Analysis of theories on professional competence of state civil servants.

Raximbayeva Oftobxon Abdumutalifovna
Researcher of the Academy of Public Policy and Management under the President of the Republic of Uzbekistan

Annotatsiya: Ushbu maqolada davlat fuqarolik xizmatchilarining kasbiy kompetensiyalarini ilmiy-nazariy jihatdan asoslashga doir yondashuvlar tahlil qilingan. Xususan, kompetensiya tushunchasining mazmuni, uning kasbiy faoliyat samaradorligini ta’minlashdagi roli hamda xalqaro va milliy ilmiy maktablarda ishlab chiqilgan modellarning qiyosiy ko‘rinishdagi tahlili amalga oshirilgan. Tadqiqotda kasbiy kompetensiyalarning tarkibiy qismlari, ularni baholash mezonlari va davlat xizmatida zarur bo‘lgan professional sifatlar tizimi yoritilgan. Natijada davlat xizmatchilari faoliyatining samaradorligini oshirishda kompetensiyaviy yondashuvning nazariy asoslari umumlashtirilgan va amaliy ahamiyati asoslab berilgan.

Kalit so’zlar: kompetensiya, davlat fuqarolik xizmatchisi, emotsional aql, reflektiv tahlil, zamonaviy davlat boshqaruvi, Yangi O’zbekiston, tashabbuskorlik, empatiya, o'z-o'ziga intizom.

Аннотация: В данной тезисной работе проведён теоретический анализ подходов к изучению профессиональных компетенций государственных гражданских служащих. Рассматриваются сущность понятия «компетенция», её роль в обеспечении эффективности профессиональной деятельности, а также сравнительный анализ моделей компетенций, разработанных в национальной и зарубежной научных школах. В исследовании раскрыта структура профессиональных компетенций, критерии их оценки и система ключевых профессионально значимых качеств, необходимых для государственной службы. В итоге обобщены теоретические основы компетентностного подхода и обоснована его практическая значимость для повышения эффективности деятельности государственных служащих.

Ключевые слова: компетентность, государственный служащий, эмоциональный интеллект, рефлексивный анализ, современное государственное

управление, Новый Узбекистан, инициативность, эмпатия, самодисциплина.

Annotation: This thesis provides a theoretical analysis of the main approaches to understanding the professional competencies of civil servants. It examines the concept of “competence,” its significance in ensuring effective professional performance, and includes a comparative review of competency models developed in both national and international academic traditions. The study highlights the structure of professional competencies, their assessment criteria, and the key professional qualities required in the civil service. As a result, the theoretical foundations of the competency-based approach are synthesized, and its practical importance for improving the efficiency of civil servants is substantiated.

Keywords: competence, civil servant, emotional intelligence, reflective analysis, modern public administration, New Uzbekistan, initiative, empathy, selfdiscipline.

Professional competence is a complex concept that includes the qualifications, skills and moral qualities of a civil servant and plays an important role in ensuring efficiency in public administration. The term "competency" is derived from the Latin word competo, which means "to be comfortable, to be worthy, worthy"[1]. According to the National Encyclopedia of Uzbekistan, competence is a set of knowledge, experience in a particular area and the main quality that determines the possibilities for a person's productive work. [3]

And according to the Council of Europe's definition "key competence is the set of skills necessary for an individual to be employed, socially integrated, sustainable, sustainable lifestyles and civic function". These competencies are formed throughout life in different directions. Professional competence is a broader concept that refers to the characteristics necessary for a specialist to have mature knowledge and skills in his field and perform professional tasks with quality. That is, professional competence embodies knowledge, experience and abilities in a person's professional activity and allows him to successfully solve professional problems. For example, Abdullayev et al. (2010). Zhang et al. (2023) stated that professional competence is a concept that ensures that a specialist achieves high knowledge, skills, and effectiveness in their field. [3]

Professional competencies of public civil servants are an important factor for the effective functioning of the public service. They are seen as the main aspects determining the quality of public administration system. The term professional competency basically encompasses the knowledge, skills and experiences that employees need to perform their duties. It is also related to social competencies, which refers to the ability of civil servants to build effective relationships with society,

communicate and work as a team. Understanding and evaluation of these competencies serves the professional development of civil servants and improving their effectiveness. In this regard, the conceptual assessment of professional and social competencies is becoming one of the main tasks of modern public administration. In our country in recent years, important steps have been taken towards reforming the public service system, widespread introduction of the principles of openness, honesty and efficiency. The Law of the Republic of Uzbekistan dated 08.08.2022 N ZRU-788 "On the State Civil Service" [4] is aimed at improving the professional qualifications, moral qualities, level of responsibility and social activity of workers in this system. However, in order to achieve these goals, it is strategically important to form in civil servants not only technical knowledge, but competencies based on intellect. It is worth mentioning that competency formation is a complex, multi-stage process that is closely related not only to professional training but also to psychopedagogical factors, such as personal development, social experience, emotional intelligence and reflective analysis. This thesis is aimed at the systematic study and analysis of these factors and the elucidation of the theoretical and methodological foundations of the formation of professional and social competencies on the basis of a rational approach to the activities of civil servants in the public administration system.

The modern public administration system by its fluid and complex essence requires comprehensive, socially mature and morally stable employees. In this regard, one of the pressing problems is the development of professional and social competencies of state civil servants. In particular, the level of socio-economic development of society, the culture of trust and dialogue between people, the transparency and efficiency of public service directly depend on the human factor - the spiritual and intellectual potential and intelligence of employees. Discernment here is not a simple concept, but a conscious awareness, the potential to make responsible decisions, to act in difficult situations without losing a humane position. It is not enough for a civil servant to be an expert who only knows the laws and has mastered the procedures — he works with people, solves their problems, ensures social justice. Such activities require a deep moral intuition, strong social empathy, and a culture of advanced communication.

Professional competency has been studied by many scholars, from which we can derive David McClelland's theory of competency. The concept of competence is described in a 1973 article titled "Testing Competence, Not Intelligence," published in the American Journal of Psychology. David McClelland, in his article, opposed the use

of intelligence and psychometric tests as a tool for recruitment. In his opinion, competence is a more indicative criterion of professional suitability. [5]

McClelland considered the most important common competencies an employee should have: initiative, empathy, and self-discipline. He wrote in his article that employees who do not have these three competencies are the least likely to want to move up the career ladder, do not feel satisfied with their job, and are more likely to be fired than others. The professional competencies of public civil servants are essential to ensure the successful functioning of public administration systems. The effectiveness of the public service depends on the qualifications, knowledge, abilities and ethical rules of employees, which allow them to effectively fulfill their obligations to the state and society. In modern times, one of the urgent issues is to increase the professional competence of civil service workers and to ensure their continuous professional development. Socio-economic changes in the world, the introduction of new technologies and globalization require new approaches to public administration[6]. This indicates an increased attention to the formation and development of professional competencies of state civil servants. In new Uzbekistan, emphasis is also paid to the development of personnel, where in the Republic competency model is often used in the public administration system and is adapted to international practice. Its main components include professional, personal, executive, social and communicative, and technological competencies. Professional competencies include in-depth knowledge of public administration and legal standards, development and implementation of normative legal acts, personal competencies include ethnic values, personal discipline, conscientiousness, responsibility, honesty. Executive competencies mean speed and accuracy in decision-making. Effective time management and results focus. Social and communicative competencies mean working with people, solving citizens' problems, combined with the ability to work as a team, effective dialogue and negotiations. Technological competencies include the skills of using ICT tools and the introduction of innovative technologies into practice. These competency models are tailored to the local context and are clear and understandable criteria for public civil servants. But because it is an emerging system, innovation competencies may not be given enough attention in some cases. Table:1

Correlation comparison of international and national competency models

Component	International models	Uzbek model
Personal qualities	Stress Resilience and Resilience	Discipline, self-development
Knowledge and skills	Industry knowledge and technical skills	Public administration and legal knowledge with emphasis
Cognitive skills	Leadership, teamwork and client engagement	Work with people, effective communication
Motivation and values	Inner Motivation and Ethical Values	Core values include honesty, integrity and responsibility
Technological skills	Application and mastering of innovative technologies	Use of ICT tools and digital governance

In conclusion, professional competencies were recognized as the main factor in ensuring the effectiveness of the public service. They cover not only the level of qualification and knowledge but also the personal qualities of employees. An analysis of international experience shows that systematic approaches and systematic training programs to develop the professional competencies of civil servants are successful. The need for the development of national programs was identified, and the importance of using innovative and modern technologies in public administration was emphasized. Personal motivation, innovative thinking and strategic approaches play an important role in international models. In Uzbekistan, the special attention is paid to the work of public administration and regulatory documents in accordance with local needs

References

1. National Encyclopedia of Uzbekistan 4. Tashkent State Scientific Publishing House, T.:2002, p.682

2. Bekmurodov M.B. Modern management. New generation.T.: 2021. pp. 88- 95.

3. Abdullayev Zafar, Ungalov Sanjar, Muzaraimov Sardorbek "The concept of professional competence and the need for its development in the e-learning environment" T.: 2023. ResearchGate

4. Law of the Republic of Uzbekistan "on public civil service" of 08.08.2022, No. ZRU-788 https://lex.uz/uz/docs/-6145972 1. Набиуллина Л.Ю., Абдуллина Д.А., Кузяшев А.Н. «Дэвид Макклеланд и его вклад в развитие теории управления» meridian-journal.ru 2. OECD (2019). Skills for a High Performing Civil Service. OECD Publishing.