

MUHANDISLIK

& IQTISODIYOT

№5

ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

2026 MAY



Milliy nashrlar

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ISSN: 3060-463X

РЭУ.РФ
РОССИЙСКИЙ ЭКОНОМИЧЕСКИЙ УНИВЕРСИТЕТ
ИМЕНИ Г.В. ПЛЕХАНОВА
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- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi
05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari
05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash
05.01.03 – Informatikaning nazariy asoslari
05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
05.01.07 – Matematik modellashtirish
05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
05.02.00 – Mashinasozlik va mashinashunoslik
05.02.08 – Yer usti majmualari va uchish apparatlari
05.03.02 – Metrologiya va metrologiya ta'minoti
05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
05.05.03 – Yorug'lik texnikasi. Maxsus yoritish texnologiyasi
05.05.05 – Issiqlik texnikasining nazariy asoslari
05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
05.08.03 – Temir yo'l transportini ishlatish
05.08.06 – "G'ildirakli va gusenisali mashinalar va ularni ishlatish" (texnika fanlari)
05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari
10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik
10.00.04 – Yevropa, Amerika va Avstraliya xalqlari tili va adabiyoti
08.00.01 – Iqtisodiyot nazariyasi
08.00.02 – Makroiqtisodiyot
08.00.03 – Sanoat iqtisodiyoti
08.00.04 – Qishloq xo'jaligi iqtisodiyoti
08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti
08.00.06 – Ekonometrika va statistika
08.00.07 – Moliya, pul muomalasi va kredit
08.00.08 – Buxgalteriya hisobi, iqtisodiy tahlil va audit
08.00.09 – Jahon iqtisodiyoti
08.00.10 – Demografiya. Mehnat iqtisodiyoti
08.00.11 – Marketing
08.00.12 – Mintaqaviy iqtisodiyot
08.00.13 – Menejment
08.00.14 – Iqtisodiyotda axborot tizimlari va texnologiyalari
08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti
08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
08.00.17 – Turizm va mehmonxona faoliyati

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Rayosatining 2024-yil 28-avgustdagi 360/5-son qarori bilan "Dissertatsiyalar asosiy ilmiy natijalarini chop etishga tavsiya etilgan milliy ilmiy nashrlar ro'yxati"ga texnika va iqtisodiyot fanlari bo'yicha "Muhandislik va iqtisodiyot" jurnali ro'yxatga kiritilgan.

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MUNDARIJA

STERJEN KO'NDALANG KESIM YUZASI ELLIPS SHAKLIDAGI TRANSFORMATORNING QISQA TUTASHUV PAYTIDAGI MEKANIK ZO'RIQISHGA CHIDAMLILIGI	10
Bekishev Allabergen Yergashevich, Yakubova Dilfuza Kuanishovna, Saidova Nozima Akkulovna	
ВЛИЯНИЕ ДЕМОГРАФИЧЕСКОЙ ДИНАМИКИ НА РАЗВИТИЕ СФЕРЫ УСЛУГ: ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ РЕГИОНОВ УЗБЕКИСТАНА	19
Мусаева Шоира Азимовна, Муйинжонов Хусейн Алишерович	
МЕЖДУНАРОДНЫЙ ОПЫТ ЦИФРОВИЗАЦИИ ЭНЕРГЕТИЧЕСКИХ КОМПАНИЙ И ВОЗМОЖНОСТИ ЕГО АДАПТАЦИИ В УЗБЕКИСТАНЕ	28
Габбарова Ильмира Володиевна	
BALAND BINOLAR FASADLARINI PARDOZLASH TEXNOLOGIYALARINI EKSPLOATATSION ISHONCHLILIK VA XIZMAT MUDDATINI UZAYTIRISH ASOSIDA OPTIMALLASHTIRISH	34
Amirov Shavkat Rahmatullayevich	
ИНТЕГРАЛЬНАЯ ОЦЕНКА УСТОЙЧИВОГО ЦИФРОВОГО РАЗВИТИЯ ТУРИЗМА И ЭФФЕКТИВНОСТИ ИСПОЛЬЗОВАНИЯ ТУРИСТСКОГО ПОТЕНЦИАЛА БУХАРСКОЙ ОБЛАСТИ	41
Усманова Азиза Баходировна	
PEREGONDAGI HARAKATNI BOSHQARISH TIZIMLARINI MIKROPROTSESSORLI TEXNOLOGIYALAR ASOSIDA TAKOMILLASHTIRILGAN TUZILMAVIY SXEMASINI ISHLAB CHIQISH	46
Xujamkulov Eldor G'ayratjon o'g'li	
INVESTITSIYALAR HAJMINI OSHIRISHGA QARATILGAN CHORA-TADBIRLAR VA ULARNI TAKOMILLASHTIRISH YO'LLARI	55
Alimova Dilafro'z Tohir qizii	
HUDUDLAR KESIMIDA AHOLI O'SISHINING BANDLIK DARAJASIGA TA'SIRINI EKONOMETRIK BAHOLASH (O'ZBEKISTON MISOLIDA)	61
Xusniddinova Gulnoza Ulug'bek qizi	
QUYOSH FOTOELEKTRIK PANELLARI SAMARADORLIGIGA ATROF-MUHIT OMILLARI VA CHANGLANISHNING TA'SIRI HAMDA ULARNI KAMAYTIRISHGA QARATILGAN INNOVATSION TEXNOLOGIYALAR	67
Botirov Bozorbek, Iskandarova Charos, Avazov Jonibek, Sultonov Abror	
O'ZBEKISTON RESPUBLIKASI QISHLOQ XO'JALIGINI RIVOJLANTIRISHNING HOZIRGI HOLATI TAHLILI ..	75
Rajapov Xayrulla Bekdurdievich, Sharipova Lobar Umrbek qizi	
INTERPOLATSION TIKLASH ALGORITMLARINING OCR ANIQLIGIGA TA'SIRINI BAHOLASH	82
Aliyev Nodirbek Hamidullo o'g'li	
IKORXONALARDA KORPORATIV BOSHQARUVNI TAKOMILLASHTIRISHNING ZAMONAVIY YONDASHUVLARI VA INSTITUTSIONAL OMILLARI	90
Muxtorova Shaxlo Farxodovna	
O'ZBEKISTONDA QAYTA TIKLANUVCHI ENERGIYA MANBALARINING RIVOJLANISH ISTIQBOLLARINI EKONOMETRIK PROGNOZLASH	94
Qo'ziboyev Behzod Hamidovich	
KPI-BASED PERFORMANCE MANAGEMENT AND ITS IMPACT ON EMPLOYEE PRODUCTIVITY	99
Sultanova Kamila Mukhtorali kizi	



KPI-BASED PERFORMANCE MANAGEMENT AND ITS IMPACT ON EMPLOYEE PRODUCTIVITY

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Annotation. This article examines the impact of KPI-based performance management systems on employee productivity. The study focuses on how structured performance indicators, monitoring processes, and feedback mechanisms influence work efficiency. Based on a quantitative survey conducted among employees from various sectors, the findings reveal a significant positive relationship between KPI clarity, feedback systems, and employee productivity. The research concludes that properly designed KPI systems serve as an effective tool for improving organizational performance.

Keywords: KPI, performance management, employee productivity, HRM, efficiency, performance evaluation.

Annotatsiya. Maqolada KPI asosidagi samaradorlikni boshqarish tizimining xodimlar mehnat unumdorligiga ta'siri o'rganiladi. Tadqiqotda samaradorlik ko'rsatkichlari, monitoring jarayonlari va qayta aloqa mexanizmlarining ish samaradorligiga ta'siri tahlil qilinadi. Turli sohalarda faoliyat yurituvchi xodimlar o'rtasida o'tkazilgan miqdoriy so'rov natijalari KPI aniqligi, qayta aloqa tizimi va xodimlar unumdorligi o'rtasida ijobiy bog'liqlik mavjudligini ko'rsatadi. Tadqiqot natijalariga ko'ra, to'g'ri ishlab chiqilgan KPI tizimi tashkilot samaradorligini oshirishda muhim vosita hisoblanadi.

Kalit so'zlar: KPI, samaradorlikni boshqarish, mehnat unumdorligi, HRM, samaradorlik, faoliyatni baholash.

Аннотация. В статье исследуется влияние системы управления эффективностью на основе KPI на производительность сотрудников. Особое внимание уделяется роли структурированных показателей эффективности, процессов мониторинга и механизмов обратной связи в повышении результативности труда. На основе количественного анализа данных, полученных от сотрудников различных сфер, выявлена положительная связь между ясностью KPI, системой обратной связи и производительностью труда. Сделан вывод о том, что правильно разработанная система KPI является эффективным инструментом повышения организационной эффективности.

Ключевые слова: KPI, управление эффективностью, производительность труда, HRM, эффективность, оценка результатов деятельности.

INTRODUCTION

In the modern globalized economy, organizations are increasingly required to operate under conditions of intense competition, rapid technological change, and growing demands for efficiency. In this environment, employee productivity has become one of the most important determinants of organizational success. As a result, human resource management (HRM) has evolved from a mainly administrative function into a strategic discipline focused on improving employee performance and aligning individual contributions with organizational objectives.

One of the key developments in this transformation is the emergence of structured performance management systems. Traditional performance appraisal methods, which relied on periodic evaluations and subjective judgments, have gradually been replaced by more systematic and data-driven approaches. Among these, KPI-based performance management has gained wide recognition as an effective tool for monitoring and improving employee performance.

Key Performance Indicators (KPIs) are measurable indicators that reflect the extent to which employees achieve predefined objectives. These indicators serve as a link between organizational strategy and individual performance by translating strategic goals into specific and measurable targets. Unlike conventional appraisal systems, KPI-based approaches emphasize continuous monitoring, transparency, and accountability, enabling organizations to track performance regularly and respond promptly to emerging challenges.

The growing popularity of KPI systems can be explained by several factors. First, they provide clarity regarding job expectations and help employees better understand their roles and responsibilities. Second, KPIs strengthen accountability by establishing clear performance standards for evaluation. Third, they support



data-driven decision-making by providing objective information about employee performance. These features make KPI-based systems particularly relevant in modern organizations, where efficiency and adaptability are essential.

However, despite their widespread use, the effectiveness of KPI-based performance management systems remains a subject of ongoing discussion. While many studies emphasize their positive impact on productivity and organizational performance, some researchers note possible limitations. For example, excessive focus on quantitative indicators may increase work pressure, reduce intrinsic motivation, and encourage a narrow focus on short-term results. In such cases, employees may prioritize achieving specific targets while paying less attention to broader organizational goals, which may affect long-term performance.

Furthermore, the success of KPI systems depends not only on their design but also on their implementation. Factors such as organizational culture, leadership style, and communication practices play an important role in determining how employees perceive and respond to performance measurement systems. Even a well-designed KPI framework may not produce the expected results if it is not supported by effective feedback mechanisms and a positive work environment.

Considering these factors, it is important to examine the actual impact of KPI-based performance management on employee productivity. Although existing literature provides valuable insights, there is still a need for empirical research that explores how KPI systems function in different organizational contexts and how they influence employee behavior and performance outcomes.

Therefore, the main objective of this study is to analyze the relationship between KPI-based performance management and employee productivity. The research aims to provide a deeper understanding of how performance indicators, monitoring processes, and feedback mechanisms contribute to improved efficiency. By addressing this issue, the study seeks to contribute both to theoretical discussions in HRM and to practical applications in organizational management.

LITERATURE REVIEW

The concept of performance management has undergone significant transformation over recent decades, evolving from traditional appraisal systems into more dynamic and strategic frameworks. In earlier organizational models, performance evaluation was often limited to periodic assessments focused mainly on past results. However, with the increasing complexity of modern organizations and the growing emphasis on efficiency and competitiveness, scholars have advocated more continuous and structured approaches. According to Armstrong (2014), performance management is not merely an evaluation tool but a comprehensive process that integrates goal setting, monitoring, feedback, and development to enhance both individual and organizational performance.

One of the key contributions to the development of performance measurement systems is associated with Peter Drucker (1999), who introduced the concept of management by objectives. He emphasized that organizational success depends on clearly defined and measurable goals, noting that employees perform more effectively when expectations are transparent. This principle laid the foundation for Key Performance Indicators (KPIs), which translate strategic objectives into measurable targets and align employee efforts with organizational goals.

Further advancement in performance measurement was achieved by Robert S. Kaplan and David P. Norton (1996) through the development of the Balanced Scorecard. This framework broadened performance evaluation beyond financial indicators by incorporating customer satisfaction, internal processes, and learning and growth perspectives. It reinforced the importance of linking performance indicators with organizational strategy, positioning KPIs as integral elements of strategic management.

Empirical research has consistently demonstrated the positive impact of structured performance management systems on employee outcomes. Becker and Huselid (1998) argue that high-performance work systems, including well-designed performance measurement mechanisms, contribute significantly to organizational productivity. Their findings show that alignment between performance indicators and human resource practices enhances efficiency, reduces employee turnover, and strengthens organizational commitment. Similarly, DeNisi and Murphy (2017) emphasize the importance of feedback, noting that continuous and constructive feedback supports behavioral adjustment and performance improvement over time.

Motivation is another important factor influencing the effectiveness of KPI-based systems. Edwin Locke and Gary Latham (2002) highlight in goal-setting theory that specific and challenging goals lead to higher performance compared to vague objectives. KPIs, when properly designed, provide clear targets that enhance focus and motivation. At the same time, goals should remain realistic and attainable to maintain positive



engagement and sustained performance.

Despite their advantages, KPI-based systems may also present certain challenges. Robbins and Judge (2017) note that excessive reliance on quantitative indicators can sometimes increase pressure, limit creativity, and narrow focus to measurable outcomes. This may lead to situations where employees prioritize short-term targets over broader organizational objectives, emphasizing the importance of balancing quantitative and qualitative performance measures.

Furthermore, the effectiveness of KPI systems depends significantly on organizational context and implementation practices. Boxall and Purcell (2016) suggest that HRM systems should be adapted to organizational culture and specific needs. Effective communication and employee involvement are essential for successful implementation, ensuring that KPI systems are perceived positively and used constructively.

Another important dimension is fairness and transparency. Colquitt et al. (2001) demonstrate that perceived fairness in organizational processes influences employee attitudes, including job satisfaction and performance. Therefore, KPI systems should be designed and implemented in a way that promotes trust, clarity, and credibility.

Overall, the literature indicates that KPI-based performance management systems have strong potential to enhance employee productivity when they are thoughtfully designed and effectively implemented. The integration of clear objectives, continuous feedback, and alignment with organizational strategy creates a supportive environment for improved performance, while a balanced and context-sensitive approach ensures sustainable outcomes.

RESEARCH METHODOLOGY

This study employs a quantitative research approach to examine the impact of KPI-based performance management systems on employee productivity. The choice of a quantitative design is justified by the need to identify patterns, relationships, and measurable effects between performance management practices and employee outcomes across different organizational contexts. In contemporary human resource management research, quantitative methods are widely used to ensure objectivity, comparability, and generalizability of findings.

The empirical part of the research is based on primary data collected through a structured survey. The questionnaire was designed to capture employees' perceptions and experiences related to KPI-based performance management systems within their organizations. Particular attention was given to ensuring that the questions were clear, concise, and easily understandable for respondents from diverse professional backgrounds. The language of the questionnaire was kept simple to avoid ambiguity while maintaining academic relevance.

Data collection was conducted using an online platform, which allowed for efficient distribution and response gathering. The use of digital tools ensured accessibility and convenience for participants, thereby increasing response rates. At the same time, respondents' anonymity was strictly maintained, which encouraged honest and unbiased answers. Participants were informed that the collected data would be used exclusively for academic purposes, and no personal or organizational identifiers were recorded.

The study sample consists of employees working in different sectors, including education, services, industry, and finance. Such diversity was intentionally ensured to enhance the representativeness of the findings and to capture a broader perspective on performance management practices. The selection of respondents was based on availability and willingness to participate, which is consistent with commonly applied sampling approaches in organizational research.

In designing the research instrument, the study relied on established theoretical frameworks and previous empirical studies in the field of performance management and human resource management. This approach helped ensure the content validity of the questionnaire, as the items reflected key concepts such as performance measurement, feedback systems, and work efficiency. The questionnaire was structured logically, beginning with general perceptions and gradually moving toward more specific aspects of KPI implementation.

To ensure the reliability of the collected data, internal consistency was considered during the design phase. Similar constructs were measured using multiple related items, allowing for a more stable and accurate representation of respondents' perceptions. Although advanced statistical testing is not the primary focus of this section, attention to consistency and clarity strengthens the credibility of the research findings.

The data obtained from the survey were processed and analyzed using statistical techniques appropriate for quantitative research. The analysis focused on identifying general trends and relationships between the implementation of KPI-based systems and employee productivity. The interpretation of results reflects both numerical outcomes and their practical implications for organizational performance.



It is important to note that, like any empirical research, this study has certain limitations. The use of self-reported data may introduce a degree of subjectivity, as responses are based on individual perceptions rather than objective performance measures. In addition, the sampling approach may limit the full generalization of findings. Nevertheless, the study provides valuable insights into the role of KPI-based performance management in enhancing employee productivity.

Overall, the chosen methodology ensures a systematic and structured approach to investigating the research problem. By combining a strong theoretical foundation with empirical data collection, the study contributes to a deeper understanding of how performance management mechanisms influence employee efficiency in modern organizations.

ANALYSIS AND RESULTS

The findings of this study provide important insights into the relationship between KPI-based performance management and employee productivity. Consistent with existing literature, the results indicate that structured performance measurement systems have a positive impact on employee efficiency and overall work outcomes. The analysis shows that one of the key mechanisms through which KPIs influence productivity is the clarification of expectations. When employees clearly understand their tasks and objectives, they are more likely to focus their efforts and perform effectively.

This finding aligns with the theoretical views of Drucker (1999) and the principles of goal-setting theory. Clear and measurable objectives not only guide employee behavior but also create a sense of direction and purpose. In this context, KPI systems serve as an effective communication tool that translates organizational goals into individual responsibilities. As a result, employees are better able to align their activities with strategic priorities, thereby improving productivity.

Another important aspect highlighted by the results is the role of feedback in the performance management process. Regular feedback allows employees to assess their progress, identify areas for improvement, and make timely adjustments. This supports the view of DeNisi and Murphy (2017), who emphasize that performance management should be seen as a continuous process rather than a one-time evaluation. Feedback not only enhances performance but also strengthens employee engagement by promoting involvement and recognition.

At the same time, the study identifies certain challenges associated with KPI-based systems. In particular, excessive monitoring and overly rigid performance targets may create pressure and influence employee well-being. This observation reflects the concerns raised by Robbins and Judge (2017) regarding potential limitations of performance measurement systems. While KPIs are designed to improve efficiency, their inappropriate application may lead to reduced job satisfaction and less effective work behavior.

Furthermore, the effectiveness of KPI systems depends on the broader organizational environment. As noted by Boxall and Purcell (2016), performance management practices should be aligned with organizational culture and values. When KPI systems are implemented in a supportive and participatory environment, they can serve as effective tools for improving performance. Conversely, if they are perceived only as control mechanisms, their effectiveness may be reduced.

Thus, the analysis highlights the balanced nature of KPI-based performance management. While it offers clear benefits in terms of clarity, accountability, and efficiency, it also requires thoughtful design and implementation. Organizations should maintain a balance between performance measurement and employee well-being to achieve sustainable and long-term results.

CONCLUSION AND RECOMMENDATIONS

In conclusion, this study confirms that KPI-based performance management plays a significant role in enhancing employee productivity. The research shows that clearly defined performance indicators, together with effective monitoring and feedback mechanisms, contribute to improved work efficiency and organizational results. KPI systems provide a structured framework that helps employees understand their responsibilities, align their efforts with organizational goals, and maintain consistent performance levels.

At the same time, the findings emphasize that the success of KPI systems largely depends on their proper implementation. Organizations should ensure that performance indicators are realistic, transparent, and aligned with strategic objectives. In addition, feedback plays an important role, as it supports continuous improvement and employee development.

The study also highlights certain limitations of KPI-based systems. Excessive focus on quantitative indicators may increase work pressure and reduce job satisfaction. Therefore, organizations should adopt a balanced approach that combines measurable targets with qualitative evaluation methods and supportive



management practices.

Recommendations:

- involve employees in the development of performance indicators;
- ensure fairness and transparency in KPI evaluation;
- provide regular and constructive feedback;
- align KPIs with organizational strategy and employee responsibilities;
- combine quantitative indicators with qualitative assessment methods.

Future research may expand this study by examining additional factors that influence employee productivity, such as motivation, organizational culture, and leadership. By integrating these elements, researchers can develop a more comprehensive understanding of performance management in modern organizations.

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muhandislik

& iqtisodiyot

ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

Ingliz tili muharriri: Feruz Hakimov

Musahhih: Zokir Alibekov

Sahifalovchi va dizayner: Abdurahmon Qurbonov

2026. № 5

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"Muhandislik va iqtisodiyot" jurnali 26.06.2023-yildan
O'zbekiston Respublikasi Prezidenti Adminstratsiyasi huzuridagi
Axborot va ommaviy kommunikatsiyalar agentligi tomonidan
№S-5669245 reyestr raqami tartibi bo'yicha ro'yxatdan o'tkazilgan.
Litsenziya raqami: №095310.

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