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KASBIY VA IJTIMOY KOMPETENSIYALARNI SHAKLLANTIRISHDA FAROSATLI YONDASHUV

Annotatsiya: Mazkur maqolada davlat boshqaruvi tizimida faoliyat yuritayotgan fuqarolik xizmatchilarida kasbiy va ijtimoiy kompetensiyalarni shakllantirish jarayonida farosatli (intellektual-emotsional) yondashuvning ahamiyati tahlil qilinadi. Farosatli yondashuv xodimlarning axloqiy yetukligi, ijtimoiy mas’uliyati, kommunikativ madaniyati va holatga qarab qaror qabul qilish qobiliyatini shakllantirishda muhim omil sifatida e’tirof etiladi. Tadqiqotda zamonaviy boshqaruvda talab etilayotgan kompetensiyalar tahlil qilinib, ularni rivojlantirishga xizmat qiluvchi sotsiologik jihatlar va ijtimoiy mexanizmlar yoritilgan. Xususan, farosatli yondashuvning kognitiv, emotsional va refleksiv jihatlar davlat xizmatchilari faoliyatida o‘z aksini topishi lozimligi asoslab berilgan. Shuningdek, maqolada O‘zbekiston Respublikasi davlat fuqarolik xizmati tizimidagi amaldagi yondashuvlar bilan xorijiy tajriba taqqosiy tahlil qilinadi. Natijalarda kompetensiyalarni shakllantirishda doimiy o‘rganish, kasbiy refleksiya va ijtimoiy moslashuvchanlikni qo‘llab-quvvatlovchi muhit yaratish zarurligi ta’kidlanadi.

Kalit so‘zlar: farosatli yondashuv, strategiya, kommunikativ ko‘nikma, ijtimoiy kompetensiya, davlat boshqaruvi, fuqarolik xizmatchisi, emotsional intellekt, refleksiv tahlil, xalqaro tajriba.

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РАЗУМНЫЙ ПОДХОД К ФОРМИРОВАНИЮ ПРОФЕССИОНАЛЬНЫХ И СОЦИАЛЬНЫХ КОМПЕТЕНЦИЙ

Аннотация: В статье анализируется значение осмысленного (интеллектуально-эмоционального) подхода в процессе формирования профессиональных и социальных компетенций государственных служащих, работающих в системе государственного управления. Благоразумный подход признается важным фактором развития моральной зрелости сотрудников, социальной ответственности, коммуникативной культуры, умения принимать решения в зависимости от ситуации. В исследовании анализируются компетенции, необходимые в современном менеджменте, и освещаются социологией и социальные механизмы, способствующие их развитию. В частности, утверждается, что когнитивные, эмоциональные и рефлексивные аспекты осмотрительного подхода должны найти отражение в деятельности государственных служащих. В статье также дается сравнительный анализ современных подходов в системе государственной службы Республики Узбекистан и зарубежного опыта. Результаты подчеркивают необходимость создания среды, поддерживающей непрерывное обучение, профессиональную рефлексию и социальную адаптивность при формировании компетенций.

Ключевые слова: проницательный подход, стратегия, коммуникативные навыки, социальная компетентность, государственное управление, государственный служащий, эмоциональный интеллект, рефлексивный анализ, международный опыт.

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A PRUDENT APPROACH TO THE DEVELOPMENT OF PROFESSIONAL AND SOCIAL COMPETENCIES

Abstract: This article analyzes the importance of a thoughtful (intellectual-emotional) approach in the process of forming professional and social competencies in civil servants working in the public administration system. A thoughtful approach is recognized as an important factor in the formation of employees' moral maturity, social responsibility, communicative culture, and the ability to make decisions based on the situation. The study analyzes the competencies required in modern management and highlights the sociology and social mechanisms that serve their development. In particular, it is substantiated that the cognitive, emotional, and reflexive aspects of a thoughtful approach should be reflected in the activities of civil servants. The article also provides a comparative analysis of current approaches in the public civil service system of the Republic of Uzbekistan with foreign experience. The results emphasize the need to create an environment that supports continuous learning, professional reflection, and social adaptability in the formation of competencies.

Keywords: insightful approach, strategy, communication skills, social competence, public administration, civil servant, emotional intelligence, reflexive analysis, international experience.

Introduction

In today's globalization environment, the public administration system is undergoing rapid renewal. In this process, improving the professional activities of civil servants, forming their professional and social competencies based on modern requirements, is emerging as one of the urgent tasks. It is necessary for a civil servant to possess not only legal and managerial competencies, but also humanitarianism, moral integrity, social awareness and communicative culture.

In particular, the need to act on the basis of a prudent approach (i.e., solving problems by combining reason, heart, and moral sensitivity) in the activities of civil servants is increasing. Prudence is not just knowledge, but the ability to deeply understand each situation, taking into account the moral,

emotional, and intellectual level of a person, and to assess the social consequences of his actions in advance. Therefore, a prudent approach should be studied not only as a separate virtue, but also as a methodological approach that develops the professional-ethical, socio-communicative, and psychological stability competencies of civil servants.

In recent years, important steps have been taken in our country to reform the civil service system and widely introduce the principles of openness, honesty and efficiency. Law of the Republic of Uzbekistan No. O'RQ-788 dated 08.08.2022 The Law “ *On State Civil Service* ”[1] aims to improve the professional qualifications, moral qualities, level of responsibility and social activity of employees in this system. However, to achieve these goals, it is strategically important to form competencies based on insight, not only technical knowledge, in civil servants.

It is worth noting that the formation of competencies is a complex, multi-stage process, which 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 article aims to systematically study and analyze these factors and to highlight the theoretical and methodological foundations of the formation of professional and social competencies based on a holistic approach in the activities of civil servants in the public administration system.

The modern public administration system, with its multifaceted and complex nature, requires comprehensively competent, socially mature and morally stable employees. In this regard, the issue of developing professional and social competencies of civil servants is emerging as one of the urgent problems. In particular, the level of socio-economic development of society, the culture of trust and communication between people, the transparency and effectiveness of the public service directly depend on the human factor - the spiritual and intellectual potential and foresight of the employee. Foresight here

is not a simple concept, but the ability to consciously understand, make responsible decisions, act in complex situations without losing a humanitarian position. It is not enough for a civil servant to be a specialist who knows the laws and masters the procedures - he works with people, solves their problems, ensures social justice. Such activity requires deep moral intuition, strong social empathy and a culture of advanced communication.

This is where the insightful approach comes into play — it encourages the employee to act not based on strict rules, but on the basis of human values, according to the situation. This means that a civil servant forms his internal compass with socio-moral criteria, acts not only on external requirements, but also on the basis of internal convictions. It is precisely such competence — ethically insightful competence — that can become the most important pillar of public administration.

On the other hand, professional competencies are a system that includes knowledge, skills and practical qualifications, while social competencies are the ability of a person to effectively organize his interaction with society. A prudent approach combines these two and ensures their balance with humanistic criteria. In such an approach, not only professional training, but also emotional intelligence, reflective thinking, communication skills and the need for constant self-development are key. From this perspective, a prudent approach elevates civil servants from the level of “commander” to the level of “social partner”, “value provider” and “decisive leader”. This serves to build a reliable bridge between the state and citizens, and to prove in practice that the state system is based on humanity. A prudent employee is the image of a truly civil service.

Of course, the formation of such competencies does not happen by itself. It is the product of a process of systematic education, targeted training, mentoring, constant reflection and self-improvement during service. The first steps in this direction are being taken in today's civil service of Uzbekistan, but

there are large-scale reforms that need to be implemented. In particular, the need to integrate a holistic approach into the systems of training and retraining of state civil servants is becoming increasingly urgent.

Therefore, the formation of professional and social competencies based on a prudent approach is a sustainable, value-based approach that serves to radically improve the quality of public administration. It not only increases the efficiency of the system, but also truly humanizes management, recognizing the human factor as the main criterion.

Literature analysis (review):

The formation of professional and social competencies, especially for civil servants working in the field of public administration, has become a relevant research area today. Research conducted in this area shows that the competency-based approach is the foundation of a modern management system and is considered a key factor in effective human resource management.

In particular, IA Zimnyaya[6; 42] interprets the competency approach as a multi-component system related not only to the knowledge and skills of a person, but also to his motivation, value orientation, communicative and emotional capabilities. He includes insight and social sensitivity among the most important psychological components in the professional portrait of a civil servant.

AA Derkach and VG Zazikin consider the prudent approach as the basis of leadership competencies. In their opinion, the manager's moral sensitivity, social awareness, and decision-making skills based on reflective thinking create an atmosphere of stability and trust in the civil service system[5; 312]. These ideas, of course, justify the importance of the prudent approach in public administration.

Uzbek researcher BK Karimov, in his monograph “ *Psychopedagogical Foundations of the Formation of Professional Competencies of Civil Servants* ” [4; 185], deeply analyzed the factors influencing the formation of competence

in the local context. He places special emphasis on the formation of reflexive analysis, emotional stability, and social communication skills in the professional development of civil servants.

International experience also shows that the quality of public service is directly related to the moral and social competencies of employees. For example, the OECD report[3; 94] identifies "soft skills" - especially insight, empathy, compassion and social responsibility - as key factors in the transformation of the modern public service. This approach confirms that Uzbekistan is also approaching international standards in its reform path.

Also, in the work of R. Boyatzis entitled "Emotional Intelligence and Managerial Effectiveness"[2; 255], the direct impact of emotional intelligence on the effectiveness of leadership and social relations is scientifically substantiated. According to Boyatzis, prudent behavior is the result of the activity of a person who is able to harmonize the mind, heart and morality. In general, the analysis of the literature shows that the prudent approach to the formation of professional and social competencies is an integrative, multi-component and person-oriented methodological framework. It serves to form a truly professional image of the civil service by combining human values and management technologies.

Discussion:

The stability and effectiveness of the public administration system have always relied on the human factor - that is, on the skills, intellect and moral qualities of a civil servant. Today, this relationship has become even more complex: the flow of information has accelerated, social expectations have increased, and decisions have become more socially responsible. This raises the question: what kind of employee should we train? The answer is not simple, but it is clear - a shrewd, professionally mature and socially sensitive person.

In today's modern management, prudence is becoming more important than classical knowledge and skills. Because prudence is not about following ready-made rules, but about adapting to changing life situations, making correct and fair decisions, while not losing humanity. This quality is especially important in the role of a civil servant: he not only manages, but also serves, communicates with the people, smooths out various conflict situations, and in many cases becomes a solution finder. And for this, it is necessary not only to know the law, but also to understand the person, to "feel" the situation - this is the fundamental essence of prudence.

The world experience in the formation of professional competencies also shows that technical knowledge by itself is not enough. In the recommendations of the OECD[3; 94], UN Programs and the World Bank, "soft skills" in the civil service - skills such as communication, emotional intelligence, ethical thinking, teamwork - are given priority. This is also an important conclusion for the Uzbek public administration system: we need to train employees not only on the basis of laws and procedures, but also on the basis of values, culture and human sensitivity.

The development of social competencies is gaining strategic importance for today's civil servant. After all, the culture of trust, honesty, and communication determines not only the external appearance of the state apparatus, but also its internal social energy. A wise employee is a force that can positively change this social environment - he not only gives tasks to others, but also inspires, inspires confidence, in a word, becomes a creator of positive social capital. Another important aspect is worth noting here: a wise approach is a multi-layered system. It is not just an individual characteristic - this approach should become a strategy for educating a civil servant. This requires updating the education system, constant mentoring throughout the service, and creating a reflective environment based on moral and ethical codes.

Thus, the following generalization emerges from the discussion: a prudent approach to the formation of professional and social competencies of a civil servant is not only a psychological necessity, but also a systematic, strategic, conceptual approach. It fundamentally changes the quality of public service, forms a management culture based on human values, and strengthens the bridge of trust between the state and society.

Conclusion and recommendations:

The above analysis and discussion show that the main task facing the current civil service system is to form not just order-followers, but initiative-taking, thinking, understanding and, most importantly, insightful individuals. A civil servant is a bridge between the state and citizens. The strength of this bridge is determined not only by legal foundations or normative knowledge, but also by deep human qualities, moral stability and social responsibility.

A sensible approach is a decision-making process that prioritizes human dignity, justice, and ethical criteria. This is a management culture based on social intuition, internal responsibility, and empathy. The humanization of the civil service can be achieved through the widespread implementation of this approach. Based on the ideas put forward in this article, the following recommendations can be made:

Integrate the concept of a holistic approach into the training system for civil servants - topics such as emotional intelligence, ethical decision-making, social interaction, and humanism should be included in educational programs.

It is necessary to introduce a mentoring system in state bodies - to expand the practice of educating young personnel based on values by experienced, insightful employees.

Establishing practices of reflexive analysis and self-assessment throughout professional activity - through which the employee understands and corrects problems in his work, and develops internal responsibility.

Turning codes of ethics into a practical behavioral platform – employees should not only know the rules, but also have the skills to correctly apply them in life.

Systematic organization of socio-psychological training and seminars - especially training in conflict resolution, empathy, and stress tolerance - will strengthen the intelligence of a civil servant.

Thus, a prudent approach is not a simple guideline in public administration, but a strategic approach based on humanity. Through this approach, we maintain not just a management system, but a moral balance between society and man. For a civil servant, this means not a profession, but a duty; not a task, but a social service; not an instruction, but a human position. With such an approach, true spiritual blessing and social trust will be established in public service.

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