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METHODS FOR EVALUATING EMPLOYEE PERFORMANCE IN COMPANY MANAGEMENT

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DISSERTATION

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Гафуров У.В. _____

ANNOTATSIYA

Magistrlik dissertatsiyasi kompaniyani boshqarishda xodimlarning samaradorligini baholash usullarini tahlil qilishga bag'ishlangan. Ish turli tashkiliy sharoitlarda xodimlarni baholashning maqbul usullarini aniqlash uchun nazariy tahlil va empirik tadqiqotlarni o'z ichiga olgan kompleks yondashuvni taqdim etadi.

Sifat va miqdoriy usullar, shu jumladan asosiy samaradorlik ko'rsatkichlari (KPI), 360 darajali fikr-mulohazalar va kompetentsiya modellari ko'rib chiqiladi. Kompaniyaning maqsadlari va tuzilishiga qarab har bir usulning afzalliklari va kamchiliklari aniqlandi.

Tadqiqotning empirik qismi O'zbekistonning ikkita logistika kompaniyasi: "Lego Express Company" MCHJ va "TOTRANS Logistics"MCHJ o'rtasida o'tkazilgan aralash so'rovnomalar, intervyular va hujjatlarni tahlil qilishga asoslangan. Olingan ma'lumotlar asosida baholash tizimlarini takomillashtirish bo'yicha amaliy tavsiyalar taklif etiladi: mezonlarni kengaytirish, raqamli aloqa vositalarini joriy etish va baholashni xodimlarni rivojlantirish dasturlariga integratsiya qilish.

Baholash tizimlarini madaniy va huquqiy xususiyatlarga moslashtirish, shuningdek, xodimlarning shaffofligi, motivatsiyasi va samaradorligini oshirish uchun zamonaviy texnologiyalardan foydalanish zarurligiga alohida e'tibor qaratilmoqda. Topilmalar inson resurslari nazariyotchilari uchun ham, o'z tashkilotlarining raqobatbardoshligi va barqarorligini oshirishga intilayotgan amaliyotchilar uchun ham foydali bo'lishi mumkin.

АННОТАЦИЯ

Магистерская диссертация посвящена анализу методов оценки эффективности сотрудников в управлении компанией. В работе представлен комплексный подход, включающий как теоретический анализ, так и эмпирическое исследование, с целью выявления оптимальных методов оценки персонала в различных организационных условиях.

Рассмотрены как качественные, так и количественные методы, включая оценку по ключевым показателям эффективности (KPI), 360-градусную обратную связь и компетентностные модели. Выявлены преимущества и недостатки каждого метода в зависимости от целей и структуры компании.

Эмпирическая часть исследования основана на смешанном методе — опросах, интервью и анализе документации двух логистических компаний Узбекистана: ООО «Lego Express Company» и ООО «TOTRANS Logistics». На основе полученных данных предложены практические рекомендации по совершенствованию систем оценки: расширение критериев, внедрение цифровых инструментов обратной связи и интеграция оценки в программы развития персонала.

Особое внимание уделяется необходимости адаптации систем оценки к культурным и правовым особенностям, а также использованию современных технологий для повышения прозрачности, мотивации и эффективности работы сотрудников. Полученные результаты могут быть полезны как для теоретиков в области управления персоналом, так и для практиков, стремящихся повысить конкурентоспособность и устойчивость своих организаций.

ABSTRACT

The master's dissertation is devoted to the analysis of methods for evaluating employee performance in company management. The work presents a comprehensive approach that includes both theoretical analysis and empirical research, aimed at identifying optimal methods for personnel evaluation in various organizational contexts.

Both qualitative and quantitative methods are considered, including key performance indicators (KPIs), 360-degree feedback, and competency models. The advantages and disadvantages of each method are identified depending on the goals and structure of the company.

The empirical part of the study is based on a mixed-method approach — surveys, interviews, and document analysis of two logistics companies in Uzbekistan: LLC "Lego Express Company" and LLC "TOTRANS Logistics." Based on the data obtained, practical recommendations are proposed to improve evaluation systems: expanding criteria, implementing digital feedback tools, and integrating evaluation into employee development programs.

Special attention is paid to the need to adapt evaluation systems to cultural and legal specifics, as well as to the use of modern technologies to increase transparency, motivation, and employee effectiveness. The results obtained may be useful both for theorists in personnel management and for practitioners aiming to enhance the competitiveness and sustainability of their organizations.

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INTRODUCTION

Justification and relevance of the dissertation topic.

In the modern era of globalization and digital transformation, businesses increasingly recognize that human capital is among their most valuable assets. Employee performance directly impacts operational efficiency, customer satisfaction, innovation, and ultimately, a company's profitability. In logistics companies, where timely service delivery, coordination, and precision are critical, the need for structured and accurate employee evaluation becomes even more pressing. Uzbekistan's logistics sector, which has been growing rapidly due to trade liberalization and infrastructure development, faces specific challenges in human resource management, such as a shortage of trained personnel, inconsistent performance metrics, and a lack of digital evaluation systems. These factors make the development and improvement of employee performance evaluation methods not only timely but essential. By analyzing methods in both theoretical and applied contexts, this dissertation contributes to the modernization of HR practices in logistics companies in Uzbekistan.

The topic of employee performance evaluation is particularly relevant in the current era of rapid economic changes, digital transformation, and the increasing demand for organizational competitiveness. Companies are expected not only to attract talent but also to continuously assess and develop it in alignment with strategic goals. The chosen topic reflects the growing interest in optimizing human resource management practices and addresses the practical needs of both local and global businesses, particularly in the logistics sector of Uzbekistan.

The selected dissertation topic addresses both a theoretical need—to systematize knowledge and methods in the field of performance evaluation—and a practical demand—to support companies in adopting evidence-based, fair, and result-oriented HR practices. Moreover, the topic is relevant to the