



SCIENTIFIC APPROACHES TO MEASURING THE EFFICIENCY OF PUBLIC ADMINISTRATION

Kamoliddin Mirzaakhmedov

*Candidate of Political Sciences, Associate Professor,
National University of Uzbekistan named after Mirzo Ulugbek*

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.*

Modernization of the public administration system is inextricably linked with the determination of the optimal parameters that contribute to the formation of public administration as an open, dynamic social system. For the formation of an effective model by state power, civil society institutions, socio-economic standards and socio-cultural norms. In the context of changes in the political and social environment, the problem of establishing an adequate system of public administration that can effectively respond to the challenges of the external environment is becoming more urgent, and it becomes an obvious need to develop a balanced system of indicators and criteria for the effectiveness of public authorities.

With the advent of the concept of efficiency, such a direction as performance evaluation has been developed. An analogue of performance evaluation in English-speaking countries is "performance measurement", where the base category is "performance". "Performance" is translated into Russian in different ways. For example: "activity", "execution", "efficiency", "action", "performance", etc. As a translation of the basic category "performance", in our opinion, it is advisable to take the category "efficiency". In this case, "performance management" will be translated as a measurement of efficiency, and "performance management" – as performance management. As for the category "evaluation", it is most correct, in our opinion, to use the English term "evaluation".

From a level point of view, the effectiveness of public administration can be distinguished at the following levels:

The effectiveness of national public administration at the level of international comparisons (macro level);

The effectiveness of regional government bodies (for the subnational level of assessment - region - as a rule, for federal states and confederations);

The effectiveness of state organizations (departments, departments, individual organizational units (micro level);

Efficiency of structural subdivisions of the state body (sub micro level);

Performance efficiency of civil servants (national level) [1].

In management theory, several efficiency models are distinguished: system-resource, target, participant satisfaction model, complex model containing contradictions [2]. A general description of efficiency models allows us to detect a complex complex, the components of which are targets and the external environment, organizational activities and structure, management technologies and methods for evaluating efficiency.

The system-resource model is based on the analysis of the relationship "organization - environment". Efficiency in this model is the ability of an organization to exploit its environment to acquire rare and valuable resources in order to maintain its functioning.



From the point of view of the target model, an organization is effective to the extent that it achieves its goal.

The participant satisfaction model is based on individual or group assessments of the quality of the organization's activities by its members. The organization is seen as a cooperative incentive-distribution mechanism, tuned to get a return from its members through providing a decent reward for their efforts. The integrated model considers efficiency as an integral and structured characteristic of activity, productivity, product or service quality, efficiency, profitability, quality of work life and innovation.

The contradictory model assumes that effective organizations do not exist. They can be effective to varying degrees because: 1) they face multiple and conflicting constraints of the surrounding social environment; 2) have multiple and conflicting goals; 3) have multiple and conflicting internal and external sources of assessments; 4) have multiple and conflicting time frames.

In the model proposed by the American sociologist R. Likert, efficiency is seen as a complex interaction of various factors, among which the dominant position is occupied by human and socio-ecological factors. Thus, efficiency, according to R. Likert, is determined by three groups of factors: 1) intra-organizational - the formal structure of the authority, the economic base, the professional and qualification composition of civil servants; 2) intermediate variables - human resources, organizational culture, decision-making methods, the level of trust in management, methods of stimulation - an increase or decrease in labor productivity, the degree of customer satisfaction.

An analysis of various efficiency models allows us to conclude that each of the considered models has its own advantages and at the same time limitations.

Various approaches to efficiency are manifested in structured complexes - aspects of organizational effectiveness: functional, structural, organizational, subject-target. The functional aspect includes performance; profitability; adaptability, i.e. the ability to optimally perform specified functions in a certain range of changing conditions; flexibility; Efficiency and timeliness of identifying and solving management problems [3].

The structural aspect of efficiency, as a rule, is associated with the effectiveness of goal setting (comparison of normative and implemented goals, comparison of implemented goals and management results, comparison of the results obtained with objective needs); rationality of the organizational structure (distribution of responsibility and authority, organization of relationships between employees and departments); compliance of the management system, its organizational structure with the object of management; management style (legal forms ,

methods and procedures of management); characteristics of officials (general cultural, professional, personal).

Considering the organizational and institutional aspect of efficiency, it is important to emphasize that performance evaluation is a derivative of what place and what functions an organization performs in the system of inter organizational relations. In this regard, the factors, criteria, parameters for assessing the effectiveness of public authorities will differ significantly from commercial organizations, since they have different targets and other components of organizational activity.

In the subject-target aspect of efficiency, depending on the targets, the subject of assessment and the compared parameters of organizational activity, types of efficiency are distinguished. These include: organizational, economic, technological, social, legal, psychological, political, environmental [4].

From the point of view of efficiency, any aspect (side) or characteristic of the activity of public authorities, considered as a social integrity and system, can be evaluated.

Efficiency as an integral and structured characteristic of activity is not only an indicator, but also a process that needs to be organized and managed.

Performance evaluation should be a continuous, total process of evaluating the activities of government bodies, structural units and a civil servant, which has as its content the choice of a system of performance indicators; development of standards (norms and procedures) of efficiency; measurement of performance indicators; comparison of the actual state of efficiency with the requirements of these standards.

The characteristics of the effectiveness of public authorities are multidimensional and depend on the goals formulated by the subject of evaluation. At the same time, when applying this or that technology for evaluating efficiency, it is necessary to clearly distinguish: 1) the subject of evaluation (its position, target and value orientations); 2) the object of evaluation (it can be the entire management system or its individual element, for example, the field of activity - process, result or consequences; structural and institutional aspect, personnel); 3) efficiency tools (models, aspects, types and technologies for evaluating efficiency)[5].

To assess the activities of public authorities, it is necessary to single out specific ones from general criteria (economics, efficiency and effectiveness). This moment is the main one in preparation for the assessment. Some flexibility is needed in developing evaluation criteria. The criterion of effectiveness is the signs, facets, aspects of the manifestation of managerial activity, through the analysis of which it is possible to determine the quality of management,



its compliance with the needs and interests of society. A performance indicator is a specific measure that compares the actual performance of authorities/employees with what is desired or required; activities of the authority in different time periods; detail of various organs in comparison with each other.

Among the main requirements for the evaluation criteria, it can be noted that: 1) the criteria should lead to the implementation of the evaluation tasks and cover all identified problems; 2) the criteria must be specific enough so that they can be specific enough to enable the assessment to be carried out in practice; 3) the criteria must be supported by appropriate arguments and / or come from authoritative sources. In addition, the criteria used to assess the performance of authorities should be consistent with each other, as well as with those criteria used in previous assessments.

REFERENCES

1. Kapoguzov E.A., Kabizhan N.N., *Methodological aspects of assessing the quality and effectiveness of public administration in the field of reform in Russia and Kazakhstan*. -M.; "Political Sciences" 2015 .
2. Hall R.H. *Organizations: structures, processes, results*. St. Petersburg: Peter, 2000 , series "Theory and Practice of Management" , -p.512.
3. Milner B.Z. *Organization theory*. - M., 1998 .
4. Smirnov E.A. *management decision*. M.: INFRA-M, 2001.
5. *State and municipal management: a short course of lectures / N.S. Gegedyush (and others) - 2nd ed., Revised . And. add. -M.: Yurayt Publishing House , 2012. – 238 p.*