

Theoretical Foundations for Assessing the Effectiveness of Managerial Activities of Managerial Staff

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Abstract: This article analyzes the theoretical foundations and the essence of assessing the effectiveness of managerial activities of managerial staff in organizations. It also examines scientific approaches and modern trends in evaluating managerial effectiveness.

Keywords: Effectiveness, managerial effectiveness, managerial staff, performance assessment, KPI, systematic approach.

Introduction: In recent years, within the framework of ongoing reforms in Uzbekistan, improving the efficiency and achieving results in the management of tasks assigned to government bodies has become one of the pressing issues on the agenda. This involves refining public administration efficiency methods through advanced international experience and scientific research. It is crucial to focus on developing organizational, socio-economic, and legal relations and improving evaluation mechanisms in the development of management in public administration and in increasing the efficiency of managerial staff.

The effectiveness of managerial staff activities is an important factor in the development of enterprises and organizations. In today's rapidly changing world, introducing new standards and methods for improving and assessing the effectiveness of managerial personnel is of great importance in achieving economic growth and successful reforms.

Literature Review

The theory of management and its fundamental concepts were emphasized by American scholar Peter Drucker in his book "The Practice of Management", where he stated that "the primary function of management is economic efficiency, and its main task is governance." [1]

Among the scholars in the field, Frederick Taylor, in his work "The Principles of Scientific Management",

described how planning, standardization, and control can lead to efficiency. His approach serves as a basis for the orderly organization of managers' activities. [2]

In addition, the scientific approaches of management schools and scholars such as A. Fayol, M. Weber, M. Follett, E. Mayo, A. Maslow, F. Herzberg, R. Likert, D. McGregor, R. Ackoff, N. Wiener, and V. Pareto provide an opportunity to further develop the research topic.

Researchers A. Fedyainov, A. Sokolov, I. Yu. Chazova, V. Yu. Voitovich, V. Kochetkov, and others have theoretically and practically investigated managerial effectiveness.

Among local scholars, Sh. Zayniddinov has conducted research on evaluating social and economic effectiveness and influencing factors in the managerial activities of organizations.

Scientific research in the field, through a deep study of management science, provides a theoretical basis for achieving effectiveness in the management of executive personnel in organizations. This serves to form a scientifically grounded approach that comprehensively covers the effectiveness of managerial staff activities.

METHODOLOGY

In this study, systematic, historical-analytical, and content analysis methods were used. Scientific approaches and theoretical concepts related to evaluating managerial effectiveness were analyzed.

RESULTS AND DISCUSSION

Today, in all state organizations, employee work effectiveness is a process dependent on the effective management of executive personnel. For this reason, based on the goals and objectives of the scientific research, it is necessary to study the scientific investigations of scholars in the field regarding the history of the emergence of concepts such as "effectiveness," "managerial activity effectiveness indicators (KPI)," and "performance assessment," and solutions to problems in the assessment system.

The concept of effectiveness has been considered one of the important areas to be investigated by philosophers and scholars with the emergence of state governance in ancient civilizations. For example, Han Fei-tzu, a representative of the Legalist School in ancient China, stated that "Effective governance requires effective laws, defined powers, and competent leaders" [3].

In the 11th century AD, the statesman Nizam al-Mulk, in his work "Siyasatnama," studied the experiences of rulers in state governance and expressed the idea that a capable leader should be at the head of governing the state and society for all times.

During the Middle Ages, Amir Temur, during his reign, conducted the country's governance activities based on "Temur's Code," and his instructions that "nine-tenths of state affairs should be accomplished through consultation, deliberation, and counsel, and the remaining one-tenth with the sword" are still used today as a guide in the practice of increasing the effectiveness of managerial personnel.

The term "effectiveness" has been widely used in scientific works. However, the meaning and scientific significance of the concept of effectiveness vary due to its application in different fields, indicating that it does not have a single precise definition or rule.

In economic fields, the concept of "effectiveness" has various definitions in literature and dictionaries. For example, in Russian dictionaries published online, "effectiveness" is defined as "achieving certain results with the minimum possible costs or obtaining the maximum possible volume of output from a given amount of resources." [4].

The "Quality Management Systems – Fundamentals and Vocabulary" (ISO 9000:2015) refers to

effectiveness as the relationship between achieved results and resources expended [5].

It is important to note that the definitions of effectiveness found in sources are based on the scientific research and investigations of theoretical and scientific scholars, thinkers, and specialists in the field of management.

The concept of "effectiveness" has its own approaches through the theoretical and practical views of foreign researchers and scholars. Researcher A. Fedyainov expressed the following scientific conclusions regarding the concept of effectiveness:

- Achieving set goals with minimal costs;
- Achieving the highest results with allocated expenses;
- Achieving the highest possible results with minimal expenditures [6].

Fedyainov, building on P. Drucker's scientific view, focused on general directions from the perspective of achieving results through cost-effectiveness in the concept of effectiveness. In short, we can understand that ensuring activity effectiveness in management means achieving a final result through organizational and practical actions based on cost-effectiveness for specified tasks.

Researcher A. Sokolov, in his scientific study, defines the concept of "effect" as a direct or indirect result of management and other economic activities, represented by the difference between the income received and the resources spent. "Efficiency", on the other hand, is generally described as the ratio of the achieved result to the value of the resources expended to attain that result. [7]

I.Yu. Chazova and V.Yu. Voitovich, in their textbook "Effectiveness of State and Municipal Administration," noted that the concept of activity effectiveness consists of four groups of factors (Figure 1).

Their research reflects the practical relevance of the viewpoints expressed by the aforementioned scholars. In defining the notion of efficiency, Chazova and Voitovich propose considering the alignment of actions with goals and requirements, the use of the most rational methods to achieve planned results, and the effective utilization of available resources as key components in attaining management efficiency.

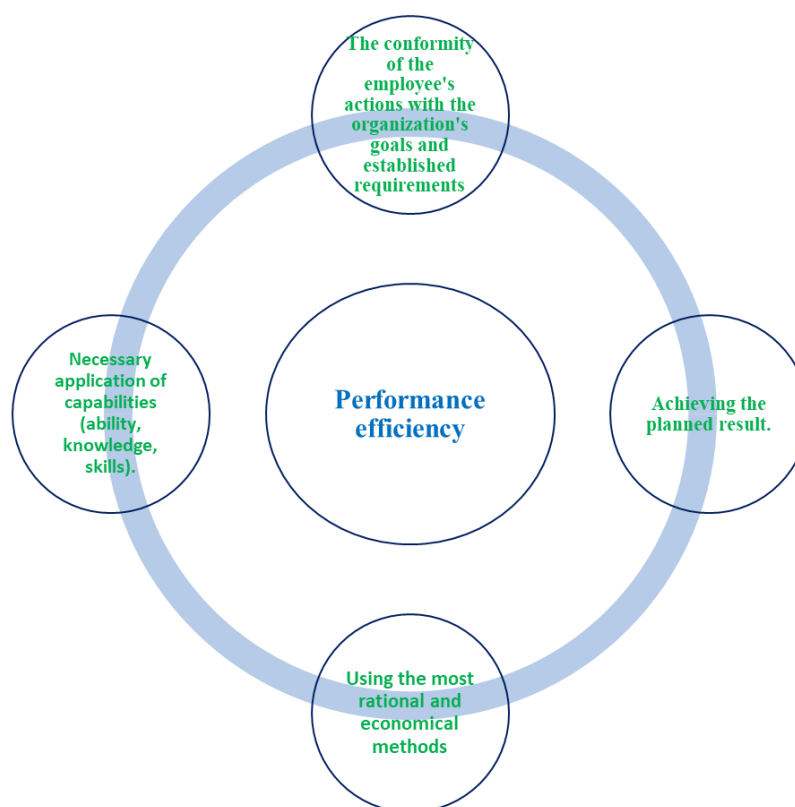


Figure 1. Factors Influencing Activity Efficiency [8]

In the textbook published by Uzbek scholars M. Sharifkhojaev and Yo. Abdullayev, the definitions of the concepts “effect” and “efficiency” are provided based on the Explanatory Dictionary of the Uzbek Language.

Specifically, “effect” is defined as “a result, consequence, fruit, or the product of creative labor.”, “efficiency” is described as “an expected or even greater-than-expected result; being productive or efficient.” For example: “effective labor” (samarali mehnat). [9]

Based on the above-mentioned scientific studies, the concept of “efficiency” can be understood as the degree to which defined goals and tasks are fulfilled — that is, a result achieved economically through the proper application of appropriate tools and methods.

Considering that the concept of efficiency is applied across all fields of activity, it is advisable to examine its intrinsic link to the management process and the performance of managerial staff. In line with the objectives of this scientific research, it is essential to conduct a scholarly analysis of the concepts of “management activity efficiency” and “managerial staff performance efficiency.”

There are various interpretations of the concept of management efficiency proposed by scholars from different schools of management thought. These approaches are directly related to the specific research directions emphasized by each scientific school (Table

1).

Table 1
Views of Management Science Schools on Management Efficiency

Name of the Scientific School of Management	Management-Related Ideas	Note
Scientific Management School (F. Taylor)	Full implementation of scientific management in the enterprise.	These schools of thought were effective to some extent for their time.
Classical Administrative Management School (A. Fayol, M. Weber)	Focus on only two aspects: (1) a rational system of management and (2) the structure of management for the organization and employees.	

Human Relations School in Management (M. Follett, E. Mayo, A. Maslow)	Care for employees and ensuring their satisfaction.	
Ethical Sciences or Behavioral School (F. Herzberg, R. Likert, D. McGregor)	Applying ethical science concepts to help employees realize their personal potential, i.e., focusing on human resource effectiveness.	
Management Science School or Quantitative Approach (R. Ackoff, N. Wiener, V. Pareto, V. Glushkov, L. Kantarovich)	Using data from mathematics, statistics, and engineering sciences to develop models of operations and situations and apply research results.	Nowadays, they are widely applied in management through the introduction of digital technologies.

Table 1 provides an analysis of various approaches to the concept of management efficiency as developed by different schools of management science and their representatives. These scientific schools have explored management efficiency at different levels: At the production level, at the level of the entire organizational activity, and by considering the human factor as a key element in management efficiency. In addition, representatives of the modern management school known as New Public Management (NPM) have emphasized the application of advanced management practices that ensure efficiency and effectiveness specifically at the public administration level.

Unlike the approaches proposed by scholars from the aforementioned management schools, researcher V. Kochetkov has examined management efficiency from both theoretical and practical perspectives, distinguishing between broad and narrow scopes:

In a broad sense, management efficiency corresponds to the effectiveness of the organization's core activities (e.g., production, financial-economic performance, etc.). The efficiency of management activities is determined by the performance of the management system and is reflected through final outcomes. This reflects an economic approach to evaluating efficiency. In a narrow sense, management efficiency refers specifically to the effectiveness of the management process itself. Here, the efficiency of management activities is seen as the final result of the organization's functioning, which reflects a social approach to evaluation. [10]

Building upon Kochetkov's perspective, it can be concluded that the content of management efficiency, as noted above, possesses both economic and social

dimensions, depending on the evaluation approach used. The classification of efficiency into these types is explained by the differences in their objectives and the forms of efficiency they represent.

In summary, the concept of management efficiency can be divided into two types: economic and social.

- Economic efficiency refers to the ratio of the achieved result to the costs incurred under conditions of limited resources.
- Social efficiency implies taking into account and satisfying the interests and needs of the organization's employees.

The goals of economic and social efficiency often compete but also complement each other. [11]

Economic efficiency primarily applies to enterprises in the private sector whose activities focus on production or service delivery, thus requiring a stronger economic approach.

Social efficiency, on the other hand, pertains to the activities of organizations in the public sector. These organizations mainly aim to improve the living standards and welfare of the population, as mentioned above, and their results are measured accordingly.

In this context, from an economic perspective, social efficiency is more appropriate.

However, the role of the management system and management process within the organization is crucial for implementing all aspects of efficiency mentioned above.

The efficiency of the management system and management process is the integrated result of the interaction between the manager and the managed

systems. Evaluating this result—i.e., management efficiency—entails identifying the relationship between production outcomes and the performance of the management system.

In other words, it is necessary to find an optimal balance between these two approaches to effectively assess the activity. [10]

In management science, the concept of management efficiency in production refers to the effectiveness of the management process, that is, the productivity of management activities. Since the final results of management activities are formed by the ultimate outcomes of the work of leaders and employees, the concept of management activity efficiency is more complex and represents a broad socio-economic dimension.

It encompasses all aspects of management activities and reflects the characteristic features of economic-social, marketing, technological, organizational, and

other relationships within the management process.

Management activity is defined as the organization of coordinating and controlling employees' work to achieve the set goals and results of a given organization. Management activity is part of the system of management processes. These management processes represent the activities of management subjects united within a certain system aimed at achieving the organization's objectives, carried out by the manager.

The concept of management activity efficiency has a broad meaning, within which the key aspects of the management system can be distinguished.

From the definitions of management activity efficiency presented in Figure 2, we can understand its possibilities and interconnections.

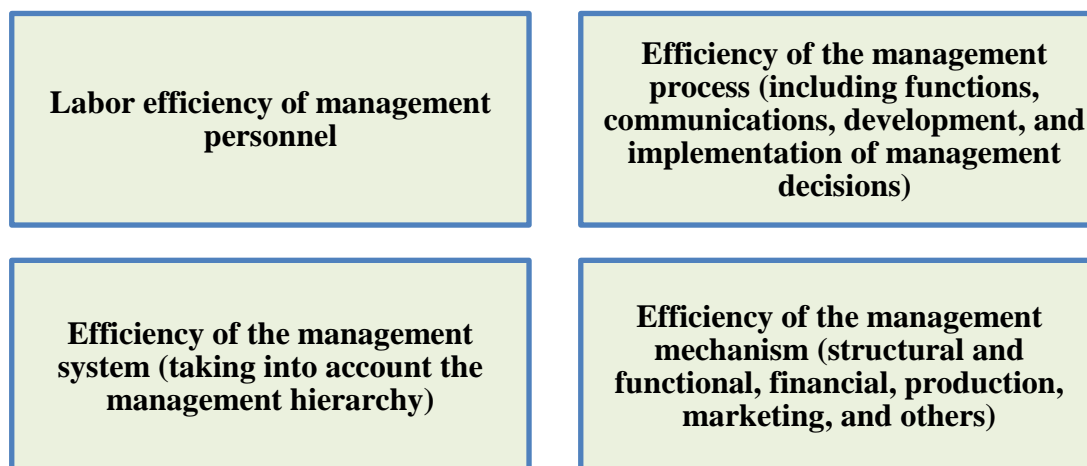


Figure 2. Key Concepts of Management Activity Efficiency

Through the concepts of management activity efficiency, we can conclude that the efficiency of management personnel's work is closely connected to overall performance. The efficiency of management personnel's activities is understood as the ratio of activity results to total expenditures.

Forming and implementing effective management activity is a long-term and complex process. Evaluating the efficiency of production and management involves its own complexities, where the effectiveness of management personnel and departments plays a particularly important role.

Management efficiency can be reflected in various indicators of both the management object and subject. These indicators include relative characteristics composed of quantitative and qualitative aspects. The effectiveness of the management system is assessed based on these characteristics and is shaped as a result of their interaction.

By evaluating efficiency in management activities—that is, by assessing the sequence of actions and the results achieved through necessary means in reaching set tasks and goals—it is possible to determine the effectiveness of the management process.

When assessing management activity efficiency, the following factors must be taken into account:

- The proper development of the evaluation mechanism;
- The organizational and economic system for implementing this mechanism.

Management processes at different stages vary in quality, and each organizational management system operates under specific socio-economic conditions. All concepts of management mechanism efficiency are interrelated and influence the formation of the management mechanism itself.

In conclusion, the content of the management process

is the comprehensive management activity of leaders and staff, and the evaluation process should be organized based on the scale of work distribution.

Management activity efficiency is observed through the effectiveness of the organization's (management personnel's) core activities. In this process, the methodology for calculating management efficiency plays a crucial role.

Depending on the objectives, the efficiency calculation methodology is divided into absolute and relative efficiency types, with a primary focus on the importance of absolute efficiency aspects in assessing management activity efficiency.

In evaluating modern management activities, the following requirements must be met:

- Economic efficiency or cost-effectiveness — achieving the highest results with the least expenditure in management;
- Promptness — adhering to the speed of

preparation and decision-making in production dynamics;

- Reliability — accurately reflecting the real state of production in the decisions made, as any unreliable information may mislead employees or lead to incorrect decisions in the future.

Economic efficiency, promptness, and reliability are key conditions for the effectiveness of management activities. In this context, a certain set of indicators describes the characteristics and aspects of the evaluated subject or object.

When evaluating the efficiency of management activities, a set of criteria and indicators is developed according to the characteristics of any management system. This set of criteria and indicators should be descriptive in order to determine the efficiency of management activities.

The indicators of management activity efficiency can be classified into the following groups.

Table 2

Groups of Indicators:	Definition
Technical	It evaluates the degree of efficient use of the organization's technological processes and resources.
Organizational	It indicates the efficiency of the management structure and decision-making processes.
Social	It measures the working conditions created for the organization's employees, their social protection, and its impact.
Economic	It comprises indicators of financial stability, cost efficiency, and economic results.

Researcher R. Shott, in his scientific study, compared the main indicators of economic efficiency of management activities between the private sector and government organizations. According to him, economic efficiency indicators for various management levels have been developed and proposed to be evaluated at the firm, municipality, regional, and national levels, covering both micro and macro levels. [12]

However, R. Shott's proposals may not be equally applicable to all organizations because the development of indicators requires a thorough study of the region where the organization is located, its socio-economic conditions, and its capabilities.

Researcher L.A. Isaeva, who studied economic and social efficiency in the production process, defined that "a certain achieved level of economic efficiency does not always mean achieving a corresponding level of social efficiency, as there can be not only differences but also contradictions between economic and social

efficiency."

According to American economist D. Haynen, "efficiency and economy are almost synonyms. Both terms describe the effectiveness of using resources to achieve goals. Efficiency is inherently an evaluative category." [13]

Expert D. Parmenter provided explanations of modern efficiency terms such as "Efficiency Indicators," "Key Performance Indicators," and "Key Efficiency Indicators." [14]

Among scholars from Uzbekistan, Sh. Zainitdinov conducted research in his textbook "Management" on assessing social and economic efficiency in management activities and the factors influencing them.

According to his definition, the assessment of social efficiency in management primarily pertains to private sector areas and has a comparative nature. The labor

productivity of management employees is influenced to some extent by improvements in the professional skills and educational levels of workers, as well as by enhancements in working conditions.

Improving management and ensuring economic efficiency is not limited to reducing labor and material costs in the management process, but also depends on socio-economic factors such as the effectiveness of managerial staff, labor activity, a decrease in dissatisfaction, and the improvement of working conditions for employees. [15]

Usually, two methods are used to calculate efficiency indicators in management activities:

$$Me = Fr / Mc \quad \text{and} \quad Me = Pe / Mc$$

In these formulas:

- Me — management efficiency (effectiveness);
- Fr — final result (organization's efficiency);
- Pe — result of management staff performance efficiency;
- Mc — management costs (expenses).

CONCLUSION

Within the scope of this research, the concept of management efficiency and its theoretical approaches were analyzed comprehensively. The analysis of scientific sources shows that management efficiency is primarily a complex socio-economic process closely linked with the productivity of managerial staff activities. The evaluation of efficiency is an important scientific and practical task carried out through quantitative and qualitative criteria encompassing social, economic, organizational, and technical indicators.

Based on the conducted analysis, it can be concluded that developing and improving scientifically based mechanisms for evaluating the management efficiency of managerial personnel in organizations contributes to ensuring transparency, effectiveness, and accountability of management processes.

Therefore, in order to improve the system of evaluating management efficiency in organizations, it is necessary to deeply study theoretical foundations and implement modern scientific approaches into practice. This, in turn, will contribute to the modernization of the national management model and the development of human resource management.

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