

Competency Features of Forming Personnel Competence In The Conditions of Innovative Development

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Abstract: This article analyzes scientific perspectives related to the examination of organizational employees' skill sets in modern socio-economic conditions. It focuses on personnel potential, work capacity, managerial ability, interpersonal communication skills, and individual characteristics in the professional activity process. The study also emphasizes the relevance of dialectical philosophical principles in understanding how human resources evolve under innovative pressures. In the context of innovative development, organizations must continuously adapt their human resource strategies by aligning with technological progress and societal expectations. The article considers both internal motivations and external influences on competence formation, such as technological advancement, environmental transformation, and the shift towards intellectual labor. Practical recommendations for developing employee competence are suggested based on existing scholarly theories and organizational practices.

Keywords: Personnel Potential, Innovation, Competence, Intelligence, Motivation, Idealist, Choleric

Introduction

The formation of human resources in the era of innovative development is a complex and multifaceted process that encompasses not only the accumulation of professional knowledge and practical skills but also the cultivation of adaptive, cognitive, and emotional competencies. In the current global context, marked by rapid technological advancement and the integration of digital systems into all spheres of life, the expectations from employees have shifted significantly. Modern personnel must now demonstrate not only technical expertise but also creativity, critical thinking, flexibility, communication proficiency, and digital literacy to thrive in a constantly evolving socio-economic landscape. The 21st century has brought with it profound transformations in organizational structures, modes of labor, and the very nature of work. In such a dynamic environment, human capital has become one of the most vital assets of any organization. Effective human resource development is increasingly viewed as a key strategic objective that underpins

competitive advantage and long-term sustainability. The personnel competence formation process, therefore, must be aligned with contemporary demands such as innovation, intellectual engagement, and continuous learning. It is not sufficient for employees to simply perform their tasks; they must also be capable of adapting to change, generating new ideas, and implementing innovative practices. At the modern socio-economic stage, the role of personnel services in the development of innovative human resources is of particular importance. These services are expected to foster an environment that nurtures not only professional growth but also the psychological well-being and social cohesion of the workforce.

Human resource departments must now adopt proactive approaches, such as competency modeling, knowledge management systems, and individualized professional development plans, to ensure employees remain relevant and effective in their roles. This process of cultivating a new generation of workers with multifaceted competencies is seen as one of the essential drivers of sustainable development and organizational success. It involves understanding the interplay between internal organizational dynamics and external forces such as global competition, digitalization, environmental challenges, and shifting labor market demands. Furthermore, philosophical and theoretical frameworks, particularly those derived from dialectical thinking, offer valuable insights into how contradictions—between traditional skills and emerging technologies, between outdated systems and modern expectations—drive the evolution of competencies. According to Professor A. Saytqosimov, “In international practice, the development of social life on an innovative basis is one of the main criteria for building civil society, and this process is closely related to the level of their innovative potential and capabilities” (Saitkasimov, 2021). His view underscores the idea that fostering human resources capable of innovation is integral not just to organizational performance but to broader societal advancement. Consequently, understanding and supporting the formation of personnel competencies within innovative conditions must be approached as a comprehensive task that involves philosophical, economic, psychological, and educational dimensions. The aim of this study is to analyze the competency features and structural components of forming personnel competence in the conditions of innovative development. It explores various theoretical approaches, practical models, and organizational practices that contribute to this process. Through this investigation, the article seeks to offer practical recommendations and theoretical reflections that can guide organizations in the effective formation and management of their human capital in the digital age.

Methodology

The concept of “human resource potential” was first introduced as an economic term in the early 1980s by W. Maxwell, who believed that “human resource potential is a manifestation of the knowledge and skills acquired by an enterprise's employees in proportion to their contribution to the production process” (Michie & Sheehan, 2005). Researchers Y. Ignatova and G. Fedotova view this term as a resource aspect of socio-economic development and the sum of the capabilities of all individuals working in a

particular body or organization that performs specific tasks. Jay Barney, in his work "Resource-Based Theory", sees human resources as a unique and valuable resource that provides an organization with a competitive advantage, linking it to the unique skills and knowledge of employees. This theory explains how the internal resources and capabilities of organizations can provide their competitive advantage. Barney made a significant contribution to the development of the resource-based approach and emphasized the importance of focusing on the internal resources and capabilities of organizations (Barney et al, 2021). According to B.M. Genkin, "human resource potential represents the personal abilities of people in working conditions, associated with the practical use of knowledge and experience formed and accumulated in the production process of the enterprise" (Genkin & Nikitina, 2013). The tariff developed by the scientist is significant in that it explains the potential of personnel in relation to their length of service. This allows us to conclude that the technological development of production processes in enterprise management is directly related to the potential of personnel (Do'stova, 2024).

Result and Discussion

In our opinion, human resources are a subjective characteristic of employees (specific individuals who make up the organization's staff), reflecting not only labor skills, but also the ability to perform management functions, interpersonal communication skills, as well as individual characteristics in the process of carrying out professional activities in certain conditions. Innovative development of the organization's human resources is a radical improvement in the forms and methods of human resources management, aimed at simultaneously adapting programs and technologies for interaction between departments of the organization, taking into account modern achievements of scientific and technical progress. This process is aimed at improving the quality of implementation of current and long-term projects and business processes of the organization.

In the scientific works of V.P. Baranchieva and V.N. Gunina, "Innovative potential is a measure of the readiness of an enterprise to implement an innovative project or a program of innovative changes to achieve its innovation goals" (Aliyev, 2019).

The issue of personnel capacity formation is not limited to an economic, pedagogical or sociological approach. It also requires serious analysis from a philosophical point of view. The human factor plays a key role in the process of innovative development, and this process can be explained by the general laws and categories of philosophy. In the context of innovative development, there is a contradiction between traditional knowledge and new competencies. New technologies and production processes contradict old systems. This requires continuous modernization of the education system (Khadasevich, 2010). The gap between production requirements and employee qualifications - employees are forced to regularly update their knowledge. As a result of the struggle of these contradictions, new competencies are formed and innovative progress is ensured. According to the law of transition from quantitative to qualitative changes, development occurs through quantitative changes, and the transition from one stage to another leads to qualitative

changes (Abdurakhmonov, 2017). As the knowledge and experience of employees increase, their qualifications improve qualitatively. For example, the transition from simple digital literacy to working with artificial intelligence is the result of innovative development. Reforms in the personnel training system, although initially starting with small changes, at a certain stage lead to a sharp qualitative change (Ignatyeva & Fedotova, 2010).

The law of negation of negation explains the continuity of development and the formation of a new one through the negation of old systems. Traditional professional qualifications are being replaced by modern competencies. For example, previously important mechanical knowledge is now being replaced by competencies in programming and working with artificial intelligence. The education system is also being modernized based on the law of negation - negation - instead of traditional textbooks and approaches, interactive and digital forms of education are developing. The current state of the personnel training process, existing educational and production systems, but the essence of this process has deep roots: labor market requirements, technological progress, society's need for intellectual capital. In conditions of innovative development, it is inevitable that personnel will acquire new competencies. Digital transformation or the green economy requires this. The pace and direction of human resource development depends on the changing needs of the individual or society. Innovative development does not depend only on material factors (technologies, means of production). It is also determined by the development of intelligence, that is, human capital, creativity and thinking (Barney, 1991). A comprehensive assessment of the innovative potential of the organization's employees is determined based on the following indicators:

- Employees' attitude to expected and ongoing changes; Managers' attitude to innovations and ability to work in conditions of change;
- The state of democratization of management and the processes of providing innovations with information;
- The level of professional and economic training of employees; The state of the socio-psychological environment of the labor collective and the level of satisfaction with new conditions, job content and wages.
- The scientist N. Khadasevich expresses the following thoughts: "The main goal of evaluating personnel innovations as a targeted activity is to improve the professional level of employees and develop problem-solving skills in order to ensure and develop the effective functioning of the organization in a competitive environment" (Qahramonovich, 2022).

Discussion

The rational and effective use of employees' intelligence as a factor of economic freedom and a means of motivation is an important task of the HR manager. Stimulating the development of employees through non-moral motivators - if the motivation system is developed taking into account the personal type of intelligence of employees (analytical, pragmatic, realistic, critical, idealistic) and temperament (choleric, phlegmatic, melancholic,

sanguine), favorable conditions are created for managers and employees in organizing work and the workplace.

Summarizing the above, it can be noted that the development of the innovative potential of the organization's employees contributes to the formation of a modern type of employees with a set of innovative characteristics (Saitkasimov & Shamshieva, 2023) (Alvarez & Johnson, 2020)

- Innovative readiness for work (the ability to develop intellectually and quickly master knowledge; professional competence, the desire to keep up with life; creativity and initiative in work, inventiveness and versatility; the ability to develop programs to improve product quality, increase efficiency, reduce costs; the desire to rationally organize the labor process, knowledge of the norm; the ability to work on oneself and work independently);
- Motivational qualities: internal motivation for work, a high sense of responsibility, the desire to solve problems, critical thinking.
- Innovative attitude to work: orientation to high quality standards of labor, perseverance in implementing innovations (Arutyunov, 2019).
- Personal qualities: the desire to share experience, healthy ambitions, the desire for professional growth.

Conclusion

Thus, the formation of personnel potential in the conditions of innovative development is carried out on the basis of the laws of dialectical development. The conflict between traditional and new competencies, the transformation of quantitative changes into qualitative changes, the rejection of old knowledge and their replacement with new ones constantly occurs. Philosophical categories allow us to understand this process more deeply. The essence of human potential is determined by technological progress and the needs of society, and develops under the influence of factors of necessity and chance. As a result, the human factor appears as the main factor in the development of society.

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