

THE ROLE OF MANAGERIAL COMPETENCIES OF THE HEAD IN ENSURING THE PROFESSIONAL SATISFACTION OF UNIVERSITY EMPLOYEES

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Abstract

Managerial competencies of a manager play a key role in the formation of professional satisfaction of employees of a higher educational institution. These competencies affect the organizational culture, motivation of employees, their involvement in the work process and the overall level of job satisfaction.

Keywords: National personnel, ability, motivation, qualifications of managers.

Introduction

In Uzbekistan, a number of measures are being implemented in higher education institutions aimed at developing managerial competencies and increasing the professional satisfaction of managers. The main attention is paid to ensuring effective management in the education system, improving the skills of managers, as well as the introduction of modern management models and innovative approaches.

As part of the National Talent Pool project, 970 candidates were evaluated through specific tests and interviews, and leadership preparation programs were developed. This process is aimed at ensuring quality management to increase the professional satisfaction of employees [8].

The training of leaders with innovative thinking is defined as one of the strategic goals of the state. At the same time, on the basis of management psychology, andragogy and other methods, it is assumed to increase the social and motivational impact of managers on employees [10,12]. In order to increase employee satisfaction, educational programs for managers are organized based on international experience. These include trainings conducted in cooperation with management schools in countries such as Germany and Korea [10]. These measures are becoming increasingly important for the formation of effective communication between managers and employees, increasing employee motivation and satisfaction.

Detailed information on the main studies and works carried out in foreign countries on managerial competencies and professional satisfaction of employees:

The impact of managerial competencies on employee satisfaction (Müller & Turner, 2010).

The study by Müller and Turner shows how the managerial competencies of project managers affect the professional satisfaction of employees. They studied the communication skills,



problem-solving and motivation skills of managers, as well as the ability to adapt their methods in certain situations. Key findings from the study show that effective leaders play a critical role in improving job satisfaction among employees.

The Competent Manager " (Boyatzis, 1982).

Boyatzis studied in detail the relationship between managerial competencies. His model identifies three core skills needed for leadership:

- Personal competencies (self-control, stress management).
- Social competencies (communication, collective management).
- Cognitive abilities (analytical and strategic thinking).

These skills are considered important for ensuring employee satisfaction with working conditions and leadership style.

Kim and Brymer (2011): The Impact of Leadership Style on Employee Satisfaction.

This study examines the impact of a manager's motivational approaches on employees' desire to work. The results show that a leadership style based on mutual trust and motivation increases employee job satisfaction.

Çetin, Karabay, and Efe (2012): The relationship between competencies and satisfaction.

They studied the relationship between the competencies of management and the occupational stress of employees. This study shows how employee satisfaction depends on the manager's abilities, such as effective handling and decision-making.

Spector (1997): A Theory of Professional Satisfaction.

Spector's work, "Job Satisfaction," examines the impact of management on employee motivation and organizational factors, such as working conditions and remuneration systems. It shows that managerial competencies are important for ensuring employee satisfaction with working conditions.

Managerial competencies of the head are a key factor affecting the professional satisfaction of university employees. A competent manager creates an environment in which employees can reach their potential, feel satisfied with their work and contribute to the development of the educational institution.

Conclusions and Proposals

The managerial competencies of the head of the university have a direct impact on the level of professional satisfaction of employees. The development of these competencies allows you to create favorable conditions for work, increase the motivation and efficiency of personnel, which ultimately contributes to the achievement of the strategic goals of the organization.

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