

COMPETENCE-BASED APPROACH AS A FACTOR IN IMPROVING THE EFFECTIVENESS OF REMUNERATION

Bagiyev Onur Amid oghly (Azerbaijan)

Scientific Advisor – Associate Professor, Ph.D. in Economics Kudriavtseva O.V.

Kharkiv National Automobile and Highway University

Kharkiv, Ukraine

The effects of increasing the level of competence development and justifying practical tools are reflected in the practical and resultant blocks of the theoretical model of the competence-based approach to remuneration, which considers the selection and adaptation of remuneration and assessment tools that stimulate employees' material interest in competence development. Assessment is carried out on the basis of comprehensive methods aimed at identifying the competencies necessary for the effective performance of job functions and is used to determine suitability for a position, form a personnel reserve, develop training and professional development programs, and implement personnel selection, hiring, and motivation procedures. at the same time, to streamline the competency model, they are combined into functionally oriented clusters.

The most common competency clusters include: managerial competencies (determining the ability to manage processes, personnel, and resources), professional (determining the presence of specialized knowledge, level of mastery of special skills and abilities), instrumental competencies (determining the level of mastery of means of production, technologies, tools and equipment, information management), corporate competencies (determining the compliance of business and personal qualities with the values and standards of corporate culture and ethics).

The procedure for assessing competencies depends on a number of factors: the availability of a formalized competency profile for the position being assessed, corporate culture standards, industry specifics, the ability to use complex assessment methods, legal requirements, and restrictions.

The variety of competency assessment methods is due to the divergence of assessment goals and objects, the focus, depth, and scale of the assessment. To ensure a high degree of relevance of the competency assessment results, it is advisable to use several methods simultaneously. The most popular methods of competency assessment include: testing; a group of expert methods; the scoring method; the benchmark method; the critical incident method; observation; assessment by performance indicators (KPI) and assessment by objectives (MBO); role-playing; systemic assessment methods (360 degrees and assessment center) [1].

When assessing supra-professional competencies responsible for mental and logical activity, behavioral profile, and communication effectiveness, it is advisable to use methods such as numerical and verbal information analysis, a resilience questionnaire, and a personality questionnaire.

The key to the successful integration of the competency model into the corporate HR management system is compliance with the key requirements for the competency model: systematicity; expediency; relevance.

Regardless of the assessment method used, it is important to supplement the competency model with information about the level of competency development, i.e., the model should contain an assessment metric that clearly confirms the presence or absence of competency in an employee.

The advantages of using a competency model in management practice should be considered from two perspectives – for the employee and the employer. For the employee, the competency model fully explains what qualities are required and what requirements must be met for the successful performance of job functions. For the employer, the development and integration of a competency model into the corporate environment allows them to:

- formalize the requirements and expectations of successful candidates when recruiting personnel;
- determine methods and tools for assessing competencies based on the structure of competencies and requirements for their degree of manifestation;

- ensure the solution of promising tasks through proactive changes in the competency structure;
- effectively manage the personnel reserve and employee careers;
- plan training and professional development programs.

The established methodological foundations, principles, and resource environment determine the conditions and limitations for the development of practical remuneration tools.

Competency-based remuneration is possible within any remuneration system due to the flexibility of the tools for assessing competencies and qualification levels, which allow for differentiation of the base salary and the establishment of bonus indicators. The competency-based remuneration mechanism can be implemented in the form of a bonus that is set for the employee according to the results of the competency assessment. The effectiveness of the integration of the competency-based remuneration mechanism depends primarily on the flexibility of the corporate remuneration system.

A time-based remuneration system with work classification according to a tariff scale provides for differentiation of the basic part of the salary depending on the employee's qualifications, the complexity of the work performed, and the intensity and nature of the work. The main indicator for calculating wages in piecework remuneration is the amount of work performed (the quantity of manufactured or processed products, services provided). In direct piecework remuneration, wages are calculated based on actual output, which stimulates an increase in the quantity of products manufactured. Within the framework of hourly and piecework wage systems, the grade of work is taken into account, depending on which requirements for the level of professional competence are set.

The most adapted to competence-based remuneration is considered to be a non-tariff (flexible, distributive, coefficient) wage system. This system is based on the principle of proportional distribution of the wage fund. The essence of the non-tariff system is to calculate wages in proportion to the employee's contribution to the

overall result, taking into account the time worked and qualifications. The size of an employee's salary is subject to review at certain intervals by establishing the size of labor participation coefficients and qualification levels.

The review of the basic principles of human resource management, caused by the dynamism of innovation and integration processes in global markets, has led to the development of new remuneration systems. Looking at trends in compensation management, it can be noted that large companies are gradually moving away from traditional remuneration systems in favor of combined solutions focused on establishing a direct relationship between salary and skill level.

Competency-based remuneration has become widespread in the field of customer support and service. The size of the salary depends on the extent and depth of the employee's mastery of a set of related tools. Two factors influence the choice of a competency-based remuneration system: the current degree of integration of the competency approach into the personnel management system and the resource and regulatory capabilities for adapting the work of the HR department.

The resulting block provides an analysis and assessment of the expected effects caused by changes in the level of competence development.

The positive effects achieved through the application of a competency-based approach to remuneration include: reduced staff turnover, increased professionalism of employees, reduced production defects, and competitive advantages.

Thus, the proposed model of a competency-based approach to remuneration is a universal tool, the application of which is not limited to a specific industry, regional specifics, or type of economic activity of an organization. As a structural pattern, the model allows for all the features and limitations of a competency-based approach to remuneration to be taken into account. A high level of systemic detail distinguishes this model from generalized operational models, allowing for a greater number of factors affecting the effectiveness of the remuneration function to be taken into account.

References:

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REPRESENTING LINEAR MAPS WITH MATRICES

Ghulam Omer Abdullah (Afghanistan)

Associate Professor

Kabul University

Kabul, Afghanistan

Abstract. This conference paper explores the representation of linear maps using matrices, highlighting the fundamental connection between abstract vector space theory and computational linear algebra. A linear map, defined as a function that preserves vector addition and scalar multiplication between vector spaces, can be expressed concretely once bases for the domain and codomain are chosen. By examining the action of a linear map on basis vectors, the resulting images can be written as linear combinations of the codomain basis vectors, whose coefficients form the columns of the map's matrix representation. This approach not only simplifies the computation of linear map operations but also facilitates the study of properties such as composition, invertibility, rank, and eigenvalues. Through illustrative examples, including projections and specific linear transformations, the paper demonstrates how matrix representations allow abstract linear operations to be computed efficiently using matrix-vector multiplication. The methodology relies on qualitative research and authoritative linear algebra references to provide a clear, structured understanding of these concepts.

Introduction. In linear algebra, a *linear map* (or linear transformation) is a function between vector spaces that preserves vector addition and scalar