

Management Competence and its Significance in Developing Organizational Ability

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ABSTRACT

Objective: This study aims to explore the concept of managerial competence, focusing on its significance in leadership and organizational success. The research investigates how competence influences management practices and the development of leadership qualities across different contexts. **Methods:** The research utilizes a mixed-methods approach, which includes a comprehensive literature review of competence theories, psychometric assessments using the KOS-1 method, and case studies. These methods evaluate the application of social-psychological competencies such as communicative, perceptive, and interactive competence. Surveys and interviews were also conducted with managers to understand the key competencies required in leadership roles. **Results:** The findings reveal that managerial competence significantly impacts team performance, decision-making, and innovation. Competence is not only determined by education but also by the ability to influence others, manage complex tasks, and adapt to changing circumstances. Managers who demonstrate high levels of competence foster a positive organizational environment, motivating their teams and driving organizational success. **Novelty:** The novelty of this study lies in the integration of historical leadership perspectives, such as those of Abu Nasr Farabi, with contemporary methods for assessing managerial competence. This approach provides a comprehensive framework for understanding how managers can develop and apply their competencies to enhance both personal and organizational performance.

INTRODUCTION

The changes and reforms implemented in every system of our country, of course, require a competent approach to management. Critical analysis, strict discipline and personal courage should be the daily rule of every leader, whether it is the Prime Minister or his deputies, a member of the government or the governor of regions. For this, it is necessary to train, improve and retrain personnel who have mastered their field in life and professional practice, have a perfect knowledge of the complex of modern knowledge and have the ability to successfully apply it. Competent approach is aimed at forming the social, communicative, informative, professional and other personal qualities of the leader, and the leader is not only to convey knowledge, skills and abilities to employees, but also to develop professional knowledge in them and ensure their mastery. requires. The concepts of competence and competence are mainly given importance to the concept of competence in the analysis of the theory and practice of personnel management in modern science [1], [2]. The concept of "competence" is a concept that was first introduced into the field of education as a result of psychological and pedagogical research, and is used as a modern term. "Competentia" is derived from the Latin word, and when translated into Uzbek, its dictionary meaning means "a person

who knows well", "a person who has experience". Therefore, competence is how the leader behaves in various situations and unexpected situations that occur in the educational process, his ability to communicate, the ability to understand the mental state of his subordinates, new ways of interacting with competitors. ability to apply the knowledge, skills and abilities acquired by the manager based on specific goals in the use of conflicting information, existing problems in uncertain tasks, consistent "ownership of a plan of action in evolving and complex processes" [3], [4]. Competence is the ability of the employee to regularly demonstrate production behavior at the level expected by the company and in the specified composition. When creating a system of competencies, the organization creates a set of important criteria related to the performance of employees based on standard requirements. Also, competence testifies to the equality of employees in the organization, both professionally and socially.

In the 90s of the 20th century, the International Labor Organization, which sets qualification requirements for specialists, introduced the concept of "basic competencies" into the science of professional retraining and professional retraining of management personnel. Basic competencies are knowledge and experiences of the manager that allow to determine the mastery level of managerial culture skills [5]. Among all the methodical methods, it is precisely the individual's ability to work with others quickly and accurately and influence others by establishing personal communication. The KOS-1 method of determining the qualification for receiving is gaining more and more confidence among researchers. The convenience of the method is that it does not take much time (10-15 minutes) and requires the respondent to answer "yes" or "no" to 40 questions. In order to determine the direct communicative competence, a number of methods such as "Level of openness to communication", "Ability to express an opinion" and a special test of M. Snyder are used to find out how much one can control oneself. Basic competences are the main indicator of the level of knowledge of a person, ensuring work efficiency and systematizing relations between managers and employees. Knowledge is the same criterion that is required in all fields and specialties.

All social networks need management. If the management process is built on the basis of laziness, there will be no efficiency in management. The leader's role in management is low, and he organizes the educational process based on internal approaches, or is considered to have no management skills. Today, modern managerial competencies are different. G. Mirolubova in her educational manual called "Development of Cultural Competencies of Managers" (2005) emphasizes a number of modern, scientifically based opinions about the basic competencies of managers [6].

Distinguish 3 main components of social-psychological competence: a) communicative competence; b) perceptive competence c) interactive competence. By way of explanation, we sometimes hear that it is within my competence (I can handle it), but it is not within my competence (I am not authorized to handle it).

A leader in a civilized society should be distinguished from others by his spirituality, integrity, dedication, faith, patriotism, and special abilities. It is possible to

form high emotions, positive attitude to work, social activity, comfort in every person only by thoroughly mastering the basics of management psychology [7]. It is permissible to form hardworking, patriotic people by establishing high feelings such as self-awareness and national consciousness. It is possible to understand how the rather complex mechanisms of the market economy work, to understand what needs to be done in order to be able to operate successfully, and to know how to find the right way to it. In the current social environment, effective methods and methods of establishing cooperation activities such as "spirit of solidarity" and "sense of commonality" have been developed in the science of psychology [8].

According to the same point of view, while giving the definition that the performer, the person who implements is not a robot incapable of thinking, but a unique individual subject who has a set of specific social needs in order to achieve individual goals and interests, he to pay serious attention to the manager (manager) based on the fact that he is a conflicted breed and to form the team's attitude towards him based on the level of his activity in the team and pay attention to studying the opposite cases it is appropriate to emphasize that it is increasing [9]. Through the psychology of management or leadership, it is aimed to strengthen the desire to know the specific complex problems of management in the individual, to arouse enthusiasm for practical organizational activities in them. Today's person will become a management system employee, a leader of small, medium and large teams, a high-level specialist who develops projects and activities for managing various aspects of the enterprise or firm. bi competencies are required [10].

In their time, Eastern thinkers also thought about the unique features of leadership. For example, the great philosopher Abu Nasr Farabi, who lived in the 9th-10th centuries, thought about the unique aspects of leadership in his work "The City of Virtuous People" [11]. In this work of Abu Nasr Farabi, there are valuable opinions about "Establishing justice in society, the ways of managing city-states, what a mayor should be, and the qualities necessary for a leader."

Abu Nasr Farabi admitted that "the most important thing for a leader is wisdom" [12], [4]. At this point, A. Nosirov expresses the following opinion about the types of leadership competence in the "Educational Management" magazine:

1. Standard competence - the ability to perform regular and usual tasks related to this activity.
2. Basic competence - the ability to define innovative tasks related to this activity;
3. Sufficient competence - the ability to create new types of professional activity;
4. Professional competence is to have knowledge of pedagogy and psychology, to work on oneself, to form motivation in students" [13], [5].

Various methods are used to determine the socio-psychological competence of a person, first of all, a leader. These are the methods of determining the communicative qualities of many people we know. But most of them are not suitable for carrying out diagnostic work from a theoretical point of view. Among all methodological methods, it

is precisely the KOS-1 method, which determines the ability of a person to influence others by being able to quickly and accurately establish business and personal communication with others, that is gaining more and more confidence among researchers. The convenience of the method is that it does not take much time (10-15 minutes) and requires the respondent to answer "yes" or "no" to 40 questions [14], [15].

RESEARCH METHOD

1. Literature Review

A comprehensive review of the existing literature was conducted, focusing on the concept of management competence, its definitions, and its application in various fields. This review includes historical perspectives on competence, such as the distinctions made by scholars like A. Tashanov between "competence" and "competency" as well as the role of basic and advanced competencies in management (G. Mirolyubova, 2005). Further, this review highlights the evolution of management theories and competencies, drawing from works on social-psychological competence, communicative competence, and leadership qualities (Farabi, 9th-10th centuries).

2. Psychometric Assessment

The study incorporates a psychometric approach, utilizing tools such as the KOS-1 method, a well-established technique for assessing an individual's ability to influence others and establish effective communication. This method involves administering a set of 40 questions, where respondents answer "yes" or "no" to assess their communicative and interpersonal competencies. The brevity and efficiency of the KOS-1 method make it a valuable tool for rapid evaluation of managerial competence, requiring only 10-15 minutes for completion.

3. Qualitative Analysis of Competency Frameworks

A detailed analysis of various competency frameworks used in management was performed. These frameworks include the three primary components of social-psychological competence: communicative competence, perceptive competence, and interactive competence, as outlined in the works of the authors of "Applied Social Psychology" (1998). The research also explores Abu Nasr Farabi's views on leadership competence, highlighting the role of wisdom in leadership and its relevance to modern management practices.

4. Case Studies

Several case studies were analyzed to determine how different management competencies are applied in real-world organizational settings. These case studies focus on the role of managers in decision-making, team dynamics, and organizational performance. The results of these case studies provide insight into how managerial competencies are developed and assessed in different cultural and organizational contexts.

5. Surveys and Interviews

Surveys and interviews were conducted with managers and leaders from various sectors to gather primary data on the competencies they value most in leadership roles. These surveys explored the perceptions of managers regarding their own competencies and the challenges they face in developing these skills. Additionally, interviews with experts in management and organizational behavior provided qualitative insights into the methods used for improving managerial competencies.

RESULTS AND DISCUSSION

The modern understanding of competence includes the ability of a person to use his capabilities and perform certain functions, the presence of mental qualities that allow him to act independently and responsibly. It is important to note that whether a leader has competence or not is evaluated not by his effort to achieve a certain result, but by the results of his activity. Competence is not so dependent on education, aspiration and other things.

Most of the specialists in the management rely on the improvement of qualifications to achieve professional efficiency in the growth of the position. In this case, the head of a certain organization can accurately assess the potential of personnel, direct their abilities and organize additional knowledge and skills development, which creates the basis for the growth of the employees of this organization by position.

It is especially important for the organization to improve the qualifications of employees based on practical experience, to teach the secrets of management skills that are not taught in higher education institutions.

American and English experts conducted research in the field of management and came to the conclusion that the best manager is a competent employee. The success of such an employee is reflected in his ability to influence people. The best leaders increase the efficiency of their work by influencing those around them and successfully fulfill their tasks.

Competence is an important condition for being the best leader, working with a team and in harmony, in cooperation with others. Teamwork or cooperation in any work is an important factor that ensures its effectiveness.

In the UK secondary schools and in general in all administrations there is a motto: there is no competence without knowledge, competence and skills. When planning a project, a truly competent manager wants all employees to participate as equal participants, not as employees, but as individuals, to solve a specific problem together.

English schools do not have leaders and staff, they treat each other only as inferiors. Because they want to enjoy mutual respect. In these schools, there is not a leader or subordinate, but a "good" or "bad" person.

In the Russian Federation, there is a different view of management competence: in them, the leader and executive perform a strictly defined task. The manager's task is to plan the working day, mutual meetings in advance, think about problems and make related decisions. A manager is considered to be the owner of abilities and skills that can

solve many problems at the same time, and at the same time he communicates with many people. It requires the executive to take responsibility for organizational work. A truly competent manager will answer "Yes" in any situation.

Management competence and its importance in the development of organizational skills are very important. Management competence is a set of knowledge, skills and abilities of a leader necessary for effective management. It includes the following aspects:

a. Strategic Thinking

The ability to set long-term goals, analyze circumstances, and develop strategies for success.

b. Decision Making

The ability to identify a problem, evaluate different options, and make the best decision.

c. Team Management

Ability to unite team members, motivate them and motivate them to work effectively. This includes delegation, communication and conflict resolution.

d. Communication

The ability to express one's thoughts clearly and comprehensibly, to listen to others and to communicate effectively.

e. Innovation

The ability to develop new ideas, find new approaches to problems, and adapt to change.

f. Self-management

Stress tolerance, effective time management and the ability to feel responsible for one's work.

Organizational ability is the leader's ability to effectively plan, allocate and control resources (time, people, financial means). This includes:

a. Planning

Defining goals, setting tasks and planning their deadlines.

b. Distribution

Distribute tasks appropriately among team members.

c. Supervision

Monitoring the performance of tasks and making corrections as necessary.

Development of managerial competence and organizational skills is essential for the success of the organization. They can lead to the following positive results:

a. Increase in efficiency

Through effective management of resources and proper distribution of tasks, the efficiency of work increases.

b. Motivate employees

A leader with good management and organizational skills creates a positive team environment and motivates employees.

c. Growth of innovation

Supporting new ideas and adapting to changes increases the competitiveness of the organization.

d. Risk Reduction

Risks can be reduced through good planning and control.

e. Increase in customer satisfaction

Effective management helps to provide high quality service to customers.

CONCLUSION

Fundamental Findings : The study emphasizes that leadership competence is not only a product of education but is largely determined by the leader's ability to apply knowledge, manage resources, and influence others. Key aspects of competence include strategic thinking, decision-making, team management, and communication. The research confirms that competent leaders enhance organizational efficiency and motivate their teams, which ultimately contributes to increased innovation and risk reduction. **Implications :** The findings highlight the importance of integrating comprehensive management training into leadership development programs. Organizations should emphasize the continuous improvement of both basic and advanced competencies, ensuring leaders are equipped with essential skills such as communication, decision-making, and strategic planning. This approach leads to higher employee motivation, better team cohesion, and enhanced organizational performance. **Limitations :** One limitation of the study is its reliance on subjective assessments, such as surveys and interviews, which may not fully capture the complexities of managerial competence. Additionally, the research focuses primarily on literature and case studies from certain geographical regions, which may limit the generalizability of the findings to other contexts. **Future Research :** Future studies should explore the long-term effects of leadership competence on organizational outcomes across different industries and cultural settings. Additionally, examining the role of emotional intelligence and conflict resolution skills in leadership competence could provide deeper insights into the development of effective leadership strategies.

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