

Methods for Assessing the Efficiency of Management at the Current Stage of State Development

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Abstract. *This article describes the theoretical and conceptual basis, scientific directions, stages and evaluation indicators of the process of evaluating the effectiveness of public administration. At the same time, the assessment of the effectiveness of institutional-functional processes of governance as a factor in achieving quality and efficiency in public administration is scientifically based.*

Keywords: *governance, public administration, efficiency, evaluation, efficiency, public administration bodies, management staff, public service, legitimacy.*

I. Introduction.

The concept of "efficiency" has different interpretations due to its ambiguity. Choosing one of them or creating a new one depends on the purpose of the particular analysis as well as the chosen methodology of the research. The diversity of the definition of efficiency is expressed even within the framework of different terms used in different languages of the world, albeit within the framework of a specific analysis.

In the field of political science, "efficiency" is considered as a positive and necessary tool, and thus takes on the meaning of the value characteristics of the activity. With regard to the system of functioning of political power, the term has become an effective political symbol capable of actively studying public opinion in support of certain proposals. In the most general form, efficiency means:

- understands the ability to achieve results;
- The importance of getting results for the people for whom they are intended;
- this is the ratio of the significance of the result to the amount of effort expended to achieve it.

II. Discussion.

By the 21st century, the practice of applying effective administrative mechanisms to the system of public administration as a factor in the political, social and economic development of a democratic state has increased in the developed countries of the world community . This has led to a sharp increase in the need to regulate the activities of the civil service sectors, assessing labor efficiency, introducing innovative methods of management, training professional managers who can control the indicative indicators of management, which requires democratization of the relationship between the subject and object of public administration processes .

After all, today, in the new Uzbekistan, the system of public administration has entered a new stage of development. At this stage, " the introduction of a modern, rational management system is the main condition for fulfilling the tasks set before us."^[1] .

The concept of efficiency evaluation is based on the development of the concept of efficiency. As a result, the factors of accountability and transparency have become a priority in public administration, and there is a need to introduce a system for monitoring and evaluating the effectiveness of

management in the political system.

There are traditionally divided into three types as components of evaluation: quantity, quality, and mix^[21]. The type of quantitative assessment includes statistical data, in particular changes (dynamics) associated with growth and decline. The type of quality assessment is based on factors such as whether certain changes have taken place as a result of certain activities, and whether the population's level of trust in government agencies has increased (or vice versa). The combined assessment includes the quantitative and qualitative assessment indicators outlined above.

The main task of public administration assessment is to develop information based on objective, complete and in-depth analysis. The following directions can be included in the list of such information:

- The level of efficiency and effectiveness of the activities of public authorities in the specified direction, as well as planned measures to improve the system of public administration;
- Factors contributing to the inefficiency of public administration;
- Comparative description of the activities of different government agencies.

There are many definitions of evaluating the effectiveness of management in political science sources. In particular, evaluation is the interplay of clear program principles and the achievement of the intended outcome^[31]. According to the German scientist H. Volmann, evaluation is an objective necessity to analyze the results and impact of public policy^[41].

There are several levels and areas of performance appraisal, including:

- 1) general efficiency of the public administration system;
- 2) efficiency of government activities;
- 3) efficiency of the organization;
- 4) the effectiveness of the activities of a particular unit, group, joint;
- 5) efficiency of employee activity.

One of the important factors that ensures the importance and usefulness of evaluation is that the evaluation indicators are carefully and accurately developed. At the same time, in the process of developing a program or strategy, it is important to take into account the interests, views and potential risks of different parties. In our opinion, the following questions can be asked in this regard:

- Is the assessment aimed at solving a specific problem? Can the results of the assessment form a *feedback* mechanism?
- Can evaluation be a tool for mutual accountability of executors? Will public relations improve as a result?
- Does the results of *the assessment* serve for the improvement and development of certain actions (*formative assessment*) or only emphasizes that the initial goals and objectives have been achieved (*summative assessment*)?

It is clear that it is important to focus on what the assessment activity itself is focused on, as it will be possible to develop clear criteria (indicators) based on this. Evaluation indicators (criteria and indicators), in turn, allow to determine the stages of this process.

There are 5 steps in this regard:

- 1) Determining the object, subject and scope of the assessment; 2) Determining the consistency of

the assessment, the logical sequence; 3) Identify possible circumstances that may impede the assessment; 4) Formation and regular updating of the necessary database; 5) Announcing the results of data analysis and evaluation ^[5].

Evaluation criteria should be flexible and allow the use of modern technologies. The system of evaluation indicators includes:

- modality: indicators should reflect all the processes and aspects aimed at solving a particular task;
- clarity: mistakes and shortcomings in the implementation of the set goals and objectives should not affect the final result;
- objectivity: indicators should not be changed in order to give an unbiased assessment of the real situation, on the contrary, indicators should serve as a stimulus;
- reliability: it should be possible to collect, process and monitor the final information and data;
- integrity: indicators should be simple, clear and have the same meaning;
- usefulness: providing the necessary information for the assessment should require minimal costs;
- Timeliness and regularity: reporting information should be provided at a strictly defined time.
- comparison: ensuring consistency in the development and evaluation of indicators, the formation of a database for a particular period and their comparison with the indicators used in international practice. This allows us to determine the dynamics of change (growth, development);
- specificity: indicators should not duplicate each other^[6].

When applying modern technologies to the process of performance appraisal, it is necessary to clearly define: 1) the subject of appraisal (its place, status, purpose and direction of values); 2) object of assessment (management system or its components, activities, directions, results, human resources; 3) means of measuring efficiency (models, types of assessment and technologies) ^[7].

III. Results.

The analysis of approaches to assessing the effectiveness of public administration shows that historically, the criteria of economic efficiency have played a central role in this process. With the development of public administration and the emergence of new structures and requirements, the political, social, legal, environmental, infrastructural approach has become more important in assessing the effectiveness of public administration. At the same time, in almost all approaches to assessing the effectiveness of public administration, the full and quality performance of public authorities, the level of satisfaction of the needs and appeals of the population has been central. These aspects form the core of public administration efficiency and are the most important indicators of its evaluation.

The socio-economic development of any country largely depends on the effectiveness of government agencies and employees, as well as the ability to correctly select and evaluate the priorities of public policy. Evaluating the effectiveness of public administration is one of the key issues of a democratic system of government. This primarily refers to the quality of management activities and decisions made. In turn, the evaluation of the effectiveness of public administration reflects the analytical activity. Such an analysis will serve to further increase the efficiency of public administration and prevent potential mistakes and shortcomings, as well as the effective use of available resources in the implementation of strategic programs.

It should be noted that evaluation is a very complex and ongoing process.

This process requires consistency, coherence, and structure. Most of the approaches to assessing the effectiveness of public administration focus on the results of the initial goals and objectives, the ratio of resources (time, money, human resources) to the final result, transparency in governance, social benefits and meeting the needs and interests of the population. The evaluation process uses methods such as comparison, modeling, based on a clear algorithm of actions, analysis of statistical indicators, conducting surveys between experts and citizens.

In particular, the evaluation of the effectiveness of management, improving the system of management personnel, their training and selection on the basis of modern requirements is an important part of the process of modernization of the country. In his Address to the Oliy Majlis on December 28, 2018, the President of the Republic of Uzbekistan Sh.^[8].

The changing institutional and functional processes in the rapidly evolving modern system of governance underscore the need to address the incomparable complexity of goals and objectives for public authorities and their employees.

Factors such as the conditions created for citizens to use their full potential, the availability of *motivation* to increase decent living and labor productivity for different segments of the population are of paramount importance in assessing the effectiveness of public administration .

In world practice, 3 "E" (in the English alphabet) is accepted as a conceptual model of performance evaluation in the public administration sector. These are:

1. "Efficiency" (*efficiency*) products, goods and services they are used for balance of resources;
2. The "effectiveness" (*the impact*) compared with the results to the objectives and resources spent;
3. "Economy" (*austerity*) - specific activities to minimize the cost of providing quality resources^[9] .

Experts distinguish 3 groups of criteria for assessing the effectiveness of public administration: 1) value-wise; 2) purposeful and reasonable; 3) pragmatic^[10] . *Valuable-reasonable criteria* for evaluating the effectiveness of public administration include strategic documents, government programs, various concepts, principles and methods of governance. It is also important to note the level of performance of the state, its ability, rational decision-making, their legitimacy, including the proportionality to the needs and interests of members of society, the availability of choice. These criteria help to assess the effectiveness of public administration decisions, their relevance to changes in society.

Target-based criteria are based on the organizational structure, principles, forms, methods of governance, legal and information security, protection of citizens' interests, public services, rational use of available resources, level of citizen participation in public affairs, compatibility of interests of different social groups . These aspects allow us to assess the adequacy of the results of the implementation of strategies and programs developed in the framework of the set goals and objectives to the spent public resources.

Measuring management effectiveness on the basis of *pragmatic* criteria - reflects the ratio of costs to the result achieved. It covers such aspects as general utility (socio-political and economic), rational use of resources, innovation of decisions and consideration of the interests of different social groups.

Some experts say that the indicators of systemic efficiency include the adherence of political institutions to the mechanism of "mutual restraint and balance", the equal distribution of responsibilities, the ability of public administration mechanisms to identify problems in advance and solve them in the short term.^[11] .

IV. Conclusion.

Modernization of the public administration system is inextricably linked with the definition of optimal parameters that contribute to the formation of public administration as an open, dynamic social system. Forming an effective model of public administration requires a comprehensive analysis of the relationship between the political system, public authorities, civil society institutions, socio-economic standards and socio-cultural norms. In the context of changes in the political and social environment, the problem of forming an adequate system of public administration capable of effectively responding to the challenges of the external environment is urgent, and the need to develop a balanced system is obvious.

In practice, the issue of evaluating the effectiveness of public administration is one of the most complex processes. Experts emphasize two important aspects to consider in this regard: the development of clear criteria based on them and their implementation in practice.^[12] . These aspects are a key link in the assessment methodology and ultimately determine the quality of the assessment.

Assessing the effectiveness of public administration directly reflects the process of implementing public policy, the relationship between the goals and objectives set in this regard and the results. Therefore, the goals and objectives set in this process, the directions of their implementation (rational use of resources) play an important role. Here it is: how to achieve efficiency in the management process? What tools and methods should be used? Is it possible to achieve the set goal? How long will it take? Is the chosen strategy commensurate with the available opportunities / resources? questions are central.

Evaluating the effectiveness of public administration is the process of measuring the decisions made, programs and plans, as well as the results of certain actions aimed at their implementation on the basis of specific criteria. The main purpose of this is to ensure that public administration activities, including decisions, are commensurate with the needs and interests of citizens.^[13] .

Assessing the effectiveness of public administration requires the development of an integrated (generalized) system of indicators. The system of indicators, in turn, includes a number of criteria such as the quality of public institutions, the competence of civil servants, confidence in government agencies. Conformity and fairness in this; system stability; professionalism (decision-making style and ensuring the sustainability of the activities of the top management); factors such as social protection are taken into account^[14] .

It should be noted that the assessment not only identifies mistakes and shortcomings in management, but also plays an important role in the quality of the results of government decisions, programs and projects. The assessment helps to identify the strengths and weaknesses of management, the ability to achieve the set goals, the relevance of the results at the appropriate stage to the plan and the possibility of making changes if necessary. The document prepared on the basis of the assessment will then provide a basis for the careful development of management decisions.

Evaluation of the effectiveness of public administration is often applied to the activities of executive bodies. In our view, evaluating the effectiveness of public administration is not only measured by the performance of the executive branch. At the same time, the picture of the overall effectiveness of public administration is likely to remain one-sided. In practice, the influence of the legislature and the judiciary on socio-political processes cannot be denied. Therefore, in assessing the effectiveness of public administration, it is advisable to rely on a system of complex (integral) indicators.

In conclusion, *first* , there is no single systematic approach to the concept of “public administration performance appraisal”. In practice, evaluation is often based on official data. Empirical data (public opinion), which is one of the important indicators of the assessment, often falls into the second

category. In this context, evaluating the effectiveness of public administration requires a systematic analysis based on clear indicators.

Second, a clear definition of approach and goal is a priority in assessing the effectiveness of public administration. In particular, it is necessary to distinguish between economic and social benefits. At the same time, it is a mistake not to pit social and economic indicators against each other and to expect the same result in the same period. On the contrary, it is expedient to look for their intersecting, complementary aspects.

Third, evaluating the effectiveness of public administration is a priority not only for some public authorities, but also for the development of society as a whole. At the same time, on the one hand, the level of quality of public administration will increase in a hierarchical manner, on the other hand, the activities of civil servants will improve, the level of transparency of public administration in society will increase.

Fourth, the process of evaluating the effectiveness of public administration serves to identify its "problem points", to determine the level of importance, priority. This assessment allows us to analyze issues such as the implementation of decisions made by senior management, their relevance to real life, as well as the rational use of budget funds.

Fifth, the evaluation process and outcome should focus not only on identifying relevant errors and omissions, but also on developing appropriate proposals and recommendations to address them and prevent potential problems that may arise in the future.

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