

QUALITY ASSESSMENT AND CONTROL IN HUMAN RESOURCE MANAGEMENT

Davronov Oybek Bakhridinovich

Teacher of the International Innovation University

oybekdavronov086@gmail.com

Islomova Anora

Student of the Department of Economics

Abstract: This article analyzes the essence, principles, and significance of quality assessment and control in the economics of human resource management for the sustainable development of an organization. It scientifically explores evaluation criteria, modern monitoring methods, innovative approaches to assessing employee performance, and their impact on efficiency. In addition, the role of quality control in strategic HR decision-making, as well as the importance of motivation and professional development programs in enhancing organizational competitiveness, is examined.

Keywords: human resources, quality assessment, control, human capital, labor productivity, competency model, KPI, HR analytics, monitoring, strategic management.

ОЦЕНКА КАЧЕСТВА И КОНТРОЛЬ В УПРАВЛЕНИИ ПЕРСОНАЛОМ

Аннотация: В данной статье анализируются сущность, принципы и значение оценки и контроля качества в экономике управления человеческими ресурсами для устойчивого развития организации. В ней научно исследуются критерии оценки, современные методы мониторинга, инновационные подходы к оценке эффективности работы сотрудников и их влияние на эффективность. Кроме того, рассматривается роль контроля качества в принятии стратегических кадровых решений, а также важность программ мотивации и профессионального развития для повышения конкурентоспособности организации.

Ключевые слова: человеческие ресурсы, оценка качества, контроль, человеческий капитал, производительность труда, модель компетенций, ключевые показатели эффективности, кадровая аналитика, мониторинг, стратегическое управление.

Introduction

In the context of globalization and intensified economic competition, an organization's success largely depends on the capacity and quality of its human resources. Human capital is not merely a set of professional skills and competencies; rather, it represents a complex category that includes employees' motivation, intellectual potential, and innovative thinking abilities. Therefore, improving quality assessment and control mechanisms within the human resource management (HRM) system is of strategic importance.

In Uzbekistan, the development of human capital has entered a new stage characterized by a shift in priorities from quantitative growth to qualitative improvement. As stated in the Uzbekistan-2030 Strategy, the national education system serves as a key guarantee for human capital formation and plays a crucial role in enhancing its quality. In the process of building New

Uzbekistan, special attention is given to ensuring sustainable economic growth, increasing employment and living standards, and developing human capital. Economic growth is directly linked to employment levels, population health, quality of life, the level and quality of education, and overall competitiveness. [2]

At present, the human capital formed in Uzbekistan does not fully meet the economy's demand for highly skilled professionals. Therefore, under conditions of innovative economic development and digital transformation, it is essential to improve mechanisms that stimulate the enhancement of human capital. Quality assessment in organizational activity refers to the process of comparing employees' performance with established standards and objectives, identifying deficiencies, and analyzing influencing factors. Quality control, in turn, ensures the stability of quality levels through systematic monitoring of processes, outcomes, and employee performance indicators.

Global transformations currently taking place worldwide have also affected independent Uzbekistan, as the country occupies a recognized position in the international community. The effectiveness of ongoing socio-economic reforms largely depends on comprehensive improvements in science and education. The **2022-2026 Development Strategy** emphasizes "...the implementation of a fair social policy and the development of human capital." [1]

Objectives 46-47 of this strategy focus on increasing higher education enrollment to 50 percent, improving education quality, granting academic and financial autonomy to public higher education institutions, including independent decisions on remuneration, staffing, tuition fees, and forms of education, as well as preparing at least ten higher education institutions to enter the QS and THE international rankings by 2026. [1]

The transition to an innovative economy has altered the structure of the labor force, intensifying academic and research interest in economic growth factors and dynamics, thereby making human capital theory one of the central research areas. The New Uzbekistan Strategy emphasizes that developing innovative business activities is a critical means of improving both the level and quality of human capital.[1]

Globally, scientific research aimed at identifying the role of human capital in innovative economic development and improving production quality- particularly in countries with relatively lower levels of economic development- has become a priority research direction. Accordingly, it is essential to identify effective methods for developing human capital by assessing the impact of its organizational components on innovative growth.

The Essence of Quality in Human Resource Management

Quality control and sustainable management cycles involve the application of process indicators through control charts, such as p-charts (proportion of defects), u-charts (defects per unit), and HR-specific stability charts. Pragmatic signaling rules-such as deviations beyond control limits or trend detection-enable rapid corrective actions. When working with non-financial indicators, the risk highlighted by Ittner and Larcker regarding the absence of strategic causal linkages is

addressed by explicitly linking each metric to a hypothesized relationship within the organization's strategy map.

Within the organizational economic system, human resource quality can be defined through the following key components:

Employee Competencies

1. Level of professional knowledge.
2. Qualifications and practical skills.
3. Problem-solving abilities.

Quality Based on Personal Attributes

1. Leadership
2. Responsibility
3. Communication culture

Labor Productivity and Efficiency

1. Timely task completion
2. Innovation in work processes
3. Acquisition of digital skills

Human resource quality directly affects an organization's overall competitiveness and economic efficiency.

Modern Methods of Assessing Human Resource Quality

Data and Measurement Framework. The methodology is based on integrating data from HRIS/ATS, LMS, engagement platforms, operational systems, and CRM tools used in real organizations. Indicators are clearly defined, with data sources, calculation algorithms, reporting periods, and quality criteria (validation, reproducibility, completeness) formalized in a data dictionary. Transparency and audit trails ensure the continuity of quality control.

Methodological Perspective

As authors, we support this approach with an important condition: improperly selected or misaligned indicators may encourage local optimization and reduce overall system effectiveness. Therefore, measurement systems must be strictly connected to causal relationships within the strategy map and empirically tested.

Key Assessment Methods

1. **Key Performance Indicator (KPI) System** – evaluates employee performance using quantitative metrics on an annual or quarterly basis.

2. **Competency-Based Assessment** – determines employee alignment with organizational requirements through:

1. Functional competencies
2. Managerial competencies
3. Behavioral competencies.

3. **360-Degree Evaluation** – collects feedback from supervisors, colleagues, partners, and customers, enhancing objectivity.

4. **HR Analytics and Digital Monitoring** – uses statistical and digital analysis of employee data (wages, competencies, productivity, absenteeism, turnover, and HR process efficiency) to support managerial decision-making.

Digital HR analytics focuses on:

1. Compensation analysis
2. Employee turnover
3. Productivity indicators
4. Psychological well-being monitoring.

Balanced Scorecard Approach. This strategic management system links organizational strategy with operational activities by incorporating both financial and non-financial indicators. Employee performance is assessed across four dimensions:

1. Financial outcomes.
2. Customer value.
3. Internal process quality.
4. Learning and development.

Human Resource Quality Control Mechanisms. Quality control refers to a systematic set of measures aimed at maintaining quality stability and addressing issues promptly.

Planned Audits

Regular internal audits of HR processes include:

1. Documentation review.
2. Compliance assessment.
3. Comparative productivity analysis.

Employee Performance Monitoring. Employee performance monitoring involves systematic measurement, evaluation, and analysis of work processes, outcomes, discipline, qualifications, motivation, and overall effectiveness. Digital monitoring tools enable continuous tracking of work activity, time utilization, and productivity.

Motivation System Control. The impact of motivation on employee performance is regularly evaluated through:

1. Financial incentives.
2. Non-financial incentives.
3. Social support mechanisms.

Training and Professional Development Quality Control. This process assesses training effectiveness, instructional quality, and skill development. Training programs are evaluated based on:

1. Competency growth.
2. Knowledge application
3. Post-training performance outcomes.

Impact of Quality Assessment and Control on Organizational Economics. Quality assessment and control influence organizational costs, revenues, competitiveness, and market share. Properly implemented quality control leads to economic benefits, while poor implementation may result in losses. Effective HR quality management produces the following economic outcomes:

1. Increased labor productivity.
2. Optimized work processes.
3. Reduced employee turnover.
4. Lower organizational costs.
5. Improved product and service quality.
6. Enhanced competitiveness.
7. Increased innovation activity.

These factors contribute to organizational economic stability and resilience.

Conclusion. Quality assessment and control within the human resource management system constitute one of the core mechanisms supporting organizational development strategies. Through modern HR technologies, digital monitoring systems, and competency-based evaluation methods, organizations can accurately assess human capital potential and make scientifically grounded decisions for its development. Effective implementation of quality control enhances economic efficiency and competitiveness while enabling continuous evaluation and improvement of employees' knowledge, skills, qualifications, productivity, and work attitudes, thereby fostering sustainable innovation-driven growth.

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