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Article

Enhancing The Mechanisms for Assessing Management Performance Through The Integration of Digital Technologies (A Case Study of The Karshi District Administration)

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Abstract: The integration of digital technologies into public administration is reshaping traditional performance evaluation mechanisms, particularly in the context of managerial staff efficiency. This article explores how digital platforms—enabled by artificial intelligence, big data, and KPI automation—can reduce human error, improve objectivity, and increase transparency in performance assessments. By analyzing both international models and the local case of the Karshi District Administration, this research identifies the key benefits of digitalization in human resource management, including enhanced decision-making, real-time monitoring, and alignment with strategic goals. Despite challenges such as budget constraints and digital literacy gaps, digital performance systems represent a forward-looking approach to governance. A SWOT analysis and a comparative framework between traditional and digital assessment models demonstrate the practical advantages of technology-driven evaluation, such as reduced bureaucratic load, improved service quality, and data-driven leadership development. The study proposes a fully digitalized model tailored for executive performance evaluation, promoting a merit-based management culture essential for public sector transformation in the era of globalization.

Keywords: efficiency, KPI, digital platform, public administration management, management activity

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1. Introduction

One of the most pressing tasks currently facing public administration bodies is to increase the efficiency of their activities, improve the quality of decision-making, and strengthen public trust. In this process, assessing the management performance of executive staff serves as an essential tool—not only for determining individual effectiveness, but also for guiding the strategic direction of the entire organization [1], [2], [3].

In recent years, the widespread implementation of digital technologies has significantly transformed management processes. In particular, digital solutions such as artificial intelligence, big data, blockchain, and electronic monitoring systems have enhanced the speed, transparency, and objectivity of performance evaluations [4]. This approach enables assessments of managerial staff based on precise criteria, deepens performance analysis, and expands opportunities for informed decision-making.

From this perspective, improving the mechanisms for assessing managerial performance through the integration of digital technologies has become a pressing issue

in modern administrative systems [5]. This article analyzes the conceptual foundations, practical mechanisms, and advantages of implementing such an approach.

2. Materials and Methods

In recent years, numerous scholarly studies have been conducted on integrating digital technologies into public administration and improving performance evaluation mechanisms for managerial staff.

In the work of T. Peters and R. Waterman, the role of technological innovations and digital tools in enhancing organizational efficiency is explored.

Similarly, Y.N. Shedko, M.N. Vlasenko, and Y.B. Mindlin examine the societal impact of digital transformation within public authorities.

Furthermore, A.Abdulhalim and M. Housine focus on the role of digital information systems in assessing the performance of civil servants.

Researcher A. Kholov proposes a new electronic platform concept for evaluating labor productivity through digitized norms and automatic monitoring.

Yu.A. Chernyavskaya and A.V. Lavrov analyze both institutional and functional aspects of digital transformation in public governance.

Collectively, these studies offer a scientific foundation for understanding the potential of digital technologies in enhancing public sector performance evaluation and provide practical recommendations for implementation.

This research employed content analysis, comparative analysis, SWOT analysis, and inductive reasoning. Based on structured observation and analysis, the author developed an evaluation model.

3. Results and Discussion

According to research by HeadHunter, 42% of companies still conduct all HR processes manually, while only 5% use artificial intelligence. However, 77% of companies already use online interviews for recruitment. [6]. This data shows that the use of digital technologies in many organizations remains limited.

A survey conducted by TheHRD found that 58% of executives in Russian companies expressed a desire to digitize HR processes and document flows. However, only 10% of companies included the use of HR information technologies and artificial intelligence in their list of strategic priorities for 2025. The main barriers to digitalization include difficulties with integration into existing information systems (61%), information security risks (44%), and limited budgets (34%) [7].

President Shavkat Mirziyoyev of Uzbekistan emphasized in a speech on May 8, 2023, that the country needs "a compact and efficient governance system that alleviates burdens for both citizens and businesses." [8]

Indeed, in the current environment, every state body is expected to implement its assigned functions with an emphasis on efficiency, effectiveness, and public service orientation.

In this regard, the adoption of Presidential Decree No. PF-6079 dated October 5, 2020, "On the approval of the 'Digital Uzbekistan – 2030' Strategy and measures for its effective implementation" laid the foundation for active development of the digital economy. Comprehensive measures were undertaken to widely introduce modern information and communication technologies in areas such as public administration, education, healthcare, and agriculture.

As a result of ongoing reforms, 370 of the 715 government services were moved to digital platforms in 2023, with over 12 million users. Over 70 types of documents previously required from citizens have been eliminated due to digitalization. [9]

Utilizing digital tools for performance evaluation helps reduce human bias, eliminate statistical inaccuracies, and prevent unfair incentive practices.

Scholars such as Peters & Waterman note that the most effectively managed companies adopt technology not just for its novelty but to improve service quality and production efficiency [10].

Yu.N. Shedko, M.N. Vlasenko, and Yu.B. Mindlin have noted that digital solutions play a decisive role in improving the quality of public services, ensuring interactive communication with citizens, and promoting systemic reforms [11].

Abdulhalim and Housine emphasize that automating KPI-based performance evaluations can significantly boost staff efficiency and promote result-oriented management[12].

A. Kholov proposes digitizing work norms and performance control systems tailored to specific sectors.

Meanwhile, researchers Yu. Chernyavskaya and A. Lavrov have underlined that digital technologies are becoming a key instrument for ensuring transparency, efficiency, and public trust in governance. They have also outlined several fundamental principles of public administration in the context of digital transformation, see Figure 1.

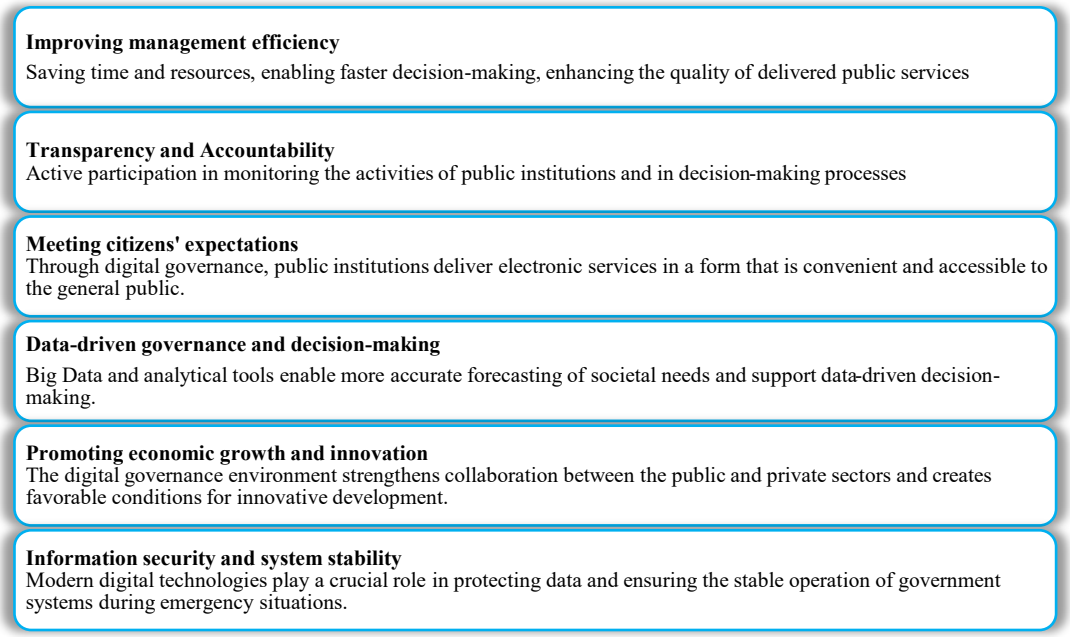

Figure 1. Principles of Digitalization in Public Administration

In today's public administration, the effective implementation of these principles requires the extensive and purposeful use of digital technologies, which have become critically important.

The scope for utilizing digital technologies in the public sector continues to expand, particularly in areas such as human resource management and performance evaluation. For instance, within the framework of the "Vision 2021" and "UAE Centennial 2071" strategies, the Federal Authority for Government Human Resources (FAHR) of the United Arab Emirates has developed a performance management system for civil servants [13]. This system aims to continuously improve human resource policies based on federal government priorities, best international practices, and the creation of a successful and positive work environment from a government perspective.

The system operates through the digitized "Bayanati" electronic platform, which plays a central role in evaluating employee performance, monitoring training and development processes, and generating statistical reports. The platform contributes significantly to the digital transformation of civil service management and the enhancement of workforce effectiveness [14].

Overall, digital technologies are playing an increasingly vital role in public administration by improving its efficiency, transparency, and accessibility. In fact, digitalization has become one of the key directions for developing public administration systems in the current stage of societal advancement .

The use of digital technologies in public administration proves beneficial on multiple levels, particularly in terms of preventing corruption, eliminating bureaucratic obstacles, and reducing excessive paperwork.

According to a survey conducted by La Gazette and Cegos among human resources managers and senior executives of local employers, 69% of respondents expressed satisfaction with the use of digital tools. Moreover, 64% believed that digitalization helps improve work quality, and 46% expressed hope for accelerating digital transformation to enhance employee performance [15].

Based on the studies reviewed above, it becomes essential to examine the process of digitalizing the KPI-based performance evaluation system currently applied to executive personnel at the Karshi District Administration—the main subject of this research.

The following table was developed by the author based on an analysis of the practical differences between digital and traditional performance evaluation systems in public institutions. The models presented in the table are synthesized from both international and local sources and reflect the author's own analytical conclusions, see Table 1.

Table 1. Comparative analysis of traditional and digital models for evaluating the management performance of managerial staff

№	Traditional model	Digital (Modern) model
1.	Evaluation based on processes and activities	Integrated electronic platforms for centralized assessment of all processes, activities, and KPI indicators
2.	Data entered and stored manually using office software (Excel, Word)	Automated data entry and processing through electronic evaluation platforms
3.	Assessment based on paper documents (document circulation)	Use of real-time data from digital information systems and databases
4.	Process-oriented evaluation (quantitative measures)	Performance-based evaluation focused on outcomes, impact, and goal achievement
5.	Dominance of human factor: subjective, dependent on evaluator’s discretion	Objective, automated monitoring of all processes with digital traceability and analysis history
6.	Time and resource inefficiency: difficulty in locating paper-based information	Efficiency in time and decision-making using real-time access to structured information
7.	Lack of a standardized evaluation system: assessment based on general or vague indicators	Standardized evaluation using digitized KPI indicators and automated performance measurement systems
8.	Dispersed storage of managerial data across various sources	Unified electronic database with integrated information on all executive personnel
9.	Subjective and intuitive decision-making	Data-driven decision-making supported by digital analytics and visualization tools

Taking into account the above-mentioned challenges, the researcher has developed a digitalized model for evaluating the performance of executive personnel in organizations, see Figure 2.

This model enables the organization to address a number of issues by evaluating the performance of executive personnel in a systematic and digitalized manner.

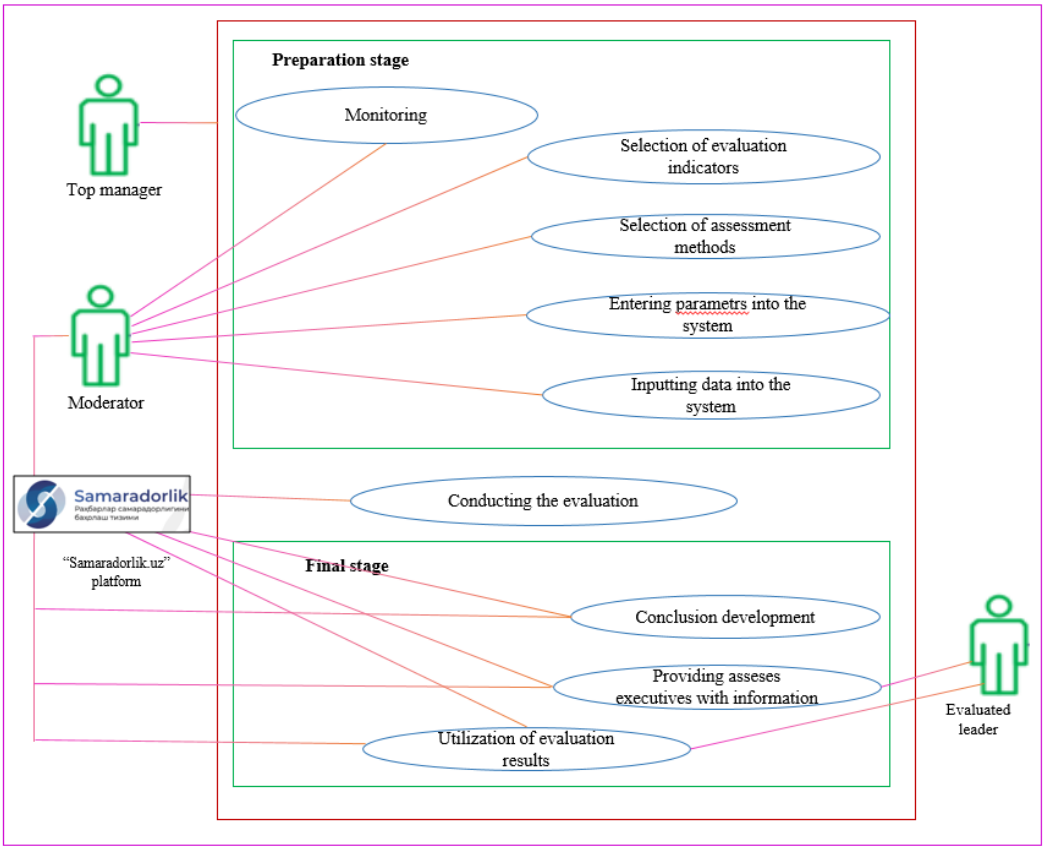

Figure 2. Digitalized model for evaluating the performance of managerial staff

Through the model presented in Figure 2, the mechanism for evaluating the performance of executive personnel is fully digitalized. This reduces the influence of the human factor and enhances the transparency of the evaluation process. It allows for the monitoring of each stage of evaluation, the early forecasting of underperforming indicators, and the implementation of continuous monitoring and analytical feedback loops.

Based on the above analysis and research findings, it can be concluded that the use of a digital platform for assessing the effectiveness of executive management demonstrates the following advantages, as identified through a SWOT analysis in Table 2:

Table 2. SWOT analysis based on the digitalized model for evaluating the performance of executive personnel at the Karshi district administration

Strengths:	**Заиф жиҳатлар**
– Enables real-time performance monitoring – Provides automated evaluation based on individual KPI indicators for each executive – Ensures a unified data set through an interdepartmental integration platform – Reduces subjective human influence and increases assessment accuracy	– Human resource management processes in organizations are not fully digitalized – In some cases, there is a lack of digital literacy among staff – Initial implementation requires financial investment and staff training – Statistical data is not automatically generated – Performance indicators are still partially influenced by human factors
Opportunities	**Threats**
– Opportunities for digital analysis and real-time monitoring	– The presence of human factors in ensuring information security

– Automatic generation of performance ratings across various indicator categories – Integration with advanced technologies (AI, Big Data) – Possibility of linking with other systems (HR, finance, civil service)	– Technical failures or software errors may negatively affect decision quality – Incomplete data sets can distort evaluation results – Some executives may be reluctant to disclose their performance outcomes

4. Conclusion

In conclusion, the integration of digital technologies into the performance evaluation mechanism of executive personnel at the Karshi District Administration holds significant practical importance. Digitalizing the evaluation system makes it possible to assess managerial performance more accurately and objectively, automate reporting processes, ensure transparency, and reduce both time and financial costs.

Furthermore, digital assessment mechanisms can serve as a key instrument for motivating, promoting, and selecting executive personnel based on meritocratic principles, grounded in evaluation results. This approach plays a vital role in implementing a results-oriented management policy and in improving the overall efficiency and quality of the civil service.

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