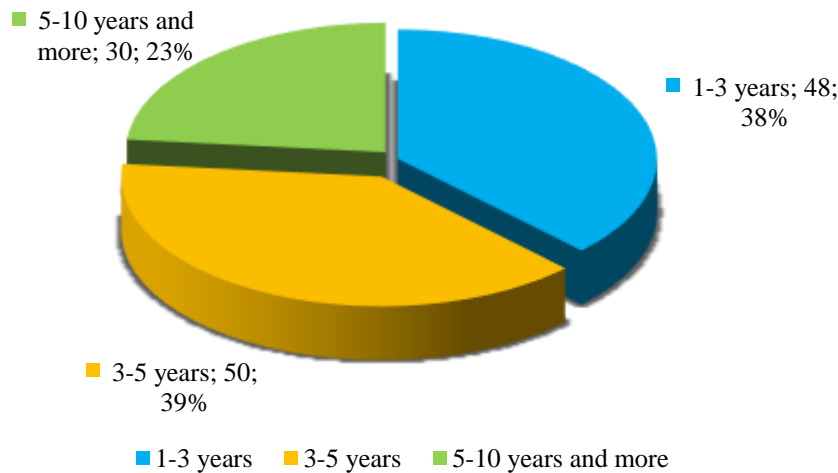


Figure 1. Distribution of respondents in the social survey, number of locations. [3]

In terms of gender, 93.7% (119) of the respondents were male and 6.3% (9) were female. The majority of respondents, 91.5% (116 people), were 25-35 years old, 6.3% (9 people) were 35-45 years old, and 2.1% (3 people) were 18-25 years old. From the data we can see that the majority of executives working in the system of the Agency for Youth Affairs are aged 25-35, which is fully justified, given that the object of the organization is the youth of our country.

Respondents to the survey asked, "How much work do you do as a manager?" - You can see the answers to the question in Figure 2 below.

Figure 2. Your career as a leader?[4]

Analyzing the data in Figure 2, we can see that 39% (50 people) of the main part of the respondents worked as managers for 3-5 years, and 38% (48 people) worked for 1-3 years.

In the second part of the survey, in order to identify the factors influencing the effectiveness of managers, the answers to the question "What do you think are the reasons for inefficiency of the manager? (Up to 3 answers can be assigned)" were analyzed as follows:

Available answer options offered to mark the question	Percent %
1. Plenty of extra assignments	74,6
2. Existence of incentives	57,7
3. The potential of the leader	50,7
4. Lack of adequate working conditions	45,8
5. I find it difficult to answer	5,6
Write other reasons	
6. Excessive red tape	0,7
7. The number of meetings	0,7
8. Attend meetings a lot	0,7
9. Lack of a service car	0,7
10. Having many meetings	0,7
11. Non-compliance with labor codes in business activities	0,7
12. Assignments are too hard to control all of them	0,7
13. Too many unthinkable assignments	0,7

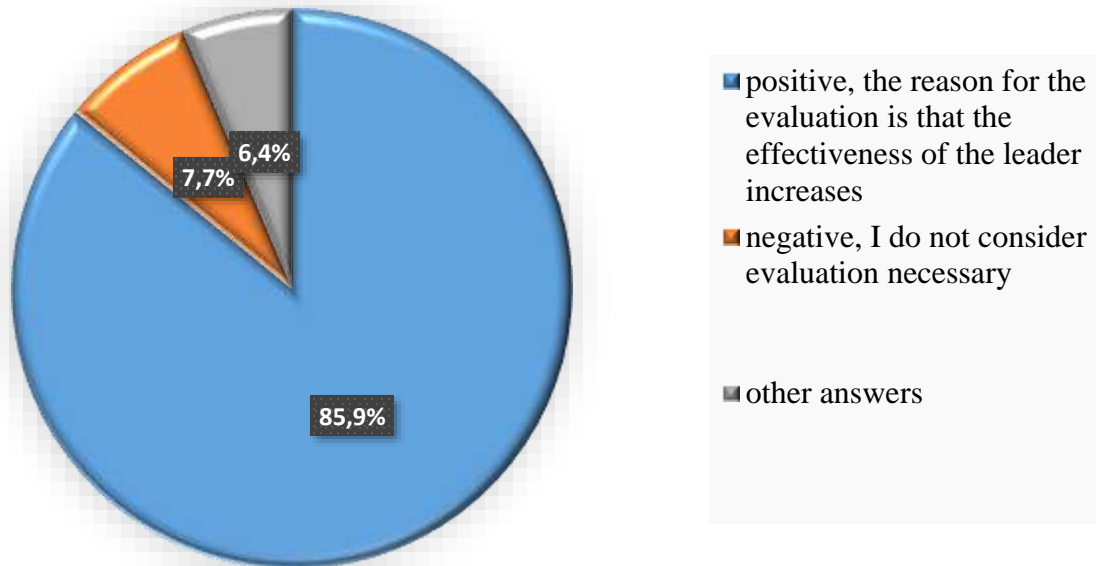
Table 1. What do you think are the reasons for a leader to be ineffective?[5]

According to the vast majority of respondents, there are 4 main factors that influence a leader to be ineffective. As the most influential factor, 74.6 percent of respondents answered "a lot of extra assignments". It is precisely the multiplicity of these additional tasks that is perceived as a factor that prevents executives from fully performing their core functional responsibilities, leading to their inefficient performance. The "lack of incentives" factor was ranked 57.7% after the first factor. We can see that 50.7% of the respondents cited the factor "Leader's potential" as the reason, while 45.8% of the respondents answered that the manager's inefficiency was due to "insufficient conditions in

the

workplace”.

Figure 3. How do you feel about evaluating the effectiveness of your activities?[6]



In a public opinion poll, “How do you feel about the effectiveness of your work? 86% of respondents answered “positive, the reason for the evaluation is the effectiveness of the leader”. This, of course, shows that managers need to improve the evaluation system in order to increase performance. 7.7 per cent of respondents expressed a negative attitude towards the assessment, while 6.4 per cent of respondents cited their other response options.

At present, in the system of the Agency for Youth Affairs, the evaluation of the performance of employees and managers is carried out using the method of "certification". In order to determine the level of satisfaction of executives with the existing evaluation method, "Determine your level of satisfaction with the existing evaluation system in your organization?" the majority of respondents rated the question as “moderate”.

Conclusion

Concluding from the results of the above research, we can see the need to improve the existing system of evaluating the effectiveness of management activities of senior staff in the system of the Agency for Youth Affairs. Based on the results of the survey, we can list the following factors as the reason:

- ❖ dissatisfaction of executives with the existing evaluation system;
- ❖ excessive number of additional tasks in the work of executives, which leads to their inability to perform their functional duties and a decrease in work efficiency;
- ❖ lack of clear-cut management leads to deviations from the main goals of the organization;
- ❖ high need to develop a system of appropriate performance evaluation and incentives, etc.

To increase the effectiveness of the leadership of the Agency for Youth Affairs and improve the evaluation system, and on this basis to introduce a system of appropriate incentives, we offer the following scientific and practical proposals:

- ✓ It is necessary to improve the existing assessment system with modern assessment methods;
- ✓ It is necessary to rework the main functional responsibilities of executives based on the strategic goals of the organization;
- ✓ regulation (or complete elimination) of “additional tasks”, a factor that negatively affects the performance of managers;

- ✓ Establish a system of appropriate incentives for the performance of effective managers.

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4. 5. 6. Questionnaire conducted by the author entitled "Factors influencing the effectiveness of management".