



## Workplace Performance Management

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**Abstract:** *The article is devoted to the study of the issue of workplace efficiency management. In general, the problem of performance management affects the most important aspects of managing a modern enterprise. A new approach to enterprise management will take into account the relationship between employee efficiency and workplace efficiency. Carrying out the procedure for assessing the effectiveness of the workplace and the effectiveness of the employee in the workplace will allow the development of effective programs for their reorganization.*

**Keywords:** *performance management, workplace, workplace efficiency, workplace efficiency assessment, workplace efficiency assessment criteria, employee training and development program, employee attestation, workplace attestation.*

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It is always important for managers of enterprises to achieve the greatest efficiency from employees in terms of the quality and quantity of products produced. They think about how to motivate employees and make them work more effectively for the organization's goals. One of the effective ways is to create a system for informing employees about the effectiveness of their work by managers.

The term performance efficiency first appeared in the 1980s and became increasingly popular in the 1990s. It is believed that workplace performance management has grown out of the notion of performance appraisal and has absorbed the new methods used in performance appraisal, such as objective performance standards and competency-based performance appraisal. Like performance appraisal, workplace performance management aims to improve the performance of the individual, but goes further and aims to improve the performance of the team and the organization as a whole [1]. Performance appraisal is only part of workplace performance management. Workplace performance management is a process that first determines what requirements are placed on the employee and his workplace - what to strive for, and then plans the organization of the workplace, trains workers and manages them in such a way that the goals can be achieved. Workplace performance management is based on workplace performance evaluation and employee performance evaluation at the workplace. Evaluation of the effectiveness of the workplace can be carried out in the following steps:

1. Determination of the workplace to be assessed performance
2. Planning the area of target values of workplace efficiency parameters.

3. Evaluation and analysis of the effectiveness of the workplace in terms of performance parameters.
4. Development of a program for the reorganization of the workplace.
5. Reorganization of the workplace.
6. Approbation of the improved workplace, checking for compliance with performance targets.

At the first stage, the workplace to be assessed is determined. Further, at the second stage "Determining the workplace to be assessed for efficiency", it is necessary to determine the terms of reference for the employee and, accordingly, the technical characteristics of the workplace (provision of equipment, illumination of the workplace, area of the working area and auxiliary territory, etc.) to complete this task. In our opinion, detailing the operations that make up the terms of reference of the employee will allow you to effectively organize the workplace. On the one hand, there should be nothing superfluous in the workplace, and on the other hand, everything that may be needed to complete the technical task should be at hand. Monitoring how the employee performs this technical task will allow you to find unnecessary movements in the workspace, leading to loss of working time, as well as actions that occur when the workplace is inconveniently organized. Losses of working time, unnecessary actions lead to a decrease in the efficiency of the workplace, accelerate the fatigue of the employee. When observing the worker, you can use video equipment. After watching the video, the employee gets the opportunity to offer his own version of the organization of the workflow. The participation of the employee is necessary for several reasons: who, if not him, knows better all aspects of this technical task; realizing that he is the developer of a new approach to fulfilling the technical task, the employee will not resist innovations in his workplace, he will make every effort to implement it [2].

At the second stage "Assessment and analysis of the effectiveness of the workplace", the procedure for assessing the effectiveness of the workplace is carried out directly. It is carried out by a group of specialists with experience in certification of the workplace, checking the functional parameters of equipment, auxiliary tools, organization of the workplace, its illumination, etc.). An equally important step in assessing the effectiveness of the workplace is the certification of the workplace [3]. Certification of workplaces for working conditions is carried out in accordance with the Decree of the Ministry of Labor and the Ministry of Health of the Republic of Uzbekistan dated February 17, 1996 No. 1/5 "On approval of the methodology for assessing working conditions and certification of workplaces for working conditions", its main goal is to protect the health of the employee and ensure labor protection by introducing an occupational risk management system at each workplace. Certification of workplaces is mandatory and does not depend on organizational and legal forms and forms of ownership [4].

From September 1, 2017, the rules for attestation of workplaces in terms of working conditions were changed. This methodology has become invalid in accordance with the Decree of the Ministry of Employment and Labor Relations, the Ministry of Health of the Republic of Uzbekistan dated December 11, 2017 No. 49 k / k, 127. Innovations were introduced Decree of the Cabinet of Ministers of the Republic of Uzbekistan dated April 27, 2017 No. 246 "On further improvement of measures on labor protection of workers".

At the same time, certification of workplaces is one of the main components of the labor protection management system in an organization. It is an integral part of the assessment of working conditions in the workplace, allows you to identify harmful and (or) dangerous production factors. And also allows you to develop and implement measures to bring working conditions in line with state regulatory requirements for labor protection.

Based on the results of the assessment of the effectiveness of the workplace, an assessment is given on a ten-point scale that corresponds to this workplace.

At the stage "Development of a program for the reorganization of the workplace", based on the results of the analysis of the effectiveness of the workplace, a program for its reorganization is developed. The developed program should take into account all the identified problems and offer options for their solution. The next step is to reorganize the workplace.

The next step, "Testing the improved workplace, checking for compliance with performance targets" involves testing in practice. If the expected effect is achieved, then we will observe compliance with the target values of workplace efficiency. If the intended effect is not achieved, it is necessary to identify the causes of such a discrepancy and eliminate them.

In managing the effectiveness of the workplace, the effectiveness of the employee in the workplace is of no small importance. The employee is an important participant in the labor process, and therefore it is not possible to manage the effectiveness of the workplace without taking into account the effectiveness of the employee in the workplace.

On the other hand, employee performance appraisal often serves as one of the methods to motivate employees, which helps them improve their performance. Evaluation of employee performance is also one of the ways to inform employees about their performance. When evaluating the effectiveness of an employee, information is recorded on the assessment of the quality of the employee's work, his potential and training needs.

The procedure for assessing the effectiveness of an employee in the workplace can be divided into the following stages:

1. Preparatory stage - determination of the employee subject to evaluation of his performance in the workplace.
2. Planning the area of target values of employee performance criteria in the workplace.
3. Evaluation and analysis of employee performance in the workplace.
4. Determining the need for employee training.
5. Development of an individual training and development plan for the employee.
6. Approbation of acquired knowledge and skills in the workplace. This stage should be carried out simultaneously with the testing of the improved workplace.

Evaluation of the effectiveness of an employee should be carried out taking into account the results of the assessment of employees in terms of competencies. Both technical and corporate competencies should be taken into account, this will allow the development and implementation of modern systems of motivation and incentives for employees.

An individual employee training and development plan is a program of activities aimed at improving the employee's efficiency in the workplace. Drawing up an individual plan allows you to determine priority areas, strategies and recommendations for the training and development of an employee. It must contain the exact number of actions. An employee can be directed to undergo certain trainings and seminars to gain new knowledge, develop the necessary skills, the mastery of which will increase his efficiency in the workplace. An individual training and development plan for an employee can be drawn up by an HR specialist or a line manager. The plan should take into account the results of the analysis of the employee's performance in the workplace. An individual training and development plan can be formed as a policy document if an employee has received a low performance rating in the workplace. The manager can express wishes to the employee regarding the professional development of the employee, and the employee can also make his

wishes on training and advanced training programs. The development of an individual training and development plan for an employee is an important and integral part of the procedure for assessing the effectiveness of an employee in the workplace. During the discussion of the results of the implementation of training and development programs, the employee and the manager can identify a new direction for their work, taking into account their strengths and weaknesses. An individual training and development plan may include: training (in a company or educational institutions); selfeducation; mentoring, mentoring and coaching; internships; passing certification, etc.

Since the Individual Training and Development Plan is drawn up based on the results of an assessment of the effectiveness of the personnel, the head of the enterprise can conduct a conversation with the employee to identify the reasons for the low level of efficiency. Establishing feedback with the employee is necessary in order to develop an optimal training and development plan. Learning objectives involve the use of appropriate teaching methods aimed at the formation of knowledge, skills and abilities.

The mechanism for evaluating the effectiveness of the workplace is not directly related to the system of material incentives and bonuses. However, in situations where an employee has received a high performance rating in the workplace, additional material incentives may be assigned as an incentive. The bonus system can be used in cases where the improvement of the employee's qualifications and the receipt of certificates by him is important for the enterprise.

An important role in managing the efficiency of the workplace is given to the head of the enterprise. He must explain to employees which specialists are needed for the further development of the enterprise. Discussion of the achievements of employees, their strengths and weaknesses, prospects for the development of the enterprise will motivate employees to learn, develop and work effectively in general.

Workplace efficiency management is an integrated approach to the scientific organization of labor in an enterprise, which allows you to optimize the time and labor costs by rationalizing the organization of the workplace and increasing employee efficiency. This approach allows you to increase the professional requirements for the employee and create conditions for their achievement.

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