

Ensuring the Efficiency of Management in the Higher Education

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Abstract: The article observed issues of fundamental improvement of the higher education system in Uzbekistan, increasing its quality, training competitive specialists and creating a competitive environment in this field, improving the effectiveness of the educational quality management of the higher educational institution. The importance of evaluating the effectiveness of the management system and the compliance of its organizational structure with the object of management are discussed.

Keywords: Uzbekistan, Management efficiency, management system, management process, higher education system, efficiency

Introduction. Conducting a unified policy in the education system is an important task of education management in Uzbekistan. Only a high priority of education can ensure the necessary level of management of the education system in the current period of state policy. In this case, the priority of education should not only be announced, but gradually introduced into political practice. The Law "On Education", which was adopted in order to eliminate all the main problems in the education system in Uzbekistan, as a result, to develop the independence and economy of country in the education system, to ensure the prosperous life of our people, is the main framework for the management of personnel training in Uzbekistan. are closely related to directions.

In recent years, highly practical directions have been started to fundamentally improve the higher education system, increase its quality, train competitive specialists and create a competitive environment in this field. Improving the effectiveness of the management of the quality of education in a higher educational institution has great importance today [1, 2].

Literature analysis and methodology. The economic efficiency of education is a concept that expresses the importance of education in the growth of national income. The total amount of financial expenditure on education is understood as the ratio of the share of national income growth obtained due to the increase in 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.Zaynutdinov and A.O.Ochilov believe that it is appropriate to measure the results (external and internal environment of the institution) through the necessary (not specified in the project) profit when evaluating management efficiency [4]. Because through this, it is possible to evaluate the strength of relations in the design of the organizational structure. In this case, the integrity management system means ensuring the continuity of the relational activity. Through this indicator, it is possible to think about the quality or effectiveness of the management system. The business improvement model developed by the European Quality Management Foundation - EFQM "Excellence Model" has existed for more than 13 years since the early 1990s, and is considered a generalized model of the ideal management system for organizations aiming at sustainable development and increasing competitiveness [5].

Results. Economic terms such as "efficiency", "profit norm", "profitability" are used in a mixed manner in economic and special literature and regulatory documents when evaluating the activity result of a production entity. All these indicators to a certain extent represent the final results of the company's activity. It should be noted that economic efficiency is a relative indicator that reflects the distribution of resources involved in the obtained results (resource method of size) or the distribution of production costs (cost method). In the resource method of size, economic efficiency is determined within the value of all resources involved, and in the cost method - within the value of resources consumed in the production process. The view that management efficiency is the achievement of activity effectiveness is widely interpreted in the economic literature. However, it is difficult to determine the level of efficiency based only on results, because efficiency is a general action of management activities, and the goal is achieved as a result of certain actions. Therefore, the concept of "production efficiency" is a broader concept than "economic efficiency". Due to this, it is possible to apply the concept of "economic efficiency" in the development of the economic aspects of management of all levels of production, and in the improvement of 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 management object, that is, they are seen in the results of employees. Therefore, it is appropriate to evaluate measures to improve the activity of the management apparatus based on the impact on the final results of the production and economic activity of institutions and organizations.

The indicators used to evaluate the effectiveness of the management apparatus and its organizational structure can be divided into the following two interrelated groups. - A group of indicators describing the effectiveness of the management system expressed through the final results of the organization's activities and management costs.

Performance or development of the management system, size (increase in production), profit (increase in profit), cost (reduction) in performance evaluation based on indicators describing the final results of the organization's activities. cost), amount of capital investment (savings of capital investment), product quality, time to introduce new technology, etc.

Discussion. A group of indicators describing the content and organization of the management process, including. direct results and costs of management work. As management costs, current costs for maintenance of management equipment, maintenance of technical equipment, buildings and premises, training and retraining of management personnel, as well as one-time costs for research and research. design work in the field of creation and improvement of management systems, purchase of computers and other technical means used in management, construction costs.

Quantitative and qualitative indicators are used to evaluate the effectiveness of the management process. These indicators have a normative nature and can be used as a criterion of effectiveness and limitations when the organizational structure changes in the direction of improving one or a number of performance indicators, while the rest remain unchanged.

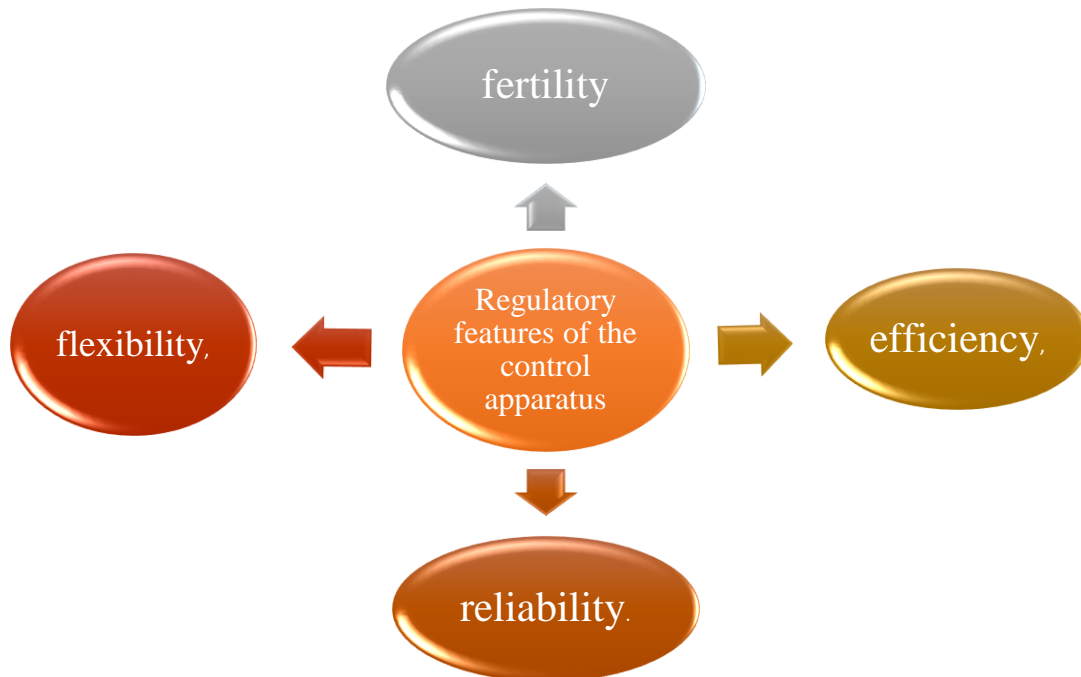


Figure 1. Regulatory features of the control apparatus

The productivity of the management apparatus can be determined, in particular, as the amount of the final product produced by the organization or the amount of information generated in the management process per one employee who worked in the management apparatus.

The efficiency of the control apparatus means the relative costs of its operation in proportion to the volume or results of production activities. To evaluate profitability, you can use indicators such as the share of management equipment maintenance costs in the cost of sold products, the share of management staff in the number of industrial and production employees, and the costs of completing a unit of volume. some types work.

The adaptability of the control system is determined by its ability to effectively perform the specified functions under certain changing conditions. The wider this range, the more flexible the system is. Flexibility describes the ability of the bodies of the administrative apparatus to change their role in accordance with the tasks that arise in the decision-making process and to establish new relationships without disrupting the orderliness of relations inherent in this structure. Basically, the flexibility of the management structure can be assessed by the variety of forms of interaction between management bodies, the range of tasks solved by departments, the degree of centralization of responsibility and other characteristics.

The effectiveness of management decision-making describes the timely performance of identifying and solving management problems. Setting goals while ensuring the stability of production and support processes for maximum achievement. In general, the reliability of the control apparatus is characterized by its trouble-free (fit for purpose) operation. If we consider the quality of setting goals and setting problems to be sufficient, the reliability of the management apparatus can be characterized relatively completely by its diligence, i.e. the ability to ensure that tasks are completed within the specified time and allocated resources.

To evaluate the performance of the management apparatus and its subsystems, there should be indicators such as the degree of fulfillment of the planned target indicators and compliance with

approved standards, the absence of deviations in the execution of instructions, violations of administrative, legal and technological regulations, etc. possible.

A group of indicators describing the rationality of the organizational structure and its technical and organizational level, which can be used as a standard in the analysis of the effectiveness of the options developed for organizational structures.

These include:

- ✓ relevance of management system,
- ✓ degree of centralization of management functions,
- ✓ accepted standards of management,
- ✓ balance in the distribution of rights and obligations,
- ✓ degree of specialization and functional isolation of subsystems, etc.

The importance of management efficiency assessment is the definition of the compliance of the management system and its organizational structure with the management object.

This is expressed in the balance of functions and goals of management, in the completeness and integrity of the content of management processes, in the consistency of the number and composition of employees with the volume and complexity of work, in the completeness of the supply of production and technological processes. providing the necessary information, management processes with technological tools, taking into account their nomenclature, power and speed..

The important requirements to be implemented in the formation of the system of indicators for evaluating the effectiveness of the organizational structure are the ability to ensure the structural and hierarchical compatibility of the indicators with the system of organizational goals, and the ability to adequately reflect the dynamics of controlled processes.

When evaluating the effectiveness of individual measures to improve the management system and its organizational structure, it is allowed to use individual indicators that are not tied to a single system. The main requirement for their selection is the maximum compatibility of each indicator with the target direction of the event and the completeness of the reflection of the achieved effect.

Management efficiency:

- ✓ Features of the level of management of the organization, the speed and form of response to management decisions made by the manager;
- ✓ To what extent the governing body has achieved the goals and planned results.

Management effectiveness depends on:

- ✓ management potential of management (professional and personal characteristics of managers);
- ✓ organizational structure of management;

Work schemes of communication processes in the organization;

- ✓ organization management style,
- ✓ management technology (a set of functions, methods and forms of management influence);
- ✓ organizational culture;
- ✓ social and psychological factors.

The main approaches to management efficiency assessment.

Economic - refers to the ratio of results of economic activity to organizational and resource costs for management (for example, profit and management costs).

Social - focus on taking into account the social results of management activities (for example, moral-psychological climate, harmony of the workforce, rhythm at work, absence of disruptive conflicts, etc.).

Table 1. Management efficiency indicators and criteria

Management efficiency	
Indicators	Criteria
- Production efficiency:	-Quality criteria (describe social efficiency):
- volume of production;	-level of management skills;
- profit;	-validity of the adopted decisions;
- profitability;	-organizational culture;
- labor productivity;	-management ability of the organization;
- return on assets.	-job satisfaction;
-Efficiency is self-management.	-moral and psychological climate;
- Quantitative criteria (describing economic efficiency):	-workforce compatibility;
- Labor indicators (saving live labor in the field of management - the number of administrative employees, labor costs for management, etc.);	Creativity; <ul style="list-style-type: none"> ✓ ability to influence others; ✓ understanding the features of management work; ✓ leadership ability; ✓ teaching ability;
-Financial indicators of the management system (reduction of management costs, etc.);	Restrictions <ul style="list-style-type: none"> ✓ lack of self-control; ✓ Blurring of personal values; ✓ unclear personal goals; ✓ stopped self-development; ✓ lack of problem solving skills; ✓ Lack of creativity; ✓ inability to influence people; ✓ Inadequate understanding of features of management work; ✓ Lack of leadership skills ✓ inability to teach ✓ Low ability to form a team (team).
- Indicators of time saving through the introduction of advanced management technologies.	

Summary. When predicting future directions of higher education management effectiveness, the individual qualities of students must be taken into account. After all, the dissimilarity of learners changes the demand for educational content and makes it necessary to choose an alternative option as much as possible. Nevertheless, a professor-teacher is considered stronger than a manager and a researcher. Today, the development of business and entrepreneurship education is of great importance in the future opportunities of education. Effectiveness and coefficient of management of higher

educational institutions. Implementation of rational use of available resources. Application of modern information and pedagogical technologies in the higher education system, further improvement of its management efficiency. Creation of a comprehensive and adaptable management complex for the training of specialists in line with the market demand at the national level, improvement of the supply of resources in higher education institutions and implementation of economical use of existing ones, introduction of project development in the higher education system, development of innovative technologies in the management of the higher education system and its introduction, higher educational institutions material, attracting additional funds to increase financial, labor, and intellectual potential, fundamental improvement of educational standards and other normative documents, improvement of personnel qualifications, strengthening of internal control are among these.

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