

## IMPROVING THE PERFORMANCE MANAGEMENT OF THE HIGHER EDUCATION SYSTEM IN THE REPUBLIC OF UZBEKISTAN

Rajabova Gavkhar Umarovna  
Associate Professor Department of "School Management"  
Kokand State Pedagogical Institute, Uzbekistan

### ANNOTATION

The article explores the issue of step-by-step assessment of the effectiveness of the management of higher education institutions in the areas of activity management, task management, results management on the basis of an integrated indicator in the scoring system.

**Keywords:** higher education, management, management effectiveness, evaluation.

### INTRODUCTION

In recent years, very practical directions have been launched in our country to radically improve the system of higher education, improve its quality, train competitive specialists and create a competitive environment in this area. Improving the efficiency of quality management in higher education institutions today is of great importance [1, 2]. The economic efficiency of education is a concept expressing the importance of education in the growth of national income. The total amount of financial expenditures on education is understood as the ratio of the share of the increase in national income received by raising the level of education and skills of workers in the production of material goods [3]. In practice, the influence of the external environment on efficiency has not been studied. Therefore, Sh.N. Zainutdinov and A.O. Ochilov consider it expedient to measure the results (external and internal environment of the institution) through the necessary (not specified in the project) profit when assessing the effectiveness of management [4]. Because through this you can evaluate the strength of relationships when designing an organizational structure. In this case, the integrity management system refers to ensuring the continuity of relational activities. According to this indicator, one can think about the quality or effectiveness of the management system. The EFQM "Excellence Model", a business improvement model developed by the European Foundation for Quality Management, has existed for over 13 years since the early 1990s and is considered a generalized model of an ideal management system for organizations striving for sustainable development and competitiveness [5].

### MAIN PART

Such economic terms as "efficiency", "rate (rate) of profit", "profitability" in the economic and special literature and regulatory documents are used mixed in assessing the result of the activity of a production entity. All these indicators to a certain extent represent the final results of the company's activities.

It should be noted that economic efficiency is a relative indicator that reflects the distribution of resources involved in the results obtained (the resource method of size) or the distribution of production costs (the cost method). In the resource size method, economic efficiency is determined within the cost of all resources involved, and in the cost method - within the cost of resources expended in the production process.

The notion that management efficiency is the achievement of performance efficiency is widely interpreted in the economic literature. However, it is difficult to determine the level of efficiency only by results, since efficiency is a general action of management activity, and the goal is achieved as a result of certain actions. Therefore, the concept of "production efficiency" is a broader concept than "economic efficiency". Thanks to this, it becomes possible to apply the concept of "economic efficiency" both in the development of economic aspects of managing all levels of production, and in improving its activities. It should be noted that it is not possible to evaluate the activities of some employees of the administrative apparatus, services and divisions based on the results of their work. The results of their activities are realized by influencing the object of management, that is, they are visible in the results of employees. Therefore, measures to improve the activities of the administrative apparatus should be evaluated taking into account the impact on the final results of the production and economic activities of institutions and organizations.

The effectiveness of the teacher's work is a process little studied in theory and practice. On the basis of what indicators is the effectiveness of pedagogical work calculated? What are its parameters? What assessment methods are used? It is difficult to find answers to these questions, because the work of a teacher is somewhat different from the work of representatives of other professions.

Information plays an important role in pedagogical work, as well as in managerial work. Therefore, the organization of pedagogical work is similar to the indicators used in managerial work. Indicators characterizing the effectiveness of teaching work include:

- Balance sheet profit,
- Funds received from studies and iti,
- One amount spent on work,
- Volume of work per worker,
- The average number of students,
- The quality of teaching,
- Average salary,
- Use of working time,
- Dissatisfaction,
- Published work for teachers,
- Fulfillment of the training load,
- One student per teacher
- Equipment for one teacher,
- Preparation,
- Working conditions, etc.

The effective management of the higher education system in our republic depends, first of all, on meeting the interests and needs of the human factor, which is the subject of management, regardless of whether it is a student, professor or employee, depending on the aspect.

In this sense, it is necessary to improve education in connection with the production of its content, a motivational approach to the tasks of graduates in the specialty that they will acquire in the future, in a word, the skills of managing employees in the higher education management system.

In other words, from managing a group of students to managing professors, teachers and staff of a higher education institution, it is necessary to have a general professional basis. This process is based not only on the general principles of the university, but also on the management process as a whole.

It is known that people are divided into different regions (by age, gender, socio-economic status in society, etc.), and each of them has its own needs and tastes. Therefore, it is necessary to create opportunities to meet these diverse needs. In this case, it is advisable to use the form of personnel participation in the management of the labor organization. In some places it is also called "partisanship". The essence of guerrilla management is to increase the interest of people in the organization by involving them in the internal organizational activities of the organization (for example, decision-making, setting goals and their implementation). When a person's interest increases, it makes him work more efficiently and efficiently, as well as enjoy it.

From the above points, based on the theory of motivation that analyzes the needs of a person, we see that the phrase "a person works only for money" is not entirely correct.

An analysis of the activities of economic entities shows that the main factor in their successful development is the motivation of employees to work and professional growth. In general, in a market economy, motivation is used as a method of management. Even in developed companies, there are problems of dismissal of qualified and talented specialists. This indicates that the methodology for motivating leading specialists in this company has not been sufficiently revised. If in companies that require a low level of expertise, this situation does not create such a precarious situation, then in companies that require a high level of expertise, this issue is the most important vital problem. The departure of highly qualified specialists is a disaster for the company.

A number of management improvement issues are represented by quantitative indicators. This system is divided into the following parts in accordance with the methodology developed by us for assessing the effectiveness of innovative management of the university:

- Performance management (PM);
- Task management (KM);
- Results management (RM).

We considered it necessary to use a step-by-step method to assess the effectiveness of the management of a higher educational institution and determine areas for its improvement.

Matrix of the main directions for improving the management of the effectiveness of the development of the higher education system of the Republic of Uzbekistan:

STEP 1 analyzes the state of efficiency of university management and collects the necessary data.

STEP 2. Development of a methodology for assessing the effectiveness of university management.

STEP 3. Evaluation of the effectiveness of university management.

STEP 4. Identification of differences in the management of universities.

STEP 5. Classification of problems by importance and duration.

STEP 6. Making proposals and developing measures to improve the mechanisms for increasing the efficiency of managing higher education institutions.

Based on the integral indicators of the effectiveness of managing the activities of higher educational institutions of the Republic of Uzbekistan, a matrix of main directions for improving the management of the effectiveness of the development of the higher education system has been created. In the process of forming the matrix, integrated indicators for assessing the components of the system, developed by us in the methodology for assessing the effectiveness of innovative management of universities, were

taken as a basis. Measures to improve management efficiency are developed for the "low", "medium" and "high" levels of indicators of a comprehensive assessment.

When predicting promising areas for the effectiveness of higher education management, it is necessary to take into account the individual qualities of students. After all, the dissimilarity of students changes the demand for educational content and forces them to choose the most alternative option. Nevertheless, the professor-teacher is considered stronger than the manager and researcher. Today, the development of business and entrepreneurial education is of great importance in the future opportunities of education. The efficiency and coefficient of management of a higher educational institution takes into account:

- ✓ Implementation of the rational use of available resources;
- ✓ Application of modern information and pedagogical technologies in the system of higher education, further improvement of the efficiency of its management;
- ✓ Implementation of the economical use of existing ones, the introduction of project development in the higher education system, the development and implementation of innovative technologies in the management of the higher education system, the attraction of additional funds to increase the material, financial, labor and intellectual potential of universities;
- ✓ Fundamental improvement of educational standards and other regulatory documents, advanced training of personnel, strengthening of internal control, improvement of the mechanism for the formation of skills for obtaining a specialty along with higher education of students.

Therefore, the future development of education, especially higher education, is in many ways closely related to the introduction of a new type of education - "business" (entrepreneurial) education, offered by specialists.

## **CONCLUSION**

The development of market relations and the peculiarities of the social division of labor require the inclusion of such new modern types of education in the education system. However, in Uzbekistan, insufficient attention is paid to the socio-economic significance of business education and the independent implementation of this education. It would not be wrong to say that there are obstacles to the rapid development of small businesses and entrepreneurs due to a lack of understanding of the need for this type of education. Accordingly, in our opinion, the need to develop a state concept for the formation of additional education (business education) for public and private structures should be based on the following principles:

- On the basis of the free development of the individual and the priority of universal human values, civic responsibility, diligence, respect for human rights and freedoms;
- That it is a convenient and flexible educational field for everyone;
- Priority of freedom and pluralism in business education;
- Continuity and consistency of the educational process;
- In the development of business education at the level of the global model, the formation of an integration system between general, secondary, secondary specialized, higher and post-higher professional education.

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