



International Conference of Economics, Finance and Accounting Studies

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IMPROVEMENT OF THE SYSTEM FOR ENSURING THE COMPETENCE OF LABOR RESOURCES IN SERVICE ENTERPRISES

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Abstract: The article examines the issues of improving the system for ensuring competence and personnel management in service sector enterprises within the context of innovative economic development. It justifies modern requirements for specialists due to the introduction of digital technologies, the necessity of developing a human resource strategy, and establishing a system for continuous professional development. The study proposes criteria for evaluating employee performance based on a competency-based approach, ways to increase motivation levels, and facilitating vertical information exchange within the enterprise. The author scientifically demonstrates that the professional development of employees serves the interests of both the enterprise and the individual.

Keywords: labor resources, competence, service sector, innovative development, personnel strategy, digital technologies, professional development, motivation, efficiency assessment, competency-based approach.

Bugung Currently, the innovative production process of the economy is helping to improve the quality of services, which will help them to serve modern professions. Because at present, the introduction of energy technologies into the service sector sets high requirements for the production of qualified services. This situation requires the development and implementation of a strategy for providing services in the specified and important category in all sectors. Xizmat ko'rsatish korxonalarida yuqori malakali mutaxassis-kadrlar tayyorlashda quyidagi chora-tadbirlarni amalga oshirish zarur:

- ensuring the continuity of the process of professional development and retraining in the field. The main goal is to provide employees with the opportunity to fully realize their potential as a result of improving their skills, which will lead to an increase in the quality and efficiency of the services provided;
- ensuring the continuity of the process of advanced training and retraining. The main

goal is to ensure that employees have the opportunity to fully realize their potential as a result of improving their skills, which will lead to an increase in the quality and efficiency of the services provided;

- In order to ensure the appropriateness of the work performed by employees in the process of providing services, it is necessary to pay special attention to the organization and planning of the service process, the formation of professional qualifications and skills;
- organizing training of workers in a second or secondary profession. In this case, employees employed in the sector will specialize in several specialties and quickly adapt to the conditions of the services market;
- formation of a system of retraining of personnel with secondary, secondary specialized and higher education for specialization in innovative types and forms of services in the services market.

3.1- table Basic principles of the effective use of labor resources and their management system in service enterprises

Naming	Content
Progressiveness:	The effective use and management of labor resources in service enterprises must be in line with the advanced level of both foreign and domestic companies.
Promising	The system of effective use and management of labor resources should be constantly developed, ensuring dynamic stability and efficiency by searching for promising directions for the development of service enterprises.
Complexity	Complexity Analysis of all factors influencing the effective formation of a human resources management system in enterprises.
Operability:	Improving the labor resource management system in the service sector, promptly eliminating outdated measures or developing modern developments.
Optimality:	Choosing the most rational development option and optimizing the organization of labor processes, taking into account the specific conditions of work in a service enterprise.
Scientific	The system of effective use of labor resources and their management is based on the latest achievements in science, technology, and engineering, taking into account the competitive environment, the level of development of services, and the legislative framework.
Alternativity	Ensuring the alternation of individual managers and structural units in the horizontal and vertical sections of the human resources management system.
Consistency	The interaction between various alternative elements of the horizontal and vertical elements of the labor organization system should be consistent and synchronous with the main goals of business entities.

Versatility	The system of labor organization in enterprises can be implemented both horizontally and vertically through various administrative, economic, and legal channels.
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The effective use of labor resources in service enterprises is aimed at ensuring mutual relations between them, combining and integrating functions within a single system on the basis of special principles. The main principles that ensure the effective use of labor resources in service enterprises and the effective formation of their management system include the following

In the context of economic modernization, the goal of improving the system of labor organization in service enterprises is to ensure the competitive advantage of enterprises in the market using the knowledge economy and the formation of competent teams that can act taking into account their own interests.

In this case, the formation of the goals of the labor process management system implies, on the one hand, the desire to meet the specific needs of employees, and on the other hand, the solution of the tasks set in the process of personnel management. The effectiveness of the use of labor resources in service enterprises depends on the extent to which the level of the presented group of goals corresponds to practice. From the employee's point of view, needs are expressed through labor functions performed in relation to a specific labor process.

The formation of labor management goals in the provision of personnel to a service enterprise is presented in Figure 3.3. In the formation of a system of goals for calculating personnel needs in service enterprises, the target tasks are not contradictory and create an effective, objective basis for interaction to achieve common goals. The effectiveness of the formation of a labor resource management system often depends on the selection of optimal options for the enterprise's self-management system, understanding the mechanism of its formation, and the selection of methods and optimal technologies for working with candidates.

In the context of innovative development of the economy, experts have come to the conclusion that one of the main components of the effective functioning of an enterprise is the methods of managing their joint activities in conditions of highly automated technologies and increased attention to personnel. Also, the main idea of the effective use of labor resources: social innovations are as important as technological innovations; capital is invested not only in technologies, but also in personnel; coordination of employee activities is ensured through mutual understanding and communication; problems are solved together in a team.

In the work experience of some organizations, the development of a corporate model of competence, which is used as a practical tool in the work of the HR service (selection of new employees and creation of a personnel reserve, development of a career growth project, development of employee certification and assessment measures, formation of a training system for all employees and drawing up a personal development plan), is of great importance. Taking into account the specialization of the employee's activity, professionally significant values, knowledge, skills, abilities and psychological and aesthetic guidelines that form the basis of competence are determined.

The approach to the formation of competence represents the stages and principles of developing its model. Technologically, it is divided into four stages:

- strategic (identification of key competencies for enterprises);
- operational (establishment of behavioral indicators for each process by position);
- qualification (classification and assessment of behavioral indicators in accordance with the assessment scale);
- verification of competency models.

Competence combines cognitive, operational, motivational and axiological aspects.

Based on this, an employee works effectively as a result of the combination of four factors: professional knowledge; professional skills based on personal characteristics; motivation for activity, desire and preparation for its implementation; readiness to work specifically in this enterprise or organization with the acceptance and sharing of the culture and values of the enterprise (organization). When compiling a competency model, the components listed as sources of position requirements are reflected.

Above, we tried to describe the methodological foundations of introducing a competency approach to modernize the system of managing employee activities in labor processes. In the course of further research, we will try to substantiate the need to develop an algorithm for introducing a competency approach that will allow us to use it to increase the efficiency of using labor resources in service enterprises. For these purposes, we analyzed a number of theoretical approaches and the practice of service enterprises.

Practice shows that the most effective method for developing competencies is the “critical incident method”. The described algorithm for using this method of designing competencies to increase the efficiency of using labor resources is implemented in the following order:

1. Identify the main tasks that the employee performs in this position.
2. Identify the quality of the competency, with which the employee can successfully perform the specified tasks.
3. Summarize the information obtained.
4. Identify the qualities that the employee “reversely demonstrates” in this position (to fully reveal the picture and determine what the competencies are).
5. Identify the description of each competency.

The modern business environment, the demands of market competition, require employers to increase the requirements for their employees, changing the priorities in assessing employees. In the research work, competence is defined as a set of characteristics necessary for successful activity. According to this scheme, each competency reflects a combination of professional knowledge, skills, instructions and directions.

Competencies include both general corporate obligations and specific competencies for specific positions. Let's consider this in specific examples. The formed list of corporate competencies of a sales specialist is presented in Figure 3.6.

Then, from the characteristics of all the collected information, behavioral indicators of corporate competencies characteristic of this position are recorded.

The acquired competency profile for a specific position must be recorded in the form of a document. Due to the complexity and complexity of the work on the modernization of the personnel management system based on the competency approach, it is not possible to provide all possible examples of documents. Therefore, let's consider the algorithm for the formation of the competence of a sales manager. An example of specialization for a sales manager is presented

In the process of research, standards of employee performance are established and behavioral indicators of successful work processes are formed. The leader must evaluate his subordinates for their success or failure during the reporting period, and the employee must conduct a self-assessment. The results of the assessment and personnel development allow management to increase the effectiveness of achieving the goals set, the management departments can quickly perform their work tasks through systematic management of the personnel structure, and employees begin to consciously move along the path of professional and career growth.

The scale for assessing the development of competencies in the service sector is carried out in the following order:

1. Expert assessment. The development of a clear assessment of the competence of an employee increases at the required level: all indicators of competence are manifested in behavior and can increase the expected result in terms of quality, quantity and independence in the demonstration of the necessary indicators of competence in the main area of activity. Additional indicators related to this competence can be indicated, that is, the employee acquires complex skills or knowledge that are important for increasing the effectiveness of the implementation of the competence. There are no negative indicators. The competence can be applied in a complex work situation. It is recognized by experts as an example for others, as the best source of information on all its work characteristics. Development in such competencies is not required.

2. Skillful application (standard). The development of competence corresponds to the required level in comparison with the competence specialization of this position. In all work situations, most indicators of the competence being assessed are independently demonstrated. There are no negative indicators. It is possible to independently demonstrate the competence without supervision, which is carried out above, on the basis of general guidance and in everyday work. Interest in mastering all aspects of the competence arises and they develop. Development in this competence requires a minimum amount of instruction or on-the-job training.

3. Basic (basic). The development of competence in this position is based on low requirements for the competence specialization. The employee is able to demonstrate the main components of the competence indicators or up to 80% of the indicators related to the assessed competencies. In the process of simple work, the information of the main component of the competence is demonstrated. There are no negative indicators, but their percentage is not high (20%). In more complex work processes, support is needed to control or support the quality of the emergence of competence standards. Competencies should be developed in many aspects. The employee is interested in mastering all aspects of the competency and they are developed.

4. Unacceptable. The development of the assessed competencies is seriously below the required level in accordance with the specialization of the competency of this position. The indicators related to the competencies are not demonstrated or are incorrectly demonstrated. In addition, negative patterns of behavior may arise, and their percentage is high. The level of development of competencies is unacceptable and corresponds to the minimum requirements. A significant increase in competence is required in many aspects. However, the employee does not have the desire to improve the competencies.

The assessment system proposed in the research work allows employees to determine their place in the corporate structure, see their future growth, and learn about professional development opportunities and career growth.

In linear management, managers have criteria for selecting subordinates to perform specific tasks. Managers regulate the algorithm for career growth and rewards based on their contribution to the results of the enterprise's activities.

An important result expected from the introduction of a new model of the assessment system is the creation of a comprehensive and maximum objectivity of the contribution of each employee to the activities of the enterprise, an understanding of the current level of human development and its prospects. The result of the improvement is the creation of a universal and technical system that provides for the accurate and rapid implementation of changes, training, transformation, and integration. A large number of assessment tools and a significant number of developing programs should provide new opportunities for the team of all business structures.

Each entity has the right to realize such a structure of the model of competence of specialists and its potential effect. In our opinion, the effect of implementing the model for the enterprise is as follows:

- the availability of accurate information on how effectively human resources are used in

enterprises and organizations and what is the quality of their resources;

- concretization of the requirements that the enterprise (organization) presents to the employee and determination of criteria for evaluating the results;

- identification of problems and difficulties that prevent employees from achieving the necessary performance indicators;

- design of the main areas of training, advanced training and development of employees;

- increase in labor productivity and quality by increasing the level of responsibility and motivation of employees;

- access to a source of important information for management on the state of the enterprise (organization) performance based on facilitating the vertical flow of information from the bottom up.

The employee himself has a certain effect: recognition of his achievements by the management stimulates his readiness to work intensively and effectively in the interests of the enterprise; the ability of managers to determine for themselves the requirements for his work; increases the level of employee loyalty to the enterprise and its goals.

According to the results of the study, a competent approach to improving the efficiency of personnel activities at enterprises and modernizing its management system arises as an effective new social technology that provides for obtaining complete and objective information about the personal and professional qualities of employees and the results of their work, and ensures the involvement of employees in the process of organizational decision-making in a positive socio-psychological microclimate in the team.

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