

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

International Scientific Journal Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2023 Issue: 12 Volume: 128

Published: 22.12.2023 <http://T-Science.org>

Issue

Article



A.R. Akhmedjanov

Samarkand branch of the Tashkent University of Information Technologies named after Muhammad al-Khwarezmi
Samarkand, Uzbekistan

maxis032@mail.ru

IMPROVING THE SYSTEM FOR PROVIDING THE COMPETENCE OF HUMAN RESOURCES AT SERVICE ENTERPRISES

Abstract: *The effective use of labor resources in service enterprises is aimed at providing relationships between them, combining and integrating functions based on special principles within a single system. This article has developed a classification of the basic principles that provide the effective use of labor resources and the effective formation of a system for their management in service sector enterprises. The model of corporate competence in the service sector is developed on the basis of behavioral indicators related to employee performance, effective communication, professionalism, business understanding and initiative.*

Key words: *service sector enterprises, labor resources, management system, competence, competence indicators.*

Language: English

Citation: Akhmedjanov, A. R. (2023). Improving the system for providing the competence of human resources at service enterprises. *ISJ Theoretical & Applied Science*, 12 (128), 280-288.

Soi: <http://s-o-i.org/1.1/TAS-12-128-29> **Doi:**  <https://dx.doi.org/10.15863/TAS.2023.12.128.29>

Scopus ASCC: 3300.

Introduction

Currently, in order to develop the activity of service enterprises in the conditions of innovative development of the economy, it is of particular importance to pay attention to improve the system of training them for modern professions and increasing their competence based on the formation and determination of the demand for specialists-employees in the field. Because at the current stage of development, the introduction of digital technologies in the field of service is placing high demands on qualified employees to perform the tasks of improving the quality of service. This situation makes it necessary to develop and implement a strategy for providing employees of all categories, which are important for enterprises and industries.

MAIN PART

In our opinion, it is necessary to implement the following measures in the training of highly qualified specialists in service enterprises:

- providing the continuity of the process of professional development and retraining in the field. In this case, the main goal is to improve the skills of

employees, which will lead to an increase in the quality and efficiency of the provided services;

- it is necessary to pay special attention to the organization, planning, and formation of professional qualifications and skills of the service delivery process in order to ensure the appropriateness of the work performed by employees during the service delivery process;

- organization of training workers for the second or substitute profession. In this case, employees in the field specialize in several specialties and quickly adapt to the conditions of the service market;

- it is necessary to form a system of retraining of secondary, secondary specialized and higher educated personnel for specialization in the types and forms of innovative services in the service market.

Effective use of labor resources in service facilities is aimed at providing mutual relations between them, combining and integrating functions on the basis of special principles within a single system [1]. Table 1 lists the main principles that provide effective use of labor resources and effective formation of their management system in service enterprises.

| | | | |
|-----------------------|---------------------------------|-------------------------------|-----------------------------|
| Impact Factor: | ISRA (India) = 6.317 | SIS (USA) = 0.912 | ICV (Poland) = 6.630 |
| | ISI (Dubai, UAE) = 1.582 | ПИИИ (Russia) = 3.939 | PIF (India) = 1.940 |
| | GIF (Australia) = 0.564 | ESJI (KZ) = 8.771 | IBI (India) = 4.260 |
| | JIF = 1.500 | SJIF (Morocco) = 7.184 | OAJI (USA) = 0.350 |

In the conditions of the innovative development of the economy, the goal of improving the labor organization system in service enterprises is to provide the competitive advantage of enterprises in the market with the application of knowledge economy and the formation of competent teams that can act taking into account their own interests.

In this case, the formation of the goals of the labor process management system implies, on the one hand, the striving to provide the specific needs of the workers, and on the other hand, the solution of the assigned tasks in the process of personnel management. The effectiveness of the use of labor resources in service enterprises depends on the extent to which the level of the given group of goals corresponds to the practice. From the point of view of

the employee, needs are expressed through labor functions performed in relation to specific work processes [2].

The formation of goals for labor management in the provision of employees of a service enterprise is presented in Figure 1. In the formation of a system of goals for calculating the needs of employees in service enterprises, the target tasks are not contradictory and create an effective, objective basis for mutual relations to achieve common goals. The effectiveness of the formation of the labor resources management system often depends on choosing the optimal options of the enterprise's self-management system, understanding the mechanism of its formation, methods of working with candidates, and choosing the optimal technologies [3].

Table 1. Basic principles of efficient use of labor resources and their management system in service enterprises

| Title | Content |
|----------------------|---|
| Progressivity | The system of effective use of labor resources and their management in service enterprises must be in line with the advanced level in our country and abroad. |
| Prospective | The system of efficient use of labor resources and their management should be constantly developed, ensuring dynamic stability and efficiency due to the search for promising directions of development of service enterprises. |
| Complexity | Analysis of all factors influencing the effective formation of labor resources management system in enterprises. |
| Operativeness | Improving the system of management of labor resources in the service sector, operational exclusion of outdated activities or development of modern developments. |
| Optimality | Optimizing the choice of the most reasonable option for development and the organization of labor processes, taking into account the specific conditions of work at the service enterprise. |
| Scientific | Effective use of labor resources and their management system, taking into account the competitive environment, the level of service development, and the legal framework, relying on the latest advances in science, technology and technology. |
| Alternative | Ensuring the alternation of individual leaders and structural parts in the horizontal and vertical sections of the labor resources management system. |
| Compatibility | It is necessary to be in harmony and synchronicity with the main goals of business entities in the mutual relations between different alternative links in the horizontal and vertical links of the labor organization system. |
| Versatility | The system of labor organization in enterprises can be implemented both horizontally and vertically in various administrative-economic, economic and legal channels. |

| | | | |
|-----------------------|--------------------------|------------------------|----------------------|
| Impact Factor: | ISRA (India) = 6.317 | SIS (USA) = 0.912 | ICV (Poland) = 6.630 |
| | ISI (Dubai, UAE) = 1.582 | ПИИИ (Russia) = 3.939 | PIF (India) = 1.940 |
| | GIF (Australia) = 0.564 | ESJI (KZ) = 8.771 | IBI (India) = 4.260 |
| | JIF = 1.500 | SJIF (Morocco) = 7.184 | OAJI (USA) = 0.350 |

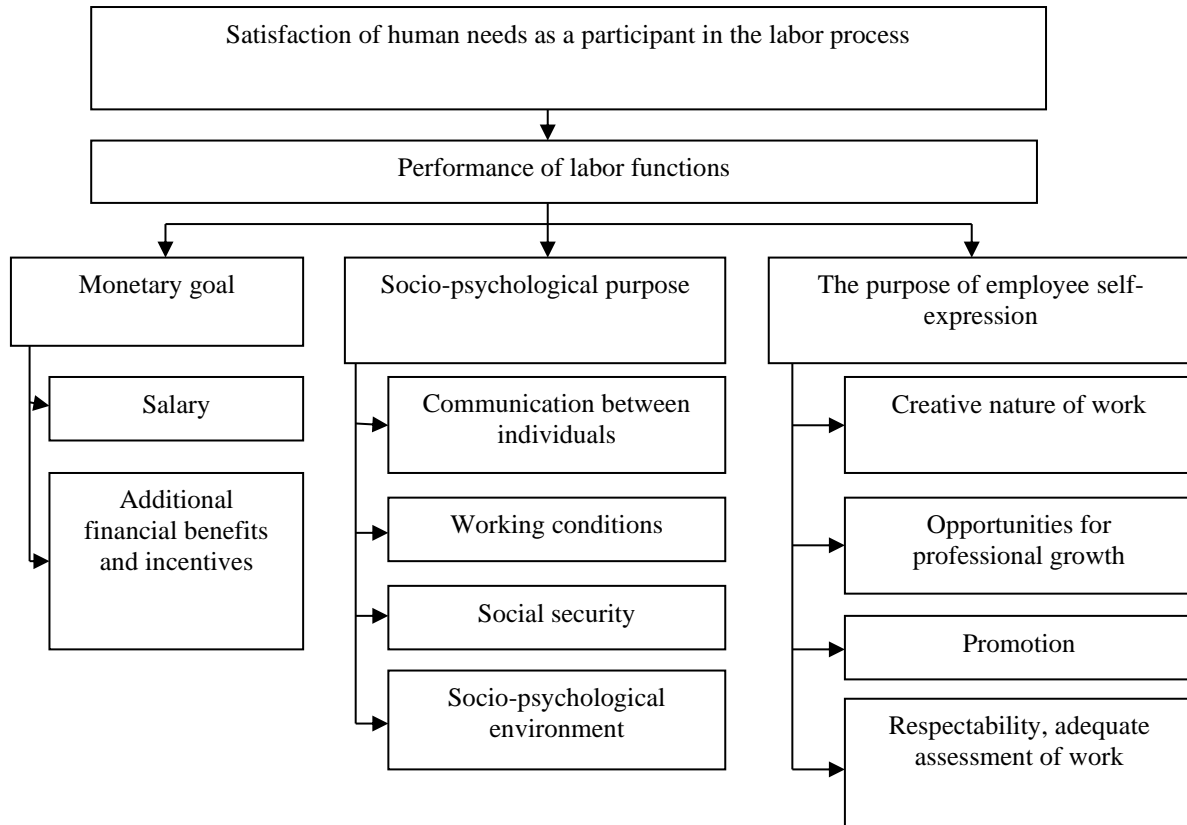


Figure 1. Formation of goals for labor management in the provision of employees to the service enterprise

In the conditions of the innovative development of the economy, experts came to the conclusion that one of the main components of the effective operation of the enterprise is the methods of managing their joint activities and increasing attention to personnel in the conditions of highly automated technologies [4]. Also, the main idea of effective use of labor resources: social innovation is as important as technological innovation; capital is invested not only in technologies, but also in personnel; coordination of employee activity is ensured by means of mutual understanding and communication; problems are solved together in the team [5,6].

In the work experience of some organizations, the corporate competence is used as a practical tool in the work of HR-service (selection of new employees and creation of personnel reserve, development of career growth project, development of attestation-evaluation activities of employees, formation of training system of all employees and creation of personal development plan). development of the model is important. Taking into account the specialization of the employee's activity, professionally important values, knowledge, skill, skills and mental-aesthetic instructions are determined, which form the basis of competence [7,8].

| | | | |
|-----------------------|--|--------------------------------------|------------------------------------|
| Impact Factor: | ISRA (India) = 6.317 | SIS (USA) = 0.912 | ICV (Poland) = 6.630 |
| | ISI (Dubai, UAE) = 1.582 | ПИИИ (Russia) = 3.939 | PIF (India) = 1.940 |
| | GIF (Australia) = 0.564 | ESJI (KZ) = 8.771 | IBI (India) = 4.260 |
| | JIF = 1.500 | SJIF (Morocco) = 7.184 | OAJI (USA) = 0.350 |

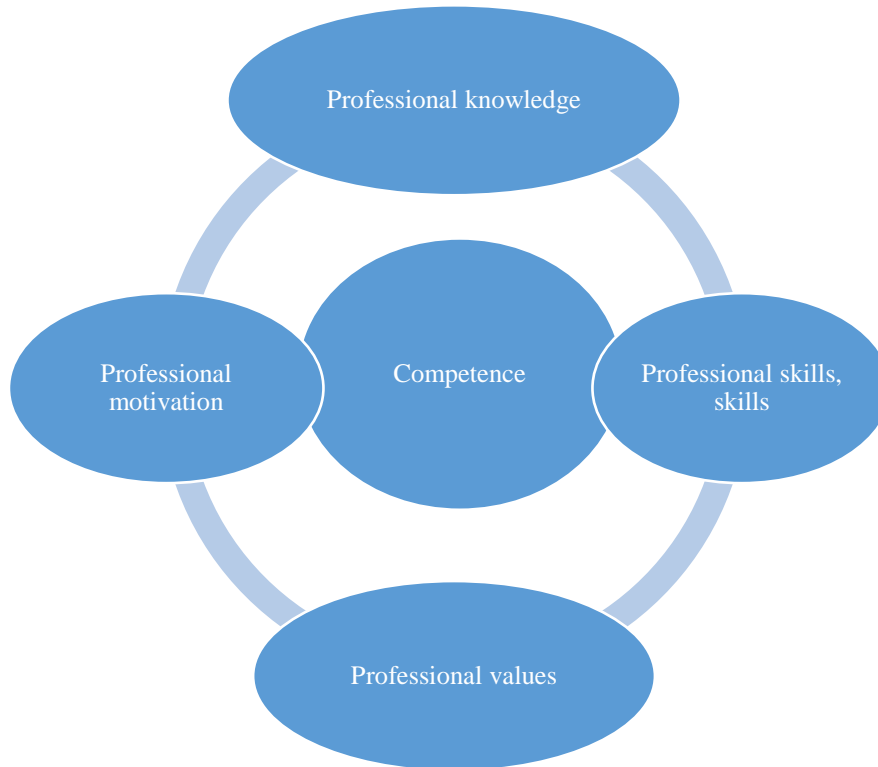


Figure 2. The model of formation of employee competence in organizations of the service sector

In our opinion, the approach to competence formation represents the stages and principles of its model development. Technologically, it is divided into four stages:

- strategic (determining core competence for enterprises);
- operational (establishing behavioral indicators for each process by position);
- qualification (classification and evaluation of behavioral indicators in accordance with the rating scale);
- check competency models.

Competence combines cognitive, operational, motivational and axiological aspects (Figure 2).

Based on this, the employee works efficiently as a result of the combination of four factors: professional knowledge; professional skills based on personal characteristics; motivation for activity,

willingness and readiness to perform it; readiness to work in this enterprise or organization, accepting and sharing the culture and values of the enterprise (organization). The components presented in Figure 3 are shown as sources of job requirements when creating a competency model. Above, we tried to explain the description of the methodological basis of the introduction of the competence approach to modernize the system of management of workers' activities in labor departments. In the course of further research, we will try to justify the need to develop an algorithm for the introduction of the competence approach, which will allow us to increase the efficiency of the use of labor resources in service enterprises. For these purposes, we have analyzed several theoretical approaches and the practice of service enterprises.

| | | | |
|-----------------------|--------------------------|------------------------|----------------------|
| Impact Factor: | ISRA (India) = 6.317 | SIS (USA) = 0.912 | ICV (Poland) = 6.630 |
| | ISI (Dubai, UAE) = 1.582 | ПИИИ (Russia) = 3.939 | PIF (India) = 1.940 |
| | GIF (Australia) = 0.564 | ESJI (KZ) = 8.771 | IBI (India) = 4.260 |
| | JIF = 1.500 | SJIF (Morocco) = 7.184 | OAJI (USA) = 0.350 |

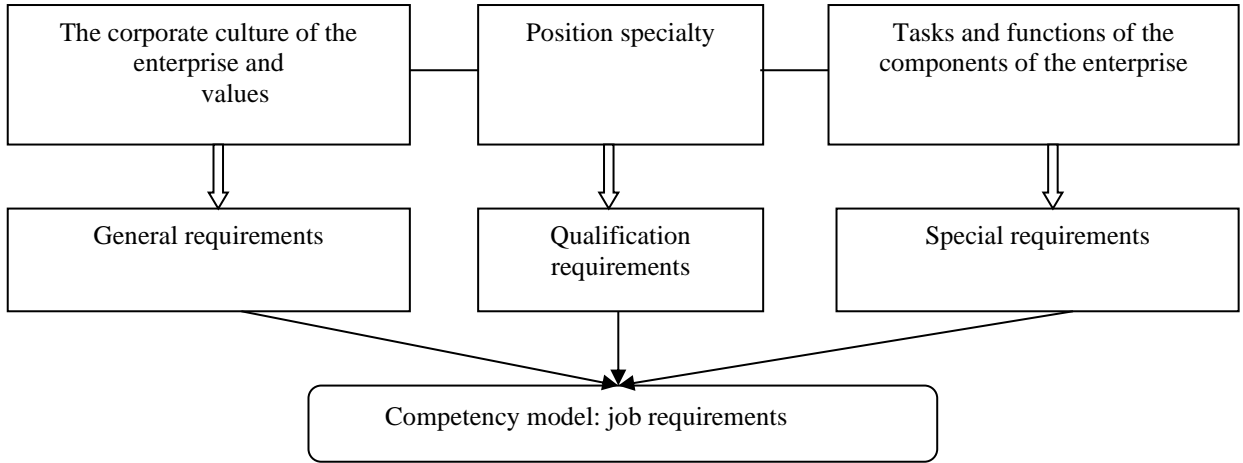


Figure 3. The main sources of general, specialization and special requirements for the position in the development of the competency model in the service enterprise

Practice shows that the most effective method for competence development is the "critical incident method". In order to increase the efficiency of the use of labor resources, the algorithm described within the framework of the application of this method of competence design is implemented in the following order:

1. Determining the main tasks performed by the employee in this position.
2. Determining the quality of competence, the employee can successfully perform the specified tasks.
3. Generalization of received information.
4. Determination of "inverted" qualities of the employee engaged in this position (in order to fully

reveal the picture and determine exactly what the competencies are).

5. Defining the description of each competence.

The demands of competition in the modern business environment make it necessary for employers to increase the demand for their employees, change the priority in the evaluation of employees. In research, competence is defined as a set of characteristics necessary for successful activity. According to this diagram, each competency represents a combination of professional knowledge, skills, guidelines, and directions.

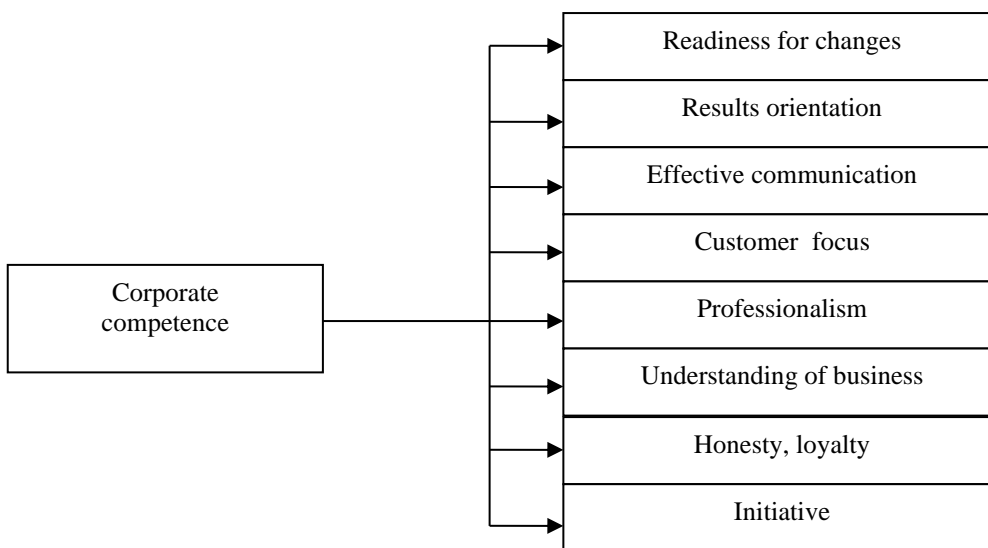


Figure 4. Corporate competencies in the service sector

| | | | |
|-----------------------|---------------------------------|-------------------------------|-----------------------------|
| Impact Factor: | ISRA (India) = 6.317 | SIS (USA) = 0.912 | ICV (Poland) = 6.630 |
| | ISI (Dubai, UAE) = 1.582 | ПИИИ (Russia) = 3.939 | PIF (India) = 1.940 |
| | GIF (Australia) = 0.564 | ESJI (KZ) = 8.771 | IBI (India) = 4.260 |
| | JIF = 1.500 | SJIF (Morocco) = 7.184 | OAJI (USA) = 0.350 |

Competencies include those that are universal to corporate responsibilities and those that are specific to specific positions. Let's take a look at specific

examples. The established list of corporate competence of the sales specialist is presented in Figure 4.

Table 2. Indicators of corporate competence

| Competence | Behavioral indicators |
|-------------------------------|--|
| 1. To changes readiness | 1.1. Quick psychological adaptation to changes in external demands and conditions; positive impact on change. 1.2. New experiences, learning new ideas and a new approach. 1.3. Ability to learn and implement new knowledge and skills. |
| 2. Results orientation | 2.1. Goal orientation and determination in achieving the tasks. 2.2. Ability to work under time constraints. 2.3. Maintaining labor productivity and high work capacity in conditions of prolonged workload. |
| 3. Effective communication | 3.1. Confidence in information related to an information resource. 3.2. The ability to hear and listen to a partner. 3.3. Ability to connect and support others. 3.4. Compliance with written communication standards. |
| 4. Customer orientation | 4.1. Understand the ability and importance of identifying internal and external customer needs. 4.2. Ability to take personal responsibility for solving problems that arise in the process of working with customers. 4.3. Constructive perception of criticism, ability to solve controversial issues. |
| 5. Professionalism | 5.1. Having the necessary professional knowledge. 5.2. Availability of necessary skills for effective work in practice. 5.3. Motivation to improve professional knowledge and skills. |
| 6. Understanding the business | 6.1 Understanding business at the industry or industry level. 6.2. Understanding of enterprise-level operations. 6.3. Formation of entrepreneurial skills. |
| 7. Loyalty | 7.1. Alignment of corporate interests with personal interests. 7.2. Be courteous to your employer. 7.3. Show loyalty within the company team. |

Then, from the characteristics of all collected information, behavioral indicators of corporate competencies characteristic for this position are recorded (Table 2).

It is necessary to record the profile of the competence of a specific position received in the form of a document. As a result of the complexity and complexity of the work on the modernization of the personnel management system based on the competent approach, it is not possible to provide examples of all possible documents. Therefore, we will consider the algorithm for the example of the formation of the competence of a sales manager. An example of a specialization for a sales manager is shown in Table 2.

In the process of research, standards of employee activity are established and behavioral indicators of a successful work process are formed. The leader should evaluate his subordinates on their success or failure during the reporting period, and the employee should perform self-evaluation. Evaluation results and personnel development allow the management to increase the efficiency of achieving the set goals,

through the systematic management of personnel by management departments, they can quickly perform their work tasks, and employees begin to move consciously along the path of professional and career growth.

In our opinion, the assessment scale for the development of competencies in the service sector is carried out in the following order:

1. Expert assessment. The development of an accurate assessment of competence in the worker increases in demand: all indicators of competence are manifested in behavior and can increase the expected result in terms of quality, quantity and independence in the demonstration of the necessary indicators of competence in the main field of activity. Additional indicators related to this competence can be shown, that is, the employee has complex skills or knowledge that are important to increase the effectiveness of the implementation of the competence. There will be no negative indicators. The competency can be applied in a complex work situation. It is recognized by experts as a good source of information on all its work

Impact Factor:

| | | |
|--------------------------|------------------------|----------------------|
| ISRA (India) = 6.317 | SIS (USA) = 0.912 | ICV (Poland) = 6.630 |
| ISI (Dubai, UAE) = 1.582 | ПИИИ (Russia) = 3.939 | PIF (India) = 1.940 |
| GIF (Australia) = 0.564 | ESJI (KZ) = 8.771 | IBI (India) = 4.260 |
| JIF = 1.500 | SJIF (Morocco) = 7.184 | OAJI (USA) = 0.350 |

features, a model for others. Development in such competencies is not required.

2. Skillful application (standard). Competence development corresponds to the required level compared to the competence specialization of this position. Most indicators of competence evaluated in all work situations are independently demonstrated. There are no negative indicators. It is possible to independently demonstrate competence without supervision, based on general guidance and in daily work. In acquiring all aspects of competence, interest arises and they develop. Development in this competency requires minimal instructional or on-the-job learning.

3. Basic (basic). This position is the development of competence on the basis of low requirements for the competence specialty. The worker is able to demonstrate the main components of the competency indicators or up to 80% of the indicators related to the evaluated competencies. In the normal course of work, the information of the main component of competence is displayed. There are no negative indicators, but their percentage is not high (20%). In a more complex work process, the emergence of competency standards is necessary to control or maintain quality. Competencies need to be developed in many ways. An interest in mastering all aspects of competence arises in the worker and they develop.

Table 3. Formation of the special competence model of the sales specialist in the enterprise

| Competence | Level of competence | Description |
|------------------|---------------------|--|
| Stress resistant | A (4) | <ol style="list-style-type: none"> 1. Managing the development of the situation can create a problem in the task in order to achieve the highest result. 2. Anticipating a stressful situation motivates people to succeed under pressure and stress. 3. Creates working conditions for the team, helps to increase their mobility in stressful situations. 4. Is a role model, teaches other workers, shows how to effectively handle stressful situations. |
| | B (3) | <ol style="list-style-type: none"> 1. Managing the development of the situation can create a problem in the task in order to achieve the highest result. 2. Anticipating a stressful situation motivates people to succeed under pressure and stress. 3. Creates working conditions for the team, helps to increase their mobility in stressful situations. 4. Is a role model, teaches other workers, shows how to effectively handle stressful situations. |
| | | <ol style="list-style-type: none"> 1. The effectiveness is stable, a positive approach to work is maintained in stressful situations and can give it to others; calmly attracts partners and customers. 2. Recovers quickly after stress. |
| | V (2) | <ol style="list-style-type: none"> 1. Usually calm at work, able to withstand external negative influences. 2. Solves problems as soon as they arise, does not get worried in advance. 3. Calm enough. He feels the need to support the leader in complex stressful situations. 4. Decrease in work capacity in stressful situations is insignificant. |
| | G (1) | <ol style="list-style-type: none"> 1. He loses his composure. Objectivity in stressful situations, not losing oneself. 2. Worry about problems in advance. It loses its initial working conditions when it changes. 3. Impatience with clients and team. He cannot control himself. 4. Become confused or disoriented and stop working. |

4. Inappropriate. The development of the evaluated competencies is seriously low in accordance with the competence specialization of this position. Indicators related to competencies are not displayed or an error is displayed that leads to the performance of inappropriate tasks. It can also create a negative

pattern of behavior and the percentage of them will be high. The level of competence development is unacceptable and meets the minimum requirements. A significant increase in competence is required in many aspects. However, the worker will not have the desire to improve competencies.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

The evaluation system proposed in the research work allows employees to determine their place in the corporate structure, to see their future growth, and to know the opportunities for professional development and career growth.

In linear management, leaders have criteria for selecting subordinates to perform certain tasks. Managers regulate the algorithm of career growth and rewards based on their contribution to the results of the enterprise.

An important result expected from the introduction of the new model of the evaluation system is to create a comprehensive and maximum objectivity of the contribution of each employee to the enterprise, to understand the current level of human development and its perspective. The result of improvement is the creation of a universal and technical system, which implies the precise and rapid implementation of change, training, transformation, addition. Many assessment tools, a significant number of developing programs should provide new opportunities to the community of all business structures.

Each subject has the right to realize such a structure of the model of the competence of specialists and their potential effect. In our opinion, the benefits of the implementation of the model for the enterprise are as follows:

- the availability of accurate information on how effectively human resources are used in enterprises and organizations and the quality of their resources;
- specifying the requirements of the enterprise (organization) to the employee and determining the criteria for evaluating the results;

- to identify problems and difficulties that prevent workers from achieving the necessary performance indicators;
- designing the main directions of training, upgrading and development of workers;
- increasing labor productivity and quality of services by increasing the level of responsibility and motivation of workers;
- to have a source of important information for the management about the state of the enterprise (organization)'s work based on facilitating the flow of information vertically from bottom to top.

The employee himself has a certain effect: the recognition of his achievements by the management encourages them to work hard and efficiently for the benefit of the company; managers have the opportunity to determine for themselves the requirements for their work; increases the level of employee loyalty to the enterprise and its goals.

CONCLUSION

According to the results of the research, a competent approach to improving the efficiency of employees' work in enterprises and modernizing its management system appears as an effective new social technology that provides for obtaining complete and objective information about the personal and professional quality of employees and their work results, and in a positive socio-psychological microclimate in the team provides the involvement of employees in the decision-making process.

References:

1. Akhmedjanov, A.R. (2019). Criteria and indicators for improving the efficiency of the use of labor resources in service enterprises. *Economy and education*, Tashkent, 2019. No. 4, pp. 121-126.
2. Akhmedjanov, A.R. (2019). A methodological approach to the assessment of efficiency and productivity in the service economy. *Economics and Finance*, Tashkent, 2019. No. 9(129), pp. 18-77. 126.
3. Akhmejhanov, A.R. (2020). Factors of economic growth in service industries. *Economy and finance*, Tashkent, 2020. No. 1(133), pp. 19-26, 127.
4. Akhmedyanov, A.R. (2020). Competency-based Human Resources Management System at Service Enterprises. *Journal of Advanced Research in Dynamical and Control Systems Engineering* (JARDCS) ISSN: 1943-023X, Volume -12, Issue-07, 2020. pp. 144-149.
5. Akhmedjonov, A.R. (2018). Factors and indicators of efficiency of use of labor resources at service enterprises. *Journal of Banking & Insurance Research* (SJBIR) ISSN: 2319-1422, Volume 7, Issue 6, November 2018. 40-50 b.b.
6. Bazarov, T.Yu. (2011). *Technology of personnel assessment centers*. Processes and results, (p.304). Moscow: KnoRus.
7. Maslov, D.V., & Tishkov, Yu.S. (2007). Does personnel decide everything? Personnel officer. *Personnel Management*, 2007, N 9, pp. 120-141.
8. Orekhov, V. D. (2011). Personnel training: efficiency and cost-effectiveness. *Personnel Management*, 2011, No. 3, pp.55-58. 141.

| | | | |
|-----------------------|---------------------------------|-------------------------------|-----------------------------|
| Impact Factor: | ISRA (India) = 6.317 | SIS (USA) = 0.912 | ICV (Poland) = 6.630 |
| | ISI (Dubai, UAE) = 1.582 | ПИИЦ (Russia) = 3.939 | PIF (India) = 1.940 |
| | GIF (Australia) = 0.564 | ESJI (KZ) = 8.771 | IBI (India) = 4.260 |
| | JIF = 1.500 | SJIF (Morocco) = 7.184 | OAJI (USA) = 0.350 |

9. Pisano, G.P. (2015). You need an innovation strategy [Text]. *Harvard business rev*, Boston, 2015, Vol. 93, N 6, pp. 44-54.
10. Umurzakov, B.Kh., Akramova, Sh.G. Yuldashev, N.N., Askarova, M.I., Arabov, N.U.,

& Nasimov, D.A. (2017). *Territorial features of formation and distribution of labor resources*. Monograph, (p.9). Tashkent: "LESSON PRESS".