



## Modern Strategies For Managing The Quality Of Personnel In Higher Educational Institutions Of Uzbekistan

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### ABSTRACT

The article analyzes the experience of higher educational institutions in the field of personnel management, changes in the content and activities of the teaching staff, the introduction of motivational systems based on the rating assessment of the work experience of the teaching staff in the context of new requirements for the effectiveness of higher educational institutions in Uzbekistan .

In the course of the study, a proposal was developed on the need to change the system of material incentives for scientific and pedagogical personnel, as well as the introduction of payment "by result" in higher educational institutions.

### Keywords:

University personnel potential, management through personnel policy, educational program, faculty, organization of teachers' work, management of teachers' activities, material incentives, motivation system, personnel brand, quality of education, academic environment, management strategy, innovation potential.

**Introduction.** "Cadres decide everything!" This expression was popular in the last century, and in the era of the modern knowledge economy, it has become an even more significant and highly valuable slogan. Today, it is the personnel that provide the competitive advantage of any organization.

In modern conditions of high competition in the field of personnel training, first of all, human resources directly determines the quality of the education system. In this context, the head of our state Shavkat Mirziyoyev, speaking about the quality of education in his Address to the Oliy Majlis and the people of Uzbekistan for 2023, notes: "... Improving the quality of education is the only correct way for the development of New Uzbekistan. As the great poet and thinker Yusuf Khas Hajib said:

"Where there is intelligence, there is greatness, gaining knowledge, you will gain glory."

To achieve these goals, it is necessary to continue the reforms we have begun in this area, to meet more with teachers and mentors, to solve existing problems together, to promote the implementation of their ideas to improve the quality of the educational process."

This, in turn, poses a number of tasks for us to effectively organize the education system, ensure the quality of education, use effective management strategies in personnel management in educational institutions, including higher educational institutions (HEI). Analysis of the literature on the topic. Modern strategies for managing the quality of personnel in HEIs are a key factor in their successful and efficient operation. Like any

other organization, HEIs need highly qualified and motivated employees who are ready to work in a team and achieve their goals.

One of the most important aspects of personnel management is their proper selection. HEIs need to set clear selection criteria and conduct a rigorous selection process to find the most deserving applicants for specific positions.

Personnel potential should be considered as the main strategic resource of an educational institution, which reflects both the readiness of employees to perform their functions at the moment and the totality of their capabilities in the long term.

Requirements for the quality of the personnel of the republican HEIs are determined on the basis of state educational standards. Separate educational programs and the entire staff of HEIs should be provided with the established share of full-time teachers, the share of professors and teachers with academic degrees and titles, the share of current managers and employees of other organizations (external part-timers). Indicators for monitoring the effectiveness of HEI activities complement this list and shift the focus to the performance of HEI research and teaching staff, primarily in the field of research and development.

Moreover, HEIs of the new Uzbekistan should be able to attract foreign professors and teachers, active and potential youth to their staff. To date, the effectiveness of the work of the teaching staff of HEI is determined by many indicators. In particular, the defense of a dissertation, the number of publications in local scientific journals determined by the Higher Attestation Commission, the number of publications in journals indexed in the Web of Science and Scopus databases, funds received from research and development work, the number and volume received grants, income from the commercialization of intellectual property. Such a statement of the question is a new challenge for many republican HEIs and forces them to reconsider approaches to management.

Russian scientist A.V. Melikyan divides the tasks of personnel management in HEIs into two areas: attracting and retaining the

necessary personnel and effectively organizing their work to achieve the goals. As an integral assessment of the correctness of the HEI management course, the indicator of the level of income from scientific and pedagogical work is used, which is measured as the ratio of the average monthly salary of HEI scientific and pedagogical workers to the average monthly salary in the region.

An effective organization of labor for any category of employees should be based on a deep understanding of their needs and motives. According to G.I. Lazarev, O.O. Martynenko, in relation to the scientific and pedagogical staff of HEIs, it is advisable to pay attention to the group of high professional potential (HiPo). In this case, the university's chance to create competitive advantages, working to attract a human resource of the required quality and achieve its maximum effectiveness, increases significantly, provided that resources are sufficiently and non-excessively invested in their creation.

As studies conducted under the guidance of G.I. Lazarev show, stimulation of creative work and high achievements begins only after satisfaction of the needs of the first level, the so-called "hygienic factors". The minimum set of these factors is as follows: wages are above the average for the region; resolved social and domestic issues (decent housing, adaptation of family members). Then there are questions of the actual organization of labor: the availability of a comfortable workplace; convenient work schedule; the level of teaching load of the teacher.

According to G.I. Lazarev, the satisfaction of this minimum set of requirements is a necessary, but not sufficient, condition for ensuring high results of the work of a research worker, the main feature of which is an intellectual, creative nature. Accordingly, the HEI needs to provide:

- a developed academic environment that promotes comfortable and productive communication of scientists, teachers, researchers, practitioners;
- a fairly simple and understandable system of material incentives (each employee should be

able to understand where he needs to direct his activity and in what direction to develop in order to reach the desired level of income);

- understandable and accessible opportunities for professional development (participation in conferences, seminars, training and systematic professional development);
- Opportunity for career advancement;
- the opportunity to participate in interesting and ambitious projects;
- availability of a development strategy.

In recent years, the regular increase in wages by the heads of HEIs, or rather, many HEIs striving to develop, the organization of systematic work to improve the qualifications of the teaching staff, the development of a support system for research work, professional competitions and much more make up a whole range of measures in the field of personnel

**Research Methodology.** The methodological basis of the study is the basic rules and principles of dialectics. The study of the problems of human capital development in higher educational institutions was carried out by the method of quantitative study of events and processes, that is, the collection, processing and analysis of data on the economic indicators of the higher education system. Conclusions based on the research results are made using the methods of logical analysis, synthesis, generalization, induction and deduction, a systematic approach to economic phenomena and processes.

**Analysis and results.** In the Decrees of the President of the Republic of Uzbekistan dated October 8, 2019 No. UP-5847 "On approval of the Concept for the development of the higher education system of the Republic of Uzbekistan until 2030", Decree of the President of the Republic of Uzbekistan dated August 27, 2019 No. UP-5789 "On the introduction of a system of continuous advanced training for managers and teaching staff of higher educational institutions" complex tasks were set to reform the HEI.

Today you can see the results of all the reforms. The teaching staff of HEIs meet the

requirements for their professional activities. In recent years, the reproduction of highly qualified scientific and pedagogical personnel in the system of postgraduate education has been ensured, and the number of defended dissertations is growing every year.

In 2019, a rating system for assessing the activities of the teaching staff was introduced, which is constantly being improved. In accordance with the Decree of the Cabinet of Ministers of the Republic of Uzbekistan dated December 24, 2019 No. 1030 "On the procedure for additional payments to employees with a scientific degree engaged in scientific, scientific, pedagogical and labor activities in state organizations in the field of science and education", a system of payment of allowances for persons those who have the degree of Candidate of Science or Doctor of Philosophy (PhD) (or equivalent degrees in foreign countries) - up to 30% of the official salary, for persons with the degree of Doctor of Science (or a degree equivalent to it in foreign countries) ) - up to 60% of the official salary.

Financial incentive. The main condition for the development of motivational systems, in our opinion, is the ability of the organization to provide employees with a certain level of wages. It is the level of wages that is an important indicator of the employing organization. In modern conditions, decent wages are very relevant for HEIs, since low salaries, flexible work schedules and the availability of a sufficient amount of free time, as a rule, allow teachers to work in several HEIs. And this, in the conditions of the requirements for the results of the work of the teaching staff, hinders the proper organization of labor in HEIs, as well as the recruitment of high-potential personnel who place high demands on working conditions.

Consequently, significantly increasing the requirements for the results of the activities of the teaching staff, first of all, it is necessary to resolve the issue of appropriate and worthy material remuneration. Along with salary supplements, the organization of free rest and treatment in sanatoriums at the end of each academic year is of great motivational

importance. A stable increase in the average salary of professors and teachers by the government on a regular basis can be achieved through the implementation of the following measures by HEIs:

- 1) an increase in the wage fund at the expense of income received by HEIs from paid educational activities, including scientific projects and business contracts;
- 2) maintaining a staffing ratio of 1/15-/16 (the ratio of the number of students and teachers) through effective solutions in the organization of the educational process.

The growth of salaries and incomes of scientific and pedagogical staff and faculty is not only an internal need of the university, but, as already mentioned, one of the key indicators of the effectiveness of university management established "from above". In this regard, this task is considered a priority for almost all republican HEIs.

To date, the salary structure of professors and teachers of HEI fully complies with the requirements of the law. The variable part of the salary takes into account both permanent bonuses associated with the presence of certain achievements of a "long-term" nature (the presence of honorary industry titles, work experience at the university, etc.), and the bonus based on the results of calculating the rating of teachers for the past calendar year.

In recent years, HEIs have been using a rating system for evaluating the activities of scientific and pedagogical staff, which has undergone a number of changes. Initially, the indicators took into account any results of the work of teachers, including the features of certain types of activities. Several years of work on such a system led to a certain crisis, when the number of evaluation indicators grew to several dozen, which, in turn, led to a deviation from the goals and the loss of clear guidelines for the activities of employees. As a result, the goal was set to formulate no more than 10 indicators on the principle of cascading the top-level indicators established for the university as a whole. Undoubtedly, this approach has its limitations. Nevertheless, at this stage, when the leadership of the HEI is faced with the task of encouraging

the activities of teachers in every possible way in a very specific direction, such a decision is justified.

Almost all indicators of the newly developed ranking relate to the scientific field, one - to the scientific and methodological (publishing of textbooks and teaching aids), and all indicators reflect significant and significant results, which, in turn, are taken into account in monitoring the activities of universities, as well as in indicators effectiveness of the implementation of the HEU strategic development program.

To prevent the negative consequences of the implemented approach, it is necessary to introduce two types of rating in the team - "scientific" and "academic", which are used to evaluate the work of scientists, faculty, scientific institutions, higher education institutions.

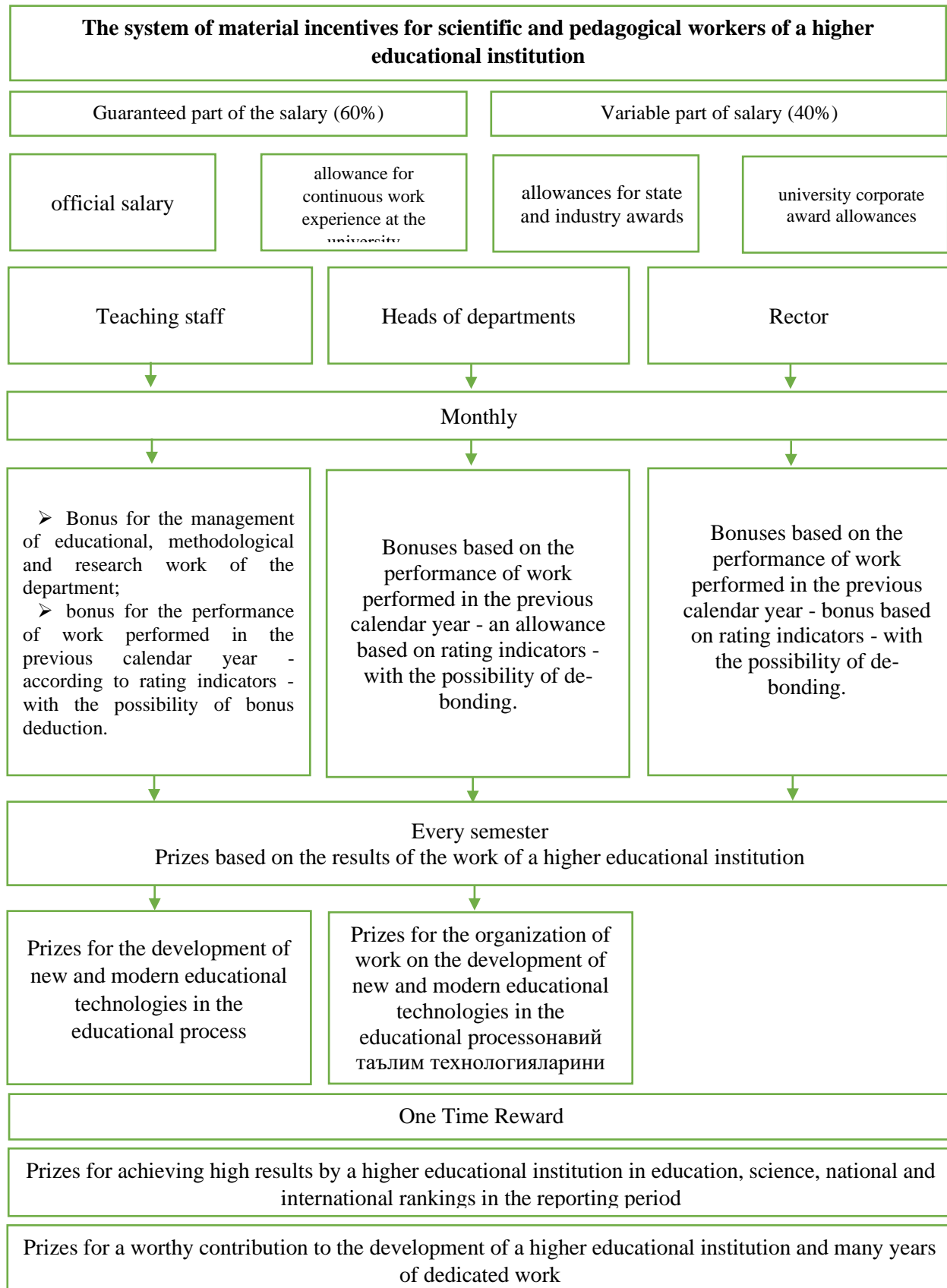
The scientific rating is usually aimed at assessing the personal contribution of scientists to scientific research, as well as the quality of their scientific publications, the citation of their work and other indicators related to their scientific effectiveness. Scientific ratings can also be carried out by the HEI itself, which is carried out mainly on the basis of indicators related to the scientific effectiveness of their faculty and graduates.

On the other hand, the academic ranking is aimed at assessing the quality of HEIs and their scientific reputation. Such ratings usually evaluate various indicators such as the quality of education, the quality of scientific research, and others that can affect the reputation of the HEI among employers and graduates, as well as its academic reputation.

Both types of ratings have their advantages and disadvantages. Scientific rankings allow a more accurate assessment of the individual scientific productivity of scientists, but may overlook other important factors, such as the quality of teaching and the contribution of scientists to the development of science. Academic rankings can give a broader assessment of the quality of HEI education, but do not take into account the individual academic performance of scientists. Nevertheless, both types of ratings are very important for the scientific and academic fields,

as they help the teaching staff and HEIs to navigate the scientific and academic community and choose promising areas for their activities.

Therefore, the development of a system of material incentives for scientific and pedagogical workers of HEIs based on "scientific" and "academic" ratings is of great importance (Fig. 1).



**Figure 1. The system of material incentives for scientific and pedagogical workers of higher education institutions**

**Social support and adaptation.** The system of social support for employees is a resource-intensive aspect of the motivational system. Social factors, due to their characteristic features, unfortunately, cannot be compensated for by any other benefits or incentives.

In commercial organizations, the concept of a “compensation package” is widespread, which is often provided “in cafeteria mode” (that is, an employee is given the opportunity to choose benefits from a standard menu).

Providing a decent compensation package is a rather risky undertaking for the republican HEIs, which have limited financial resources.

Attempts to create a universal compensation package for HEI employees that would correspond to their financial capabilities have not been successful. Therefore, in personnel policy, one should be guided by a constant increase in the income of workers, allowing them to acquire the necessary benefits and solve social and domestic issues, primarily related to housing.

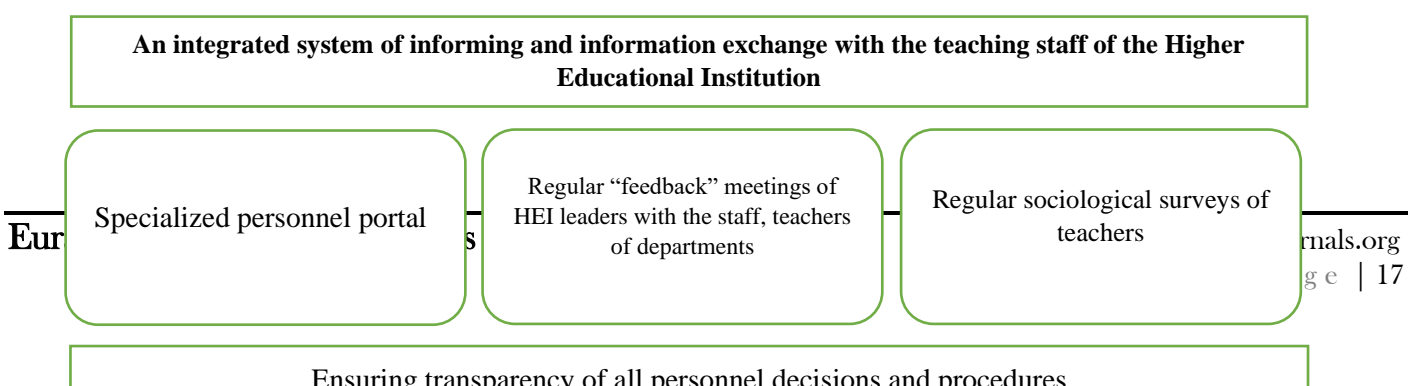
The package, which takes into account the solution of housing problems, is provided for a period of one year, and employees can participate in the competition twice to receive it. In two years, a teacher can fully adapt to the workplace, achieve a high level of income that allows solving the housing problem, or terminate the employment contract with the HEI.

HEIs annually allocate large funds for these purposes. This, in turn, creates the basis for attracting many PhDs and Doctors of Science (DcS) from other regions of the country to HEIs and retaining educated, potential and promising young employees who do not have housing.

The selection mechanism and conditions for receiving a compensation package are being improved taking into account the accumulated annual experience, priority areas for the development of HEIs and important tasks of staffing. In addition, all newly hired teachers are paid a rating bonus for this position for two semesters. It is also advisable for HEIs to pay from their own funds a “regional allowance” for those who come from other regions (for example, 30 percent of the official salary).

If necessary, it is preferable that the HEI administration support employees in paying for travel services and social security for their family members. It is also an important component of the adaptation process.

HR brand. The concept of competitiveness of HEIs, which is familiar to the market of educational services, also applies to the academic labor market, which today is just beginning to take shape in Uzbekistan, and republican HEIs are only mastering the role of participants in this market. Accordingly, the task of creating a HEU brand as an employer becomes relevant. The formation of this brand should cover all the areas discussed above. At the same time, the importance of the information aspect should be noted. The information openness of the HEI is not only a need of society, but also a requirement of the law. HEIs must inform the public about ongoing changes, development opportunities, requirements for employees, and the results of various competitions. In the course of fulfilling these requirements, an integrated system of informing and information exchange with the teaching staff of the HEI is created (Fig. 2).



### **Figure 2. An integrated system of informing and information exchange with the teaching staff of the Higher Educational Institution**

The condition of openness of information imposes certain tasks on HEIs to fulfill all their obligations. Consequently, all management processes for HEI faculty and staff should be streamlined and transparent. Guided by this rule, a personnel commission should be created under the Council of the Higher Educational Institution. All its meetings should be held in an open and transparent atmosphere. The composition of the personnel commission should include senior staff, leading professors and teachers, members of the public who enjoy high authority in the team.

This committee should be tasked with the following tasks:

- development and implementation of a personnel policy and a system for evaluating the activities of employees;

- development of proposals for further improvement of the scientific and pedagogical potential of personnel;
- control over the observance of the teaching staff and employees of labor legislation, the development and implementation of a policy of compensation and benefits;
- studying the correspondence of the specialty of teachers to the subjects they teach;
- consideration of documents and preparation of recommendations to the Council of the Higher Educational Institution for obtaining academic titles;
- conducting an internal assessment of scientific and pedagogical personnel;
- nomination of teachers and employees working at the HEI for awarding, awarding the honorary badge of the HEI and preparing

recommendations for consideration by the council;

➤ other issues on personnel and improving the efficiency of their activities.

Conclusions and offers. New challenges to the HEI in Uzbekistan form the need to create an effective personnel strategy, in the transition to professional human resource management. For expediency, the main strategic directions of HEIs in the development of human resources should be:

1. Changing the content and structure of the activities of the teaching staff, teaching and support staff, aimed at the implementation of practice-integrated educational activities;
2. Implementation of the system "Payment by result";
3. Formation and development of the HEI personnel brand, attracting talented employees and personnel renewal;
4. Development and implementation of a system for assessing the quality of personnel work;
5. Creation of conditions for joint work and interaction of employees, contributing to an increase in the effectiveness of the educational process;
6. Taking into account the opinions of students and their needs when developing a strategy for managing the quality of personnel;
7. Constant monitoring and analysis of employees' activities to adjust the personnel quality management strategy in accordance with changing requests and needs.

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