

The quality of human resources as an object of management in the system of higher education

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The article is devoted to the substantiation of the need to manage the quality of human resources in a university in the context of reforming the higher education system. The changes that have taken place in the system of higher education are considered. The factors influencing the need for quality management of human resources in the university are determined. The elements of the system and the stages of the quality management process of the human resources of the university are described. It is shown that the efficiency and competitiveness of the university largely depend on the quality management of human resources.

Key words: higher education, management, human resources, quality of human resources.

The development of higher education takes place in the context of the integration of the socio-economic space, the globalization of the labor market, the increase in the knowledge intensity of production, the development of innovation, and the increase in the pace of production and consumption of goods and services. All this together leads to an increase in the creative nature of the professional activities of scientific and pedagogical workers of higher education, the expansion of the sphere of collective creativity, a decrease in control and an increase in independence in the educational process. The growth of labor complexity determines the increasing requirements for the quality, mobility and adaptability of higher education human resources. In this regard, the domestic system of higher professional education needs to look for methods and means to improve its competitive position in the global educational space. The system of higher education is in the conditions of permanent reforms. There was a transition to a three-level system (bachelor's degree, master's degree, training of highly qualified personnel), while maintaining specialty and postgraduate studies for certain types of training. New educational standards of the third generation have been introduced, and the emergence of new "three plus" standards is expected in the future. A transition has been made from a single tariff scale to a sectoral wage system, in the future it is planned to introduce "effective contracts". It should also be noted that, along with state financing of higher education, an alternative appeared, in the form of private investment, through the provision of educational services on a commercial basis. At present, the state has formulated the main directions, priorities and goals for the development of the higher education system. Increasing its accessibility, quality and efficiency is recognized as the main principles of education modernization.

The implementation of these principles implies not only a significant update of the content of education, ensuring its compliance with the requirements of the time and the tasks of the country's development, but also an assessment of the economic feasibility of public investment in education and higher education in particular. However, increasing the availability, quality and efficiency of the higher education system is not only in the economic plane, i.e. associated with investment in higher education. Many aspects of the formation of human resources that contribute to the well-being and prosperity of society as a whole should be considered in a social context. It should be recognized that the quality and efficiency of the work of an educational institution is directly related to the preservation of scientific schools, the formation of a new generation of scientists, the increase in the social status of a teacher of higher education in the face of high requirements for the teaching staff of universities, the intensification of his work, etc. In other words, the modern development of higher education is directly dependent on the quality management of human resources in an educational institution.

The quality management of the human resources of the university acts as a certain set of methods and activities of an operational nature used to form requirements for human resources, ensure compliance with these requirements, as well as focus on eliminating the causes of unsatisfactory quality of work. The main factors affecting the quality of the human resources of the university include: the level of quality requirements from the state (current legislation), the conditions of the university (availability of the necessary financial resources, material base), the needs of consumers of educational services (relationships with consumers), the position of the personality (attitude to the process of formation and use of one's human capital). Quality management of human resources, from the point of view of a systematic approach, includes such elements as: the object of management, the subject of management and the mechanism of management. The object of quality management of human resources of the university are real and potential human resources, characterized by one or another level of quality. Thus, the quality of human resources should be considered as the degree to which the set of characteristics of human resources meets the requirements that are formed in the internal and external environment of the university in the process of creating its competitive advantages. The subjects of quality management of human resources of the university are: a real or potential employee; a department or a person exercising control at the university level; a ministry or a person exercising control at the state level. The subject of management, using modern scientific approaches, methods and principles of human resource management, implements in the course of its activities such basic management functions as: planning, organization, motivation and control. All four functions of human resource quality management are implemented sequentially, together forming a closed management cycle, while each function is important from the point of view of the entire management process. At the same time, it should be noted that the planning of this management activity lays the foundation for the implementation of subsequent management functions, so the functions of organization, motivation and control should be focused on ensuring the implementation of strategic, tactical and operational plans aimed at improving the quality of the university's human resources. The mechanism of quality management of the human resources of the university can be described as a way of influencing the subject of management on the object, which includes various forms and methods of influence. At the same time, the methods of managing the quality of human resources of a university can be organizational, social, psychological and economic. The mechanisms for managing the quality of human resources in a university may differ depending on the level of their implementation: macroeconomic and microeconomic levels. At the macroeconomic level, the influence of state authorities on activities in the field of human resource management is carried out, in the form of creating favorable conditions that contribute to the formation of human resources of the required quality level, and the quality requirements themselves are determined here. As tasks that contribute to the formation of human resources of the required level of quality, we can single out: ensuring the availability of higher professional education to the population; improvement of the organization, financial and information support of the infrastructure of higher professional education. Taking into account the current situation on the Russian labor market, it is also important in the near future to form a comprehensive multi-level system for the rational use of human resources, which will make it possible to put into practice such important elements of high quality human resources as professional training, moral and socio-psychological readiness, as well as create conditions for efficient employment. As for the mechanism for managing the quality of the human resources of the university at the microeconomic level, this is, first of all, a way of influencing the heads of one or another level of management of the university, employees of the departments of personnel management of the university on human resources in order to ensure and maintain such a level of quality that would allow the institution to be competitive in the market of educational services. At the same time, one should not forget about the role of the employee himself in this process, who, in an effort to ensure his own competitiveness and demand in the labor market, seeks to invest in human capital, increasing his potential and generating returns as part of the use of his human capital. Particular attention should be paid to the formation of an objective technology for assessing the quality of human resources, which should be a series of procedures by which it will be possible to measure, analyze and record the quality of human resources of the university. The assessment technology itself should be based on the following principles: the optimal number of assessment indicators, the hierarchy of assessment indicators, the comparability of assessment indicators with international counterparts, the complexity of the assessment system, and the transparency of assessment procedures. Along with this, it is important to keep in mind that attracting people with a high professional level that meets the requirements of the activity to a university

involves the formation of a certain system of motivation, which must be supported by an effective system of employee incentives. In Western practice, for this, an annual assessment of a teacher is used, in the form of a conclusion on the effectiveness of work, which, on the one hand, affects the increase in his salary, and on the other, ensures the maintenance of an appropriate level of competence. Therefore, the university management today faces a difficult task of developing objective criteria for the quality of a teacher's work, organizing the assessment procedure itself and achieving the linkage of the results of his work with the level of remuneration, which should be adequate to the efforts expended. It should be noted that the significance and importance of solving this problem is supported by specific decisions taken at the state level, so the Ministry of Labor of the Russian Federation has developed a project to reform the wage system for public sector employees until 2022, which provides, in particular, for the introduction of an "effective contract ". It will spell out labor duties, remuneration conditions, performance indicators and criteria for the employee, determine the level of remuneration, the amount of incentives for achieving collective labor results, incentive payments depending on labor results and the quality of state (municipal) educational services provided. As a result of the implementation of this project, there should be an increase in the level of salaries of teachers of higher educational institutions and researchers. Within the framework of soft human resource management, there are three main areas: first, the transition from group management to group work (this is especially evident in the process of working on scientific projects and in organizing work within the department and within the university); secondly, the formation and development of a culture of cooperation and achievements (which is especially important when solving general university problems and tasks, in particular, improving the quality of education, as well as focusing on personal and group achievements that manifest themselves in the course of scientific research and in the process of teaching) ; thirdly, knowledge management and the creation of a self-learning organization (the formation of the intellectual potential of the university, which consists of the potential of individuals included in the teaching staff of the university, as well as the creation of conditions for its continuous development). Summarizing the above, it should be noted that the quality management of human resources involves its integration into the overall management system of the university.

Literature

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