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IQTISODIYOT&TARAQQIYOT

Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal

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KIRISH

EKOLOGIK QONUNCHILIKNI TAKOMILLASHTIRISH VA “YASHIL” TARAQQIYOT BORASIDAGI PARLAMENT NAZORATI



Xamzayev Abdushukur Xudoykulovich
O‘zbekiston Respublikasi Oliy Majlisi Qonunchilik palatasidagi
O‘zbekiston ekologik partiyasi fraksiyasining rahbari

Hurmatli konferensiya ishtirokchilari!

Xonimlar va janoblar!

Jahonda kechayotgan iqlim o‘zgarishi, biologik xilma-xillikning qisqarishi, suv resurslari tanqisligi, yerlarning degradatsiyasi va atrof-muhit ifloslanishi kabi ekologik tahdidlar barcha davlatlar oldida umumiy vazifalarni qo‘ymoqda. Bu esa ekologik xavfsizlikni ta‘minlash, tabiiy resurslardan oqilona foydalanish hamda barqaror rivojlanishning huquqiy asoslarini mustahkamlashni davlat siyosatining ustuvor yo‘nalishlaridan biri sifatida belgilashni taqozo etmoqda.

“Yashil” taraqqiyotni ta‘minlash zamon talablariga javob beradigan qonunchilik bazasini shakllantirish, uni muntazam takomillashtirib borish hamda qabul qilingan qonunlar ijrosi ustidan samarali parlament nazoratini ta‘minlash bilan chambarchas bog‘liqdir.

Muhim ijtimoiy, iqtisodiy va siyosiy ahamiyatga ega bo‘lgan ekologik munosabatlarni huquqiy tartibga solishga qaratilgan ekologik qonunchilik samaradorligini oshirish muhim omil hisoblanadi.

So‘nggi yillarda Yangi O‘zbekistonda atrof-muhitni muhofaza qilish, ekologik xavfsizlikni ta‘minlash va “yashil” iqtisodiyot tamoyillarini hayotga keng joriy etishga qaratilgan keng ko‘lamli islohotlar amalga oshirilmoqda. Mazkur islohotlarning huquqiy poydevorini mustahkamlash hamda ularning ijrosini ta‘minlashda parlamentning o‘rni va mas‘uliyati tobora ortib bormoqda.

Ekologik xavfsizlikni ta‘minlash va “yashil” taraqqiyotga erishish har qanday davlatning puxta o‘ylangan huquqiy siyosatiga bevosita bog‘liqdir. Shu nuqtai nazardan, so‘nggi yillarda Yangi O‘zbekistonda ekologik sohada qonunchilikni xalqaro standartlar asosida takomillashtirishga qaratilgan tizimli islohotlar amalga oshirilmoqda.

Eng avvalo, 2023-yilda xalqimizning xohish-istaklari asosida qabul qilingan O‘zbekiston Respublikasining yangi tahrirdagi Konstitutsiyasi muqaddimasidagi «mamlakatimizning bebaho tabiiy boyliklarini ko‘paytirishga, hozirgi va kelajak avlodlar uchun asrab-avaylashga hamda atrof-muhit musaffoligini saqlashga astoydil ahd qilib...» degan jumlar ham bu borada mamlakatimiz o‘zining aniq va mustahkam pozitsiyasiga ega ekanini anglatadi. Bundan tashqari, Bosh Qomusimizda ijtimoiy, iqtisodiy huquqlar qatori «ekologik huquq» tushunchasi kiritildi.

Xususan, fuqarolarning qulay atrof-muhitga bo‘lgan huquqi, tabiiy boyliklarni asrab-avaylash hamda kelgusi avlodlar manfaatlarini ta‘minlash davlatning ustuvor vazifalaridan biri sifatida belgilandi.

Keyingi yillarda o‘rmonlardan foydalanish, yaylovlarni muhofaza qilish, qayta tiklanuvchi energiya manbalarini rivojlantirish, ekologik audit, gidrometeorologiya, organik mahsulotlar ishlab chiqarish, ichimlik suvi ta‘minoti hamda suv resurslarini boshqarish sohalarida qabul qilingan qonunlar mazkur yo‘nalishda yaxlit huquqiy tizimni shakllantirishga xizmat qildi.

So‘nggi yillarda mamlakatimizda ekologik qonunchilikni takomillashtirishda quyidagi yo‘nalishlar ustuvorlik kasb etdi:

birinchidan, atrof tabiiy muhitni muhofaza qilish va ekologik xavfsizlikni ta‘minlash;

ikkinchidan, iqlim o‘zgarishi oqibatlarini yumshatish va oldini olish, “yashil” iqtisodiyotni rivojlantirish;

uchinchidan, yerdan foydalanish va muhofaza qilish;

to‘rtinchidan, yer osti boyliklaridan foydalanish va muhofaza qilish;

beshinchidan, suvdan foydalanish va muhofaza qilish;

oltinchidan, o‘simlik dunyosidan foydalanish va muhofaza qilish;

yettinchidan, hayvonot dunyosini muhofaza qilish va undan foydalanish;

sakkizinchidan, atmosfera havosini muhofaza qilish qonunchiligi;

to‘qqizinchidan, gidrometeorologiya sohasi.

Hurmatli konferensiya ishtirokchilari!

2016–2025-yillarning o'zida ekologiya va atrof-muhitni muhofaza qilish sohasida 30 ga yaqin qonun qabul qilinib, ular ekologik munosabatlarni huquqiy tartibga solishning zamonaviy tizimini yaratish uchun poydevor bo'ldi.

Jumladan, "Hayvonot dunyosini muhofaza qilish va undan foydalanish to'g'risida", "O'simlik dunyosini muhofaza qilish va undan foydalanish to'g'risida", "O'rmon to'g'risida", "Qayta tiklanuvchi energiya manbalari to'g'risida", "Ekologik audit to'g'risida", "Gidrometeorologiya faoliyati to'g'risida", "Organik mahsulotlar to'g'risida", "Tuproqni muhofaza qilish va uning unumdorligini oshirish to'g'risida", "Ekologik ekspertiza, atrof-muhitga ta'sirni baholash va strategik ekologik baholash to'g'risida", "Issiqxona gazlarining chiqarilishini cheklash to'g'risida"gi yaxlit va yangi tahrirdagi qonunlar hamda Suv kodeksining qabul qilinishi mamlakatimizda ekologik siyosatning huquqiy asoslarini yangi bosqichga olib chiqdi.

Mazkur qonunlar nafaqat tabiiy resurslarni muhofaza qilishning huquqiy mexanizmlarini takomillashtirdi, balki iqlim o'zgarishiga moslashish, "yashil" iqtisodiyotni rivojlantirish, qayta tiklanuvchi energiya manbalarini keng joriy etish, biologik xilma-xillikni asrash hamda ekologik xavfsizlikni ta'minlashga qaratilgan davlat siyosatining huquqiy poydevorini mustahkamladi.

Bugungi kunda ekologik qonunchilikning asosiy vazifasi faqat tabiatni muhofaza qilish bilan cheklanmaydi. U investitsiya siyosatini shakllantirish, resurslardan samarali foydalanish, "yashil" texnologiyalarni rag'batlantirish, iqlim o'zgarishi oqibatlariga moslashish hamda aholining munosib hayot sifatini ta'minlashning muhim huquqiy omiliga aylanmoqda.

Mamlakatimiz xalqaro huquqning teng huquqli subyekti sifatida bir qator xalqaro hujjatlarga qo'shildi.

Xususan:

Qonunchilik palatasi majlislarida hukumat a'zolarining Qonunchilik palatasi deputatlari savollariga javoblarini eshitish — "Hukumat soati";

davlat organlari rahbarlarining o'z faoliyati masalalari yuzasidan axborotini eshitish;

Qonunchilik palatasi tomonidan davlat organlarining mansabdor shaxslariga qonunlar va davlat dasturlarining ijrosi masalalari yuzasidan parlament so'rovi yuborish;

Qonunchilik palatasining tegishli qo'mitasi tomonidan davlat organlari rahbarlarining axborotini eshitish;

qonun hujjatlarining ijrosi holatini va huquqni qo'llash amaliyotini tegishli qo'mita tomonidan o'rganish hamda qonunosti hujjatlarining qabul qilinishi yuzasidan monitoringni amalga oshirish;

deputatlik so'rovlari yuborish va boshqa shakllarda amalga oshirilmoqda.

O'zbekiston Ekologik partiyasi fraksiyasi va uning deputatlari ham mazkur jarayonlarda faol ishtirok etmoqda.

2025-yil davomida Ekologik partiya fraksiyasi tashabbusi bilan ekologik masalalar yuzasidan 2 marotaba hukumat a'zolarining axboroti eshitildi va davlat organlarining mansabdor shaxslariga 3 marotaba parlament so'rovi yuborildi.

Shu bilan birga, fraksiya yig'ilishlarida sohadagi qonunlar va davlat dasturlarining ijrosi yuzasidan 13 marotaba tegishli mansabdor shaxslarning axborotlari eshitildi.

Hurmatli anjuman ishtirokchilari!

Fraksiyamiz Qonunchilik palatasi deputatlari bilan hamkorlikda kelgusida ekologiya va atrof-muhitni muhofaza qilish sohasidagi qonunlarni tizimlashtirish, qonunlarda huquqiy tartibga solish mexanizmlarini aniq belgilashga qaratilgan qonun loyihalari ustida ish olib bormoqda.

Jumladan:

ekologik qonunchilikni tizimlashtirish va kodifikatsiyalashga qaratilgan O'zbekiston Respublikasi Ekologiya kodeksini maromiga yetkazish;

"Hayvonlarni shafqatsiz munosabatdan himoya qilish to'g'risida"gi qonun loyihasini;

"Atmosfera havosini muhofaza qilish to'g'risida"gi qonun loyihasini yangi tahrirda;

"Muhofaza etiladigan tabiiy hududlar to'g'risida"gi qonun loyihasini yangi tahrirda;

"Chiqindilar to'g'risida"gi qonun loyihasini yangi tahrirda;

"Atrof-muhit monitoringi to'g'risida"gi yangi qonun loyihasini ishlab chiqish oldimizda turgan ustuvor vazifalar hisoblanadi.

Hurmatli konferensiya ishtirokchilari!

Xulosa o'rinda aytishimiz mumkinki, Yangi O'zbekistonda ekologik qonunchilikni takomillashtirish va "yashil" taraqqiyotni ta'minlash jarayonida parlament nafaqat qonun qabul qiluvchi oliy vakillik organi, balki qabul qilingan qonunlarning hayotga to'liq va samarali tatbiq etilishi ustidan ta'sirchan nazoratni amalga oshiruvchi muhim konstitutsiyaviy institut sifatida ham alohida o'rin tutadi.

Ishonchim komilki, mazkur xalqaro konferensiya doirasida bildiriladigan ilmiy yondashuvlar, amaliy takliflar va ilg'or tajribalar ekologik qonunchilikni yanada takomillashtirish, o'zaro tajriba almashish hamda barqaror va "yashil" taraqqiyot maqsadlariga erishish yo'lida muhim muvaffaqiyat maydoni bo'lib xizmat qiladi.

E'tiboringiz uchun rahmat!



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ACADEMIC STAFF PERFORMANCE AND HUMAN RESOURCE MANAGEMENT IN MODERN UNIVERSITIES

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Abstract. This study examines the relationship between human resource management practices and academic staff performance in modern universities. The analysis focuses on professional development, leadership support, performance evaluation, employee motivation, career development, workload management, compensation, and institutional support. Survey data from 106 academic employees were analyzed using descriptive statistics, reliability analysis, Pearson correlation, and multiple regression in STATA. The findings indicate that effective HRM practices are positively associated with academic productivity, job satisfaction, professional development, and organizational commitment. Professional development, leadership support, employee engagement, organizational support, and career development were identified as the most important factors. The study recommends integrated HRM strategies based on continuous learning, fair evaluation, recognition, balanced workload, and career support.

Keywords: academic staff, human resource management, higher education, university performance, professional development, employee motivation, leadership support, performance evaluation, career development, institutional effectiveness.

Annotatsiya. Ushbu tadqiqot zamonaviy universitetlarda inson resurslarini boshqarish amaliyotlari bilan akademik xodimlar faoliyati samaradorligi o'rtasidagi bog'liqlikni o'rganadi. Tahlilda kasbiy rivojlanish, rahbariyat ko'magi, faoliyatni baholash, xodimlar motivatsiyasi, karyera rivoji, ish yuklamasini boshqarish, mehnatga haq to'lash va institutsional qo'llab-quvvatlash masalalariga e'tibor qaratilgan. 106 nafar akademik xodimdan olingan so'rovnoma ma'lumotlari STATA dasturida tavsifiy statistika, ishonchlilik tahlili, Piron korrelyatsiyasi va ko'p omilli regressiya usullari yordamida tahlil qilindi. Natijalar inson resurslarini samarali boshqarish amaliyotlari akademik unumdorlik, mehnatdan qoniqish, kasbiy rivojlanish va tashkiliy sadoqat bilan ijobiy bog'liqligini ko'rsatdi. Kasbiy rivojlanish, rahbariyat ko'magi, xodimlarning ishga jalb etilganligi, tashkiliy qo'llab-quvvatlash va karyera rivoji eng muhim omillar sifatida aniqlandi. Tadqiqot uzluksiz ta'lim, adolatli baholash, e'tirof etish, muvozanatli ish yuklamasi va karyerani qo'llab-quvvatlashga asoslangan integratsiyalashgan inson resurslarini boshqarish strategiyalarini joriy etishni tavsiya etadi.

Kalit so'zlar: akademik xodimlar, inson resurslarini boshqarish, oliy ta'lim, universitet faoliyati samaradorligi, kasbiy rivojlanish, xodimlar motivatsiyasi, rahbariyat ko'magi, faoliyatni baholash, karyera rivoji, institutsional samaradorlik.

Аннотация. В данном исследовании рассматривается взаимосвязь между практиками управления человеческими ресурсами и эффективностью деятельности академического персонала в современных университетах. Основное внимание уделяется профессиональному развитию, поддержке руководства, оценке результатов деятельности, мотивации сотрудников, карьерному развитию, управлению рабочей нагрузкой, оплате труда и институциональной поддержке. Данные опроса 106 академических работников были проанализированы в программе STATA с использованием описательной статистики, анализа надёжности, корреляционного анализа Пирсона и множественной регрессии. Результаты показывают, что эффективные практики управления человеческими ресурсами положительно связаны с академической



продуктивностью, удовлетворённостью трудом, профессиональным развитием и организационной приверженностью. Наиболее значимыми факторами были определены профессиональное развитие, поддержка руководства, вовлечённость сотрудников, организационная поддержка и карьерное развитие. В исследовании рекомендуется внедрение комплексных стратегий управления человеческими ресурсами, основанных на непрерывном обучении, справедливой оценке, признании достижений, сбалансированной рабочей нагрузке и поддержке карьерного развития.

Ключевые слова: академический персонал, управление человеческими ресурсами, высшее образование, эффективность деятельности университета, профессиональное развитие, мотивация сотрудников, поддержка руководства, оценка результатов деятельности, карьерное развитие, институциональная эффективность.

INTRODUCTION

In the knowledge-based economy, universities play a central role in developing human capital, generating scientific knowledge, supporting innovation, and contributing to socioeconomic progress. Their success is increasingly influenced by the qualifications, engagement, and performance of academic staff. Professors, lecturers, and researchers are responsible not only for teaching but also for research, student mentoring, curriculum development, international cooperation, and institutional advancement. Therefore, improving academic staff performance has become a strategic priority for higher education institutions.

Globalization, digitalization, technological change, and international competition have expanded the responsibilities of academic employees. Universities are expected to provide high-quality education, increase research output, introduce innovative teaching methods, and participate in international academic networks. These requirements make effective human resource management essential for developing academic competencies, strengthening motivation, and improving long-term performance.

Modern HRM has evolved from a mainly administrative function into a strategic mechanism for attracting, developing, motivating, and retaining qualified employees. In higher education, this approach is particularly important because academic staff constitute the main intellectual capital of the institution. University performance therefore depends on how effectively academic knowledge, professional growth, motivation, and employee engagement are managed.

Academic staff performance is multidimensional and includes teaching effectiveness, research productivity, innovation, student support, professional development, and participation in institutional activities. Academic work is also characterized by autonomy, creativity, and continuous knowledge development. Consequently, traditional administrative approaches alone are insufficient. Universities require integrated HRM systems that respond to both institutional objectives and the professional needs of academic employees.

Professional development, leadership support, performance evaluation, motivation, career opportunities, workload management, compensation, recognition, and institutional support are among the principal HRM practices affecting academic performance. However, universities may face limited training opportunities, insufficient research support, excessive workload, weak motivation systems, and inadequate organizational resources. These conditions can reduce job satisfaction and negatively affect teaching and research outcomes.

Although HRM and employee performance have been widely studied in business organizations, academic work has specific characteristics. Its results include not only measurable outputs such as publications and teaching hours but also mentoring, innovation, knowledge sharing, and institutional participation. The study therefore aims to examine the combined influence of major HRM practices on academic staff performance in modern universities and to identify the factors that contribute most strongly to academic effectiveness.

LITERATURE REVIEW

Human Resource Management provides a framework for understanding how organizations develop employee capabilities and align individual performance with strategic objectives. In universities, HRM is especially significant because academic employees represent the primary source of knowledge creation, educational quality, and institutional innovation.

Human Capital Theory explains that investments in education, knowledge, and skills improve employee productivity and organizational outcomes. Becker (1964) argued that employee competencies constitute a form of capital that can generate long-term benefits. In higher education, training, research opportunities, international mobility, and continuous professional learning can improve teaching effectiveness and scientific productivity.



Strategic Human Resource Management Theory emphasizes the alignment of HRM practices with organizational goals. Wright and McMahan (1992) maintain that human resource systems can contribute to long-term institutional effectiveness and competitiveness when they support institutional strategy. For universities, this involves recruiting qualified academics, encouraging professional development, retaining talented employees, and creating conditions for innovation.

Social Exchange Theory also explains the relationship between organizational support and employee performance. According to Blau (1964), employees are more likely to respond with commitment and positive work behavior when they receive fair treatment, recognition, and development opportunities. Academic staff who perceive strong institutional support may therefore demonstrate greater motivation and organizational engagement.

Professional development is one of the most important HRM practices in higher education. Academic employees must regularly update their knowledge, teaching methods, research skills, and digital competencies. Training programs, workshops, research capacity-building activities, and international cooperation enable staff to adapt to changing educational requirements. Noe (2020) emphasizes that continuous training improves employee competence and work performance.

Leadership support also influences academic effectiveness. Transformational leadership encourages communication, participation, innovation, and commitment to organizational goals (Bass & Avolio, 1994). University administrators and department heads who provide professional guidance, recognize achievements, and involve employees in decision-making contribute to a supportive organizational climate.

Performance evaluation is necessary for measuring achievements and identifying development needs. Aguinis (2019) argues that performance management should combine evaluation with feedback and professional development. In universities, evaluation should cover teaching quality, research contribution, student supervision, innovation, and institutional service. Systems based only on quantitative indicators may not adequately reflect the complexity of academic work.

Motivation and compensation also affect employee performance. Academic staff may be motivated by professional autonomy, intellectual achievement, recognition, research opportunities, financial incentives, and promotion prospects. Balanced reward systems combining financial and non-financial incentives can strengthen job satisfaction and organizational commitment.

Career development is closely connected with employee retention and long-term motivation. Transparent promotion criteria, mentoring, academic leadership opportunities, and research support encourage employees to invest in professional growth. Universities that provide clear career pathways are more likely to retain qualified staff.

Workload management is another important issue. Academic employees frequently combine teaching, research, administration, and student support. According to the Job Demands–Resources model, performance improves when organizational resources adequately support work demands (Bakker & Demerouti, 2007). Excessive workload may lead to stress and reduced productivity, while balanced responsibilities and sufficient resources support professional well-being.

Institutional support includes research infrastructure, digital technologies, administrative assistance, effective communication, and a collaborative culture. A supportive organizational environment reduces barriers to academic work and promotes innovation, knowledge sharing, and employee engagement.

The literature demonstrates that HRM practices should be examined as an integrated system. Professional development, leadership, performance evaluation, motivation, career opportunities, workload management, and institutional support interact in shaping academic staff performance. This integrated perspective forms the basis of the empirical analysis.

ANALYSIS AND RESULTS

The study employed a quantitative research approach based on data collected from 106 academic staff members, including lecturers, senior lecturers, associate professors, and professors working in higher education institutions. A structured online questionnaire was used to assess respondents' perceptions of HRM practices and academic performance.

The questionnaire consisted of three main parts. The first collected demographic and professional information. The second assessed recruitment and selection, professional development, leadership and communication, performance management, motivation, recognition, career development, workload management, organizational support, and employee engagement. The third measured academic performance through teaching effectiveness, research contribution, innovation, professional responsibility, student support, collaboration, and participation in institutional activities.



All variables were measured using a five-point Likert scale ranging from 1 — “Strongly Disagree” to 5 — “Strongly Agree.” Participation was voluntary, and confidentiality and anonymity were maintained throughout the research process.

The data were analyzed in STATA using descriptive statistics, reliability analysis based on Cronbach's alpha, Pearson correlation analysis, and multiple regression analysis. Cronbach's alpha values above 0.70 were considered acceptable. The regression model was expressed as follows: $ASP = \beta_0 + \beta_1HRM_1 + \beta_2HRM_2 + \dots + \beta_nHRM_n + \varepsilon$, where ASP represents academic staff performance, the HRM variables represent the examined management practices, β represents the regression coefficients, and ε represents the error term. The descriptive analysis showed that respondents generally perceived HRM practices as important factors associated with academic staff performance. The findings indicate that employee effectiveness is associated not only with individual knowledge and skills but also with the working conditions and management systems established by universities.

Professional development was identified as one of the most important factors. Respondents emphasized the value of training, continuous learning, research capacity-building, digital competence development, and access to professional resources. Staff development enables academic employees to adapt to changes in educational technology, apply innovative teaching methods, and improve research productivity.

Leadership support also demonstrated a positive relationship with academic staff performance. Clear communication, professional guidance, recognition, and opportunities to participate in decision-making increased employee motivation and engagement. Supportive leadership created a working environment in which academic staff felt valued and encouraged to contribute to institutional development.

Employee motivation and recognition were also associated with stronger performance. Although academic work is frequently influenced by intrinsic factors such as intellectual interest and professional autonomy, financial and non-financial incentives remain important. Fair compensation, research support, recognition of achievements, promotion opportunities, and institutional appreciation can strengthen employee commitment.

Performance management contributed positively when evaluation procedures were transparent, fair, and focused on improvement. Respondents valued systems that provided constructive feedback and identified professional development needs. The findings suggest that evaluation should include both quantitative and qualitative contributions, including teaching, research, innovation, student support, and institutional service.

Career development opportunities were positively associated with academic performance. Clear promotion pathways, mentoring, research opportunities, and leadership development encouraged employees to invest in their long-term professional growth. Such mechanisms can also support employee retention and organizational commitment.

The findings further confirmed the importance of workload management and institutional support. Academic employees performed more effectively when universities provided adequate research infrastructure, modern technologies, administrative assistance, and collaborative working conditions. Balanced workloads were associated with a greater perceived ability to manage teaching, research, and administrative responsibilities effectively.

Pearson correlation analysis showed positive relationships between the main HRM dimensions and academic staff performance. Professional development, leadership support, employee engagement, organizational support, and career development demonstrated particularly important associations with academic effectiveness.

The reliability analysis produced Cronbach's alpha values above the acceptable threshold of 0.70, indicating satisfactory internal consistency of the measurement scales. Multiple regression analysis showed that HRM practices were associated with variations in academic staff performance. Among the examined HRM dimensions, professional development, leadership support, employee engagement, organizational support, and career development showed comparatively stronger relationships with academic staff performance.

Diagnostic tests indicated acceptable levels of multicollinearity, suggesting that no problematic relationships were observed among the independent variables. The diagnostic results suggested that the regression estimates were not substantially affected by multicollinearity.

The findings demonstrate that individual HRM practices are more effective when implemented as part of an integrated system. Professional development produces stronger outcomes when supported by effective leadership, fair evaluation, recognition, career opportunities, balanced workload, and adequate institutional resources.

CONCLUSION AND SUGGESTIONS

Academic staff constitute a key intellectual and professional resource of modern universities. Their teaching, research, innovation, mentoring, and institutional participation directly influence educational quality



and university competitiveness. The study suggests that academic staff performance is influenced by both personal competencies and organizational conditions associated with HRM practices.

The findings show that professional development, leadership support, employee engagement, performance management, career development, workload regulation, recognition, and institutional support are important determinants of academic effectiveness. Universities that implement integrated HRM systems create more favorable conditions for employee motivation, professional growth, job satisfaction, and organizational commitment.

Professional development should be treated as a continuous strategic investment. Universities need to provide regular training, research capacity-building programs, digital competency courses, workshops, academic mobility, and international cooperation opportunities. These initiatives help academic staff respond to technological and pedagogical changes.

Supportive leadership is also necessary for improving academic performance. University leaders should communicate clearly, recognize achievements, provide professional guidance, and involve employees in relevant decision-making processes. Leadership development programs should therefore include communication, conflict management, motivation, and participative management.

Performance evaluation systems should be transparent, fair, and development-oriented. They should provide constructive feedback and consider both quantitative and qualitative contributions. Teaching quality, research, student supervision, innovation, and institutional service should be assessed through balanced criteria.

Motivation systems should combine financial and non-financial incentives. Competitive compensation, research funding, recognition programs, academic autonomy, awards, promotion opportunities, and leadership roles can increase job satisfaction and employee commitment.

Career development should be supported through transparent promotion criteria, mentoring, research pathways, and leadership development. These mechanisms encourage long-term professional growth and help universities retain talented academics.

Universities should also improve institutional support by investing in research infrastructure, digital technologies, administrative services, and collaborative workplace culture. Workloads should be distributed reasonably to maintain employee productivity and professional well-being.

Based on the findings, the following measures are recommended:

1. Integrate HRM policies into university strategic planning.
2. Establish continuous professional development systems.
3. Strengthen supportive and participative leadership.
4. Introduce fair and multidimensional performance evaluation.
5. Combine financial and non-financial motivation mechanisms.
6. Develop transparent promotion and career pathways.
7. Improve workload balance and employee well-being.
8. Expand research, technological, and administrative support.

In conclusion, strategic human resource management is an important factor in improving academic staff performance. Universities that systematically develop, motivate, and support their academic workforce are better positioned to enhance teaching quality, research productivity, employee satisfaction, and institutional competitiveness. Future studies may expand the sample, compare universities across different countries, and combine quantitative analysis with qualitative interviews.

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