

PRINCIPLES OF DEVELOPMENT OF PSYCHOLOGICAL COMPETENCE OF LEADING EMPLOYEES

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Abstract

Increasing the managerial competencies of leaders implementing reforms, which are the basis for the development of a new Uzbekistan, is the basis for training suitable leaders. Two important tasks are focused in the development of management competencies of management personnel - the development of human capital strategically and the formation of knowledge and skills in accordance with the requirements of a market economy - tactically. In this regard, management competencies became the dominant concept in the theory of strategic management in the 90s of the twentieth century, and it was important to provide for the formation of competitive advantages based on the development of management competencies among management personnel. Therefore, the main task of a leader is to serve people, to please them, and they deeply understand their responsibility and accountability, first of all, to their conscience, to the people who trust them, to the nation, to fulfill their assigned tasks . entrusted to them, they show diligence and help others, must also call for dedication and work. Therefore, managers are faced with important tasks to achieve these goals, and there are also tasks to further expand research in this direction. Therefore, this article reveals the scientific and theoretical foundations of the psychological competence of a leader.

Keywords: Leadership personality, management psychology, personnel competence, professional competence, methodological competence, socio-psychological competence, communicative competence, managerial potential, resource concept, civil servants.

Introduction

Today, the training of professionally oriented personnel is gaining importance in the modernization of state administration. The effectiveness of public administration largely depends on the quality of the activities of public bodies, as well as the professional skills of civil servants.

Implementation of tasks of state bodies, search for effective ways to solve new tasks that are put on the agenda require high professional skills of state employees, professional development.

In a rapidly changing social environment, management must be flexible. At the same time, it may not be possible for all managers to quickly make management decisions and ensure their implementation. A civil servant is a profession that always requires a creative approach to the implementation of tasks and functions. Therefore, specialists in the public service system are required to regularly improve their academic degrees in their professional activities.



The presence of historical trends in the formation and development of public administration in our country is of great importance in increasing the competencies of civil servants. Also, ensuring the harmony of scientific theories recognized in the world experience in improving the competencies of civil servants today is one of the main priority tasks of our development.

Theoretical Basis

Today, the state's leadership training policy and current trends in the world play an important role in studying the competence of management personnel and its theoretical foundations, improving the theoretical and conceptual foundations of their activity. In this regard, it is necessary to implement a number of important tasks today, which are as follows:

- carrying out research on the theoretical and conceptual bases of increasing the competence of management personnel;
- to determine the specific features of the content of the concepts of the potential of management personnel, the "mechanism of development of the potential of management personnel".
- development of criteria for assessing the potential of management personnel as a prerequisite for the development of personnel technologies;
- to study the real state of the competence of leading personnel in the public service;
- development of competency models for management personnel;
- development of methodological approaches and tools for the development of the competencies of the leading personnel;

Improvement of technologies for training management personnel, etc. If we refer to the first theoretical foundations of the issue and the history of study, the study of management competencies based on a systematic approach ANAveryanova, VGAfanaseva, IDAndreeva, L.Bertalanfi, IVBlauberga, MBBakhtina, AABogdanova, Ye.P.Golubkova, VNKuzmina, Ye.I. Morozova, AGPorshneva, Yu.M. Plotinskogo, LAPetrushenko, VNSadovskogo, A. Fayolya, RAFatchutdinova, Yu.I. Chernyaka, EGYudina studied in a certain sense. For example, IVBlauber describes that core competencies are a potential source of competitive advantage of the organization and reflect the unique management skills, knowledge and behavior of management personnel [1].

Competencies are a set of knowledge about the evaluation of a person's behavior, through which we can determine what level of success the employee is achieving in the implementation of his activities in order to effectively develop the organization.

Competences, their presence, are usually recorded through specific situations that measure individual behavior (with the help of indicators) (well-formed behavior and skills).

Often in everyday communication, we often use the concepts of "competence" or "knowledge". In particular, the concept of "professional competence" attracts more attention. However, sometimes the concept of "communicative competence" is used in relation to working with people. In fact, it is connected with such important features as being able to get along with others, being able to convey one's thoughts to others by structuring one's speech fluently and evenly. Recently, the phenomenon of "social-psychological competence" has been



distinguished in the field of psychology, in particular, in its field of "Management psychology", which in essence is broader and more comprehensive than communicative competence.

G. Miroljubova, in her instructional manual entitled "Development of Managers' Cultural Competence Competencies" (2005), emphasizes a number of modern, scientifically based opinions about the basic competencies of managers. That is why, when it comes to the applicant's qualifications for the position, experts face the question of determining or learning the following basic competencies specific to a manager:

- Professional competence is the acquisition of existing information, knowledge, and skills that serve to clarify the organization's mission in order to perfectly manage the activities of the field it manages.

- Methodical competence is the ability of the manager to quickly, correctly and understandably (operatively) convey the knowledge, personal skills and abilities, information about various projects and tasks to the employees.

- Social-psychological competence is a person's literacy in terms of social-psychological phenomena and rules of behavior, knowledge of others, correct perception, understanding of their language and organizing mutual cooperation on this basis.

The authors of the book "Applied Social Psychology" (1998) distinguish 3 main components of social psychological competence:

- (a) communicative competence;
- (b) perceptual competence;
- (c) interactive competence.

If we look closely at this system, we can see that it originates from G. Andreeva's theoretical views on three systems of communication (communicative, perceptive and interactive). However, this approach is characterized by the fact that it covers the main areas of the well-known multifaceted communication process in psychology.

In particular, systematic work is being carried out in this field in Uzbekistan. In particular, in the Academy of Public Administration under the President of the Republic of Uzbekistan, training courses and seminar-trainings are being conducted on retraining and upgrading the qualifications of civil servants, as well as teaching new competencies.

The researcher considers EGYudana core competencies as management knowledge that managers themselves cannot directly perceive. It also states that it is one of the factors affecting the effectiveness of management. In response to the above comments, it should be noted that the Agency for the Development of Public Service under the President of the Republic of Uzbekistan conducts an objective assessment of the moral qualities, talents and skills of employees of state bodies and organizations in the process of promotion. and training system (ilm.argos.uz) is being introduced. However, the possibility of using this system is limited, there is no motivational incentive system for users, and the efforts of civil servants to work on themselves and develop management competencies are not at a high level.

Examples of the theory and practice of increasing the management potential of state civil servants are studied in the works of FAAknazarova, LPArskoy, NM Berezhnova, VADyatlova, MVGracheva, FIGaynullinova, A.Garashchenko, TIDemchenko, APEgorshina, PVJuravleva, EMKorotkova, VVKornilova, MIMagury, APProkhrova, VVTravina, FEUdalova. They



mainly studied the development of professional and management competencies of the leading personnel, the criteria of activity in accordance with the changes taking place in the society, and the mechanisms of their implementation.

MIMagury, who conducted research in the field of management, considers management competencies as the main factor that determines the professionalism of management personnel. Analyzing models of management competencies, he forms a list of management competencies required for each industry [2]. Theoretical and methodological foundations of the study of personnel competence K. Adams, R. Boyatsisa, K. Woodrafa, R. Drakely, V. Dulevicha, L. Ziyala, M. Louzi, EM Korotkova, D. McClelland, BZ Milner, K. Moloney, scientists such as VG Smirnova, A. White expressed themselves in their research works.

A number of studies are being conducted in Uzbekistan, including I. Makhmudov, an employee of the Academy of the General Prosecutor's Office of Uzbekistan, conducted research on "management professionalism", and management competencies are considered as a unit of expression of leadership professionalism. In this direction, special features of personnel policy and state civil service in the Republic of Uzbekistan have been researched by O.Mahkamov, PhD [3]. However, in the conditions of the current global pandemic, management competencies needed in management personnel: working with a large amount of information on management activities (Big data), digitization of management activities (digital management), events, processes, events related to management activities, looking ahead a few years. level of mastering the skills of reviewing the future situation, forecasting (Foresight), analyzing systemic problems in management activities (Systems analysis), critical analysis (Systems analysis) and making optimal decisions in conditions of uncertainty (Decision-making) remains low.

Historian, political scientist A. Farnem notes that the problem of competence formation from the point of view of political science is manifested more in elections and referendums, in the process of sociological research, that is, in the process of communication with the people, from the point of view of economics, in the process of implementing market relations and managing production. emphasizes. The author explains this with the following aspects:

- to improve the quality of training of management personnel, to form their skills for preparing them for complex professional, social and technological solutions;
- development of the most optimal training system for leaders of different ages [4]. Political scientist D. Ernazarov puts forward the opinion that in the current process of globalization, the achievement of political competences in leadership personnel ensures the stable activity of the leader in ideological and ideological struggles [5]. In our opinion, it is important for the leader to know not only management competence but also political competences (political vigilance, political awareness, understanding of political interests, political initiative and hakazo) during the election process in our country.

The founder of the resource concept was B. Wernerfelt, a professor at the University of Michigan Business School, who in 1984 published the article "Resource interpretation of the firm", where the real factors of competitiveness are the firm's resources. However, the rise of interest in the scientific approach in academic and business circles in 1990 by K. Prahalada and



G. Hamela "Core Competencies of the Corporation", which explains the advantages of the concept of the firm as a portfolio of competencies rather than as a portfolio of business units
Scientific views of foreign scientists on "competence" [6]:

Table 1

Authors	The meaning of the concept of "competence".
R. Boyatsis	- a set of characteristics such as motives, characteristics, skills, social role and knowledge of a person
G. Kannak, Ya. Kibanov	- reasonable combination of knowledge, skills, considered in a short time, belonging to the employees of this organization
M. Bomenzat	- a set of knowledge, skills and methods of communication between employees
NT Bunimovich	- knowledge and experience in a certain field; a range of questions that inform someone in particular

In foreign scientific research, the concept of management competence is studied based on an interdisciplinary approach. That's why it is necessary to analyze the issue on the basis of socio-political, psychological, legal and management science laws in the clarification of management competence. In this regard, many political scientists associate the assessment of the management competencies of the leader with key performance indicators (KPI), which is actually a wrong approach, based on the key performance indicators (KPI), the work performance of managers is mainly evaluated. The managerial competences of the leading personnel are expressed in the managerial potential of the leader, his ability and knowledge and skills in the field of management.

The most important knowledge-based values of the modern information society are the development of professional and management competencies of the leaders, and the tendency to implement them in accordance with the changes in the society. That is, T. Duran offers three main forms or three dimensions of competence: knowledge, know-how and attitudes. According to him, management competencies should consist of knowledge, skills, experience, responsibility and initiatives.

President Sh.Mirziyoev "pays special attention to the potential of personnel, their ability to work with the people, young, talented personnel who have new thinking, innovative knowledge and thinking, who have been educated in foreign countries, to state management bodies, enterprises and organizations, raised the issue of appointing heads of educational institutions to the level of state policy. Because, rapidly changing times, the demands of the times have placed completely different demands on the place and role of management personnel in the social and political life of society. In particular, among the economic-social, ecological, religious and ethnic problems that are occurring in the world today, the introduction of the coronavirus pandemic is not only the health care of people, but also the problems of their work in the pandemic, and the problems of supporting their families as another problem for the state and society. placed crosswise" [7].

In a number of European countries and the USA, a great deal of theoretical and practical experience has been accumulated in improving the theoretical and conceptual foundations of



the improvement of management personnel competence. In particular, the analysis of the studies of scientists such as D. Davis, D. Warren, D. Vetten, K. Cameron and G. Minsberg gave us the impetus to create a number of important innovations. That is, in European countries, attention is paid to the following trends in improving the competencies of management personnel:

- reconsidering the changing role of management personnel and increasing the responsibility of managers in education;
- improving the qualifications and skills of leading personnel by regularly assessing their professional and management competencies;
- comparative study (benchmarking) of theoretically based and practically tested systems for creating a reserve of leading personnel;
- training and professional development of leading personnel is based on empirical data and research;
- full and comprehensive use of innovative methods, tools, modern information and interactive technologies and opportunities in training sessions;
- such as attention to the formation of professionally important competencies of a modern leader in seminar trainings.

Results and Analysis

Based on the research, it can be concluded that it is necessary to develop a separate competency cluster and model for each field. for example, in the higher education system, it is necessary to form a separate list of competences for the students of each course to be passed by the Main Scientific and Methodological Center, to organize the retraining of pedagogues and leading personnel of the higher education system and to increase their graduation (table 2) .

Table 2

Competence	Expected result	Name of special courses, modules, interactive technologies
Problem solving and decision making	Quality changes in the ability to make management decisions within the scope of their authority, the manifestation of responsibility for quality and the timely implementation of the decisions made	General professional subjects: "Educational management", "Educational marketing". Special course - "Management Decisions". Seminar session - "Management trinity: planning, transfer of powers, decision-making"
Information analysis, systematic approach (strategic thinking)	The skills of working with information, using a systematic approach to work were formed; think systematically; development of methodological documents	Problem-analysis seminars: "Organization of office work in an educational institution", "Information technologies in an educational institution", "Innovation management in an educational institution", "Main trends and strategies for the development of innovative processes of education"
Effective communication and teamwork	Qualitative changes in the ability to achieve common goals, establish a communication and communication system, and maintain a cooperative environment for establishing stable working relationships	General professional subjects: "Business aloha", "social psychology". Special course - "Fundamentals of the psychology of interaction". Communication training - "Ability to work in a team" Training - "Effective self-presentation". "Speaking skills"



Management of organizational and corporate culture	Skills developed in the field of business relations	Special courses: "Fundamentals of management of educational institutions", "Methods of management of educational institutions", "Employee management in an educational institution". Seminar-training - "interactive side of communication: types of interaction"
To strategic planning	Systematized knowledge, structural unity, strategic planning in the field of educational organization management	Special courses: "Design of educational systems", "Educational technologies"
Responsibility for the result	Distribution of key powers among executives, result-oriented management	Seminar-training - "Control and evaluation of personnel activity"
Leadership skills	Demonstrate leadership skills, initiative and enthusiasm	Communication training - "Management skills"
Self-evaluation, critical thinking	Self-development, self-critical assessment, work on oneself	Individual consultations
Resistance to stress	Making optimal decisions in conflict situations, being able to resolve conflicts	Training "Emotional stability"

If we pay attention to world experience, for example, in order to improve the quality of public service, the state of Malaysia has switched to the experience of training civil servants based on competencies since 2002. Competencies are assessed in the process of selection and recruitment, training and development, professional development, performance improvement and awarding in the civil service.

One of the aspects of increasing the efficiency of the public administration system in accordance with the requirements of today's time and the conditions of the country's development is the professionalism and competence of public administration personnel. It is confirmed that civil servants must continuously and regularly improve their creative, personal and professional knowledge and potential. In order to implement the continuous development of civil servants, it is envisaged to introduce new motivating approaches to the civil service system to increase their professional and competence.

The study of the activities of public administration bodies in the world experience shows that regional (local) programs developed on the basis of a special program for the development of public civil service serve to organize and implement the development of the professional potential and competencies of management personnel and civil servants. However, in many CIS countries, no single competent state body or organization is engaged in this particular task of managing the development of the professional potential and competencies of management personnel and civil servants.

In Uzbekistan, the first steps in this regard have been taken, that is, the Public Service Development Agency under the President of the Republic of Uzbekistan is engaged in such activities, and a lot of organizational work is being carried out by this agency.

In short, it is appropriate to take into account the trends in the state's management personnel training policy in the improvement of the theoretical and conceptual foundations of the development of management personnel competence. At the same time, it is a complex process to assess the personal development of personnel as a professional, to coordinate the growth of their potential and competencies. Therefore, it is necessary to carry out systematic reforms in this area.



In our opinion, for the innovative development of public administration today, it is necessary to improve the following competencies of the leading personnel:

- able to communicate effectively;
- have the ability to think strategically;
- the ability to act in uncertain situations;
- existence of creative skills;
- such as being able to focus on the final result of the work.

In general, today, the increase in requirements for the competence of management personnel, the need for an objective assessment of the efficiency of their activities, and in addition, ensuring the continuity of professional growth, was established at the Academy of Public Administration under the President of the Republic of Uzbekistan. The demand for Assessment Center is increasing. In this case, it will be necessary to determine which criteria should be chosen when evaluating the powers and competencies of civil servants, and to determine the goals and indicators of work efficiency.

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