

**IMPROVING THE METHOD OF ASSESSING THE LEVEL OF COMPETENCE
OF THE EMPLOYEES OF SEWING AND KNITTING ENTERPRISES ON THE BASIS
OF THE EFFICIENCY MATRIX**

Mustapaev Ahror Islamovich

Independent researcher of the Tashkent Textile and Light Industry Institute

The summary. The article examines the issue of improving the method of assessing the level of competence of their employees in search of opportunities for effective use of labor resources in sewing and knitting enterprises using the efficiency matrix.

Keywords: competence, assessment of competence level, improvement, sewing and knitting enterprise, employee.

КИРИШ

Particular attention is being paid to exploring the potential of domestic garment production in the Republic of Uzbekistan. In this process, the effective use of human resources is of particular importance, especially in achieving competitive advantage. For this reason, a number of measures to support the further development of the textile and sewing-knitting industries by the state have been developed and implemented. The new Uzbekistan Development Strategy for 2022-2026 sets the goal of "doubling the production volume of textile industry products", the successful implementation of this task requires the creation of a system of objective assessment of the competencies of highly qualified specialists in the production of quality products in the enterprises of the sewing and knitting industry of our republic [1].

LITERATURE REVIEW

At the current stage of development of human resource management, the competency-based approach to personnel management is considered to be the most promising. Since the 1970s, this approach has been used in personnel management practice as an effective method in the processes of personnel selection, motivation, training and development, and evaluation. In 1959, R. White introduced the term "competence" to identify abilities that are closely related to good performance, to take into account education and to form high motivation in the learning process to implement it. R. White considered competence as "... the effective interaction of a person with the environment..." and recognized the need for "competence motivation" [2]. The idea of

"competence motivation" is continued in the works of D. McClelland [3,4]. From his point of view, competence, not intelligence, is the basis for effective work.

In the work "Competence in modern society" J. Raven explains in detail the concept of "competence" as an established phenomenon: "...events consisting of many components are relatively independent of each other, and some components are more cognitive, while others are emotional, these components can replace each other as effective behavioral components" [5].

Research in this area leads to an objective understanding of the ambiguity and often ambiguities of these scientific terms. Some authors S.G. Vershlovsky, Yu.N. Kulyutkin [6] (Chernyshova L.I., 2020), A.G. Markova [7], A.G. Bermus [6] use them as synonyms that determine the validity of the open system, other authors E.F. Zeer, E.E. Symanyuk [8], I.A. Zimnyaya [9], A.I. Subetto [10], A.V. Khutorskoy and others [11] divided these concepts into different bases and interpreted competence as a primary category.

RESEARCH METHODOLOGY

The methodology of scientific research is the dialectic method, and statistical, selective observation, comparison, and expert evaluation methods were used in the research process.

ANALYSIS AND DISCUSSION OF RESULTS

The concept of "competence" refers more to the work and its results than to the person and his potential. In order to increase the effectiveness of human resource management, it is very important to include the capabilities of the employee in its composition. Unlike competence, the concept of "ability" is no longer applied to work, but to a person. Here, professional standards play an important role - a new type of documents that systematically provide relevant information about the requirements for qualifications necessary to perform certain types of labor activity.

To effectively organize the work process, professional standards should be developed not as work standards, but as professional activity standards that include a list and description of work tasks that ensure the achievement of the goals of the work process. This approach allows to "collect" the work tasks of a specialist from the work tasks specified in the professional standard. Also, it is more convenient to plan training and professional development, training and training of educational personnel, development of relevant practice-oriented programs, and solving the tasks of training.

Research in the field of competency-based approaches has shown that competency models and previously used skills assessment models may conflict with each other; thus, threats to the employability of individual employees are increasing.

According to L.V. Gashkova [12], the French models of the competence approach are between the models used in America and Great Britain, because they use analogues of functional and behavioral skills. The French model has the following structure: experience, knowledge and behavioral characteristics.

Although the level of competence of specialists in the production technology of sewing and knitting products is not assessed separately, the method of interviews and working groups is used to assess the competence of employees when hiring specialists and passing their certification.

The purpose of the interview in the structured interview method is to determine the range of key performance indicators of employees and then to analyze the behavioral characteristics that distinguish employees with different levels of competence. The main questions in the structured interview method are related to positive and negative indicators of behavior that may or may not lead to effective performance. The list of behavioral indicators that can be analyzed includes questions such as: willingness to share knowledge, ability to adapt and cope with change, ability to convey information, interpersonal relationships, and influence on results.

Working groups are composed of people with the necessary knowledge and experience. The purpose of the task force is to analyze the main aspects of the competencies in the organization, and then to consider the main actions that employees perform in their work. The task force then, with the help of other individuals, analyzes the list and constructs from it a list of competencies defined by actual behavior.

The disadvantages of these approaches are that they rely on the ability of the expert and the working group to obtain information from employees, which can lead to subjective judgment.

Therefore, we offer the "Assessment-center" method, which is considered one of the modern methods for assessing the level of competence of employees of sewing and knitting enterprises.

"Assessment-center" is a complex method of diagnosing potential success in professional activity, including a set of various private methods, the basis of which is the assessment of the behavior of participants of a group of observers (experts).

The distinctive features of the "Assessment Center" method are: assessment of potential success; assessment according to competence (the presence of behavioral indicators); comparative assessment of behaviors with a set of its examples; the presence of proprietary methods (exercise modeling, interviews, proficiency tests, questionnaires); the assessment of each competency should be based on the materials of at least two experts; the final assessment should be agreed

upon by a group of experts or obtained using the average statistical procedure (calculation of the integral indicator).

In the process of studying the "Assessment-Center" method at the sewing and knitting enterprise "ASAKATEXIL" LLC, a management effectiveness matrix was obtained. Data on the results of professional activity diagnostics are presented in Figure 1.

The results show that 23.4% of the respondents (square A) have a high level of management effectiveness and development potential.

Quadrant B is characterized by high development potential and a desire for self-improvement. This is a category of managers and specialists who should primarily focus on planning and ensuring their own career advancement.

The majority of respondents are in quadrant E (48.2%), indicating that their current position is consistent with their current situation. Quadrant H (5.4%) indicates a category of respondents with a "here and now" approach; they do not make additional efforts for their development.

Particular attention should be paid to respondents in quadrant I, who have a low level of management performance and no development potential. Such respondents, if they do not have certain management or professional competencies, find it difficult to see themselves as successful managers or specialists.

The use of the "assessment center" method for assessing the competence of managers at the "ASAKATEXIL" LLC sewing and knitting enterprise made it possible to determine the level of compliance of management competencies with the requirements of the organization, its goals, strategy, and corporate culture (Table 1).

Table 1**Competency assessment results**

Competence	Competency average score	Development potential
The ability to develop	2,48	2,42
Focus on results	2,36	
		Managerial effectiveness
Work process organization	2,28	2,28
Leadership as a management style	2,22	
Systems thinking	2,16	

Employee development	2,48	
Ensuring teamwork in the enterprise	2,26	
Overall average score	2,48	

Source: Calculated by the author.

The data of Table 2 shows that in 2024, in the studied textile enterprise, in contrast to the results of improving the system of selecting employees, improving their qualifications, and improving their motivation, the indicator "Potential to develop the level of competence of employees" is 2.42 points in a 5-point evaluation system. There are sufficient internal resources that are not yet used in the use of the potential of employees in the enterprise. At the same time, the level of use of the competence potential of employees directly affects the potential of managing the enterprise. In 2024, the indicator of "management efficiency" in this textile enterprise was 2.28 points.

Thus, in the development of educational and professional standards, the transition to a competency-based approach is considered a timely and necessary task, because a comprehensive assessment of the quality of workplace compliance can be carried out only by determining the competence of a specialist in the chosen field of professional activity.

CONCLUSIONS AND SUGGESTIONS

Based on the practical application of the method of assessing the competence of employees in sewing and knitting enterprises, we make the following suggestions to improve their work efficiency:

- it is necessary to implement a process approach in the management of employee competence in sewing and knitting enterprises;
- it is necessary to certify workplaces in sewing and knitting enterprises;
- it is necessary to select indicators and criteria for assessing the competence of employees and develop a regulation;
- it is necessary to determine the factors for evaluating positions in sewing and knitting enterprises;
- higher education institutions that train specialists must submit the requirements for the competence of professional positions;
- in sewing and knitting enterprises, the regulation of financial incentives for employees based on competence should be developed and put into practice.

REFERENCE:

1. Decree of the President of the Republic of Uzbekistan "On the Development Strategy of the New Uzbekistan for 2022-2026" No. PF-60 dated January 28, 2022. // www.lex.uz. White R.W. Motivation reconsidered: The concept of competence [Text] / R.W. White // Psychological review. – 2019. – № 66. – P. 297-333.
2. White R.W. Motivation reconsidered: The concept of competence [Text] / R.W. White // Psychological review. – 2019. – № 66. – P. 297-333.
3. Chulanova O.L. Evolutsiya razvitiya kompetentnostnogo podkhoda v upravlenii personnellom [Text] / O. L. Chulanova // Sovremennye problemy so-tsialnogo i ekonomicheskogo upravleniya: sb. Nauch. tr. - Vyp. 5 / Surgut. Mr. Un-t XMAO – Yugry. - Surgut: ITs SurGU, 2012. - S. 192–206.
4. Chulanova O.L. Formirovanie i razvitie kompetentnostnogo pod-khoda v rabote s personnellom: theory, methodology, practice: diss. ... nor soisk. three. St. Dr. Economist. Nauk: 08.00.05 [Text] / Chulanova Oksana Leonidovna. - M., 2014. - 339 p.
5. Raven Dj. Kompetentnost v sovremennom obshchestve: vy\vlenie, razvitie i realization [Text] / Dj. Raven; per. English - M.: Kogito-Center, 2012. - 396 p.
6. Chernyshova L.I. Organizational and economic mechanism of upravleniya razvitiem personala sovremennogo predpriyatiya: diss. ... nor soisk. three.step. sugar economic. science – 08.00.05 [Text] / Lydia Ivanovna Chernyshova. - Ekaterinburg, 2020. - 178 p.
7. Маркова А.К. Психология профессионализма [Текст] / А. К. Маркова. – М.: Международн. гуманитар. фонд «Знание», 2016. – 308 с.
8. Modernization of professional education: kompetentnostny podkhod: ucheb. posobie dlya vuzov [Grif UMO] [Text] / E.F. Zeer, A.M. Pavlova, E.E. Symanyuk. - M.: Moskovskiy psichologo-sotsialnyi institut, 2015. - 211 p.
9. Zimnyaya I.A. Klyuchevye kompetentnosti kak rezultativo-tselevaya osnova kompetentnostnogo podkhoda v obrazovanii [Text] / I.A. Winter. - M.: Issledovatel'skiy tsentr problem kachestva podgotovki spetsialistov. - 2014. - 180 p.
10. Chechel I.D. Professionalnaya kompetentnost rukovitelya obrazovatel'nogo uchrejdeniya [Text] / I.D. Chechel // Network scientific and practical magazine "Upravlenie obrazovaniem: teoriya i praktika". – 2012. – No. 1. – S. 93–101.

11. Khutorskoy A.V. Klyuchevye kompetentsii i obrazovatelnye standarty / A.V. Khutorskoi. [Electronic resource] // Internet journal "Eidos", 2022. - Access mode: <http://eidos.ru/journal/2022/0423.htm>.

12. Gashkova L.V. Upravlenie kompetentnostyu personala zhelenodorozhnykh organizatsiy: diss. ... nor soisk. three.step. sugar economic. science – 08.00.05 [Text] / Lyudmila Vyacheslavovna Gashkova. – Ekaterinburg, 2017. - 165 p.