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RESEARCH ON DEFINING MANAGERIAL COMPETENCE (BASED ON A MEDICAL ORGANIZATION EXAMPLE)

Summary. *In today's world, the foundation of an organization's existence, work outcomes, and achievements directly depend on the management skills and competence of that organization. The Government of Mongolia has made amendments to the "Law on Health" and the "Law on Hospital Services" with the aim of improving the quality and accessibility of healthcare services. These amendments include the introduction of market elements to create and develop a competitive market within the state-owned hospital management system, the*

establishment of a legal environment for the reform of hospital management, and detailed provisions on management and organization.

In order to deliver quality, accessible, and timely healthcare services to consumers, healthcare institutions need to assess their current management capabilities and subsequently improve their competitiveness. Therefore, our researchers conducted a study to determine the level of client satisfaction at health centers (HC), identify influencing factors, and improve the quality and accessibility of services, as well as the working conditions and environment of medical services. They conducted two quality assessments to evaluate the working conditions, diagnostic and treatment equipment availability, and staff skills, which formed the basis for a phased analysis of the management capabilities of the center.

The study was conducted using the "Business Organization Management Competency Survey Model," adapted to the specifics of the health sector, with a survey of managers, doctors, and staff at the health center based on nine groups and 90 indicators. The survey was evaluated using a five-point Likert scale. The questionnaire was developed using the SPSS-21 software package and content analysis method.

The overall assessment of the study was 3.1, or "average," indicating the need for strategic planning to improve the quality and capacity of services, enhance the knowledge and skills of doctors and staff, improve knowledge management, modernize technical equipment, learn modern management methods and techniques, and improve operations.

Key words: *competence, competence-based management, competency assessment, healthcare assistance, service.*

Introduction. In the healthcare sector, there is an urgent need to define the managerial competencies of healthcare centers (HCs) providing primary care

services. Improving competitive abilities enhances the quality and accessibility of healthcare services, providing a strategic advantage. The theory of competence-based management explains how organizations can develop a stable competitive edge through systematic and structured consistency, integrating economic management and behavioral science into a comprehensive strategic concept. As organizational environments are dynamic and constantly changing, it is crucial to continuously assess competencies and define new ones for maintaining competitiveness.

In competency assessment, it is important to employ scientifically founded methods, particularly those from quality research, to ensure multidimensional relevance. The assessment helps organizations not only to pinpoint overall competencies that need development but also to identify specific types of competencies required, planning for future competency development.

This study involves analyzing both the processes and outcomes of competency management at the healthcare center, providing assessments and recommendations that will guide future goals and operational directions of the center.

Theoretical and Methodological Framework. In the early 1990s, the foundation for competence-based strategic management theory was established. This theory explains how organizations can create a sustainable competitive advantage through systematic and structural stability.

Competence refers to a combination of knowledge and skills that reflect job performance, which are critical to achieving the strategic goals and core values of an organization [1]. These competences can be measured and observed, contributing significantly to organizational success.

Competence-based strategic management integrates economic, organizational, and behavioral issues into a unified strategic theory that is dynamic, systematic, and knowledge-based. Competence management becomes a crucial strategy linking

workforce and operational capabilities to achieve business objectives. The theory defines competence in the following ways:

Firstly, competence should encompass the ability to respond to the dynamics of both the external environment and internal processes of the organization. Competence includes maintaining the ability to create value in the market despite changes in available technology or market conditions, thus influencing the organization's stability in response to external dynamics.

Secondly, competence should include the ability to manage the organizational structure and interactions with other organizations. This includes managing critical resources such as suppliers, distributors, consultants, financial institutions, and clients.

Thirdly, competence encompasses the ability to manage the organization's knowledge processes. This involves aligning resources to enhance the organization's value and directing activities towards specific organizational goals.

Fourthly, competence should enable the management of the organization's overall characteristics as an open system.

These components ensure that the organization's management practices are dynamic and continuously adapted to meet the changing needs of the external environment and internal capacities [2].

The Importance of Competency Management.

1. Employees must possess the necessary skills and knowledge to perform their jobs effectively.

2. Competency management defines areas for assessing and improving employee performance.

3. It supports the planning of career paths and professional development for employees.

4. It helps align the workforce with the organization's goals and objectives.

Competency management enables organizations to staff their strategic plans with capable individuals and protects companies from skill shortages. Competencies can be categorized into specific groups. For example:

Core Competencies

Core competencies include the essential skills that all employees within an organization are required to have. These are fundamental aspects that employees must fulfill, varying based on the organization's values, culture, and objectives. Common essential requirements include communication skills and the ability to work in teams.

Operational Competencies

Operational (functional) competencies are unique to each role, tailored to the specific characteristics and demands of the job. Functional competencies define the behaviors and skills necessary for an employee to excel in their position.

Leadership Competencies

Leadership competencies are typically used in management and leadership roles but can be applicable in any position that requires directing others. This category includes competencies like leadership and decision-making abilities.[3]

Competency Management Implementation

Implementing a competency management system provides insights into the current level of competencies within the organization and identifies any deficiencies. It facilitates growth and improvement by working collaboratively with employees to develop a path forward for advancement and enhancement.

Case Study. The study aimed to assess and define the competencies of the healthcare staff at the Baganuur District Health Center. The research involved physicians and administrative staff in an assessment called "Evaluating the Team's Management Competencies." This study consisted of 9 categories and 90 different performance indicators. A total of 195 managerial staff, physicians, and

administrative personnel participated, which constituted approximately 60% of the center's workforce, thus providing a reasonable sample size for the research [4]. The assessment graded performance on a scale from "A (Excellent, 86-100%)," "B (Good, 66-85%)," "C (Adequate, 56-65%)," "D (Needs Improvement, 46-55%)," to "F (Insufficient, below 45%)."

Regarding the demographics of the participants: 38% were aged 30-39, 25% were aged 40-50, 25% were aged 18-29,12% were over 50 years old.

In terms of educational levels: 49% had higher education, 17% had specialized secondary education, 23% had complete secondary education.

Regarding their positions: 10% were in upper management, 23% were in middle management, 41% were operational staff, 14% were in administrative services.

About their work experience: 48% had worked for more than 10 years, 12% had worked between 5 to 10 years, 28% had worked up to 5 years.

This section provides a comprehensive breakdown of the research's scope, participants' demographics, and the methodology used to assess competencies within the healthcare center.

1. Evaluation of the Organization's Goals and Objectives

Table 1

Average Evaluation of Each Indicator Regarding the Organization's Goals and Objectives

№	Question/Aspect	Score (%)	Evaluation
1	Does the organization have a clearly defined strategy, and if so, how effective is it?	56.9	Average
2	Is the organization's vision, mission, and objectives clearly defined?	77.7	Good
3	Are the organization's objectives aligned with its operations?	69.9	Good
4	Can the organization adapt to changes and developments?	64.5	Average
5	Can the organization overcome challenges and always leverage opportunities?	64.8	Average

№	Question/Aspect	Score (%)	Evaluation
6	Does the organization incorporate the ideas and feedback of clients, partners, and employees in its operations?	62.4	Average
7	Does the organization accept and address complaints and suggestions from clients?	73.2	Good
8	Are the unit's activities closely integrated with strategic planning?	63.5	Average
9	Are the roles and objectives for every employee's position clearly defined?	69.4	Good
10	Can the organization unite its forces to work towards its goals and objectives?	69.8	Good
	Overall	67.2	Good

Source: developed by researchers

According to the table, participants assessed whether the organization has a strategic formulation and how effective it is, rating it as average. This causes some doubt about the clarity of the goals and objectives. Thus, it is observed that the organization's employees might not fully understand the goals and objectives advanced in their operations, which are not adequately comprehensive.

The evaluation of the organization's goals and objectives in relation to its operations received a rating from average to good. The organization has been evaluated as capable of adapting to changes and advancements, utilizing opportunities to overcome challenges, and integrating the thoughts and opinions of clients, partners, and employees into its operations. The activities of its units are also closely aligned with the strategic planning.

These results indicate that the organization should improve its strategy formulation to be more responsive to socio-economic conditions and demands, proactively identify emerging challenges, seek and utilize opportunities, and integrate collaborative input from partnering organizations and clients effectively into its operational processes. This would enhance the management's ability to implement strategic initiatives effectively.

2. Evaluation of Leadership Competencies in the Organization

Table 2

Evaluation of Leadership Competencies in the Organization for Each Indicator

№	Question/Aspect	Score (%)	Evaluation
1	Do the organization's employees act honestly and serve customers consistently?	69.8	Good
2	Do you agree that the organization is a "learning organization"?	69.2	Good
3	Do you consider your team knowledgeable and creative in applying their skills at work?	68.8	Good
4	Is the level of team communication skills within the organization adequate?	64.4	Good
5	Has the culture of collaboration and relationships within the organization developed?	66.4	Good
6	Is the organization eager to serve its clients?	71.6	Good
7	Can the organization's team work effectively together?	67.6	Good
8	Are there no issues of conflict or overlap in work among departments?	63.2	Good
9	Does every member of your team understand their responsibilities and work accordingly?	66.9	Good
10	Does your organization implement a collaborative principle in decision-making?	62.0	Good
	Overall	67.0	Good

Source: developed by researchers

The organization shows a strong commitment to service, with medical staff consistently providing honest and dedicated service to clients, which received the highest evaluations. However, the implementation of collaborative decision-making principles and the management of job conflicts and communication skills among departments received lower ratings. Participants rated the organization's leadership skills highly, suggesting that employees are effective in performing their duties and serving clients sincerely.

However, job satisfaction appears to be a challenging aspect, indicating areas for improvement. The organization is continually learning and developing, creatively

using its knowledge and skills. The culture of teamwork, communication, and responsibility is assessed to be at an adequate level.

It is advisable for the organization to focus on enhancing its leadership and human resource capabilities to further increase its competitive edge. Effective measures should encourage the active participation of all medical staff in decision-making processes, enhance communication skills, reduce job conflicts within departments, and increase accountability. These factors are critical for improving the leadership skills of medical staff.

This approach ensures the organization remains adaptable and competitive, maximizing the potential of its human resources in service delivery and decision-making.

3. Evaluation of the Organization's Effective Structure and Organization

Table 3

Evaluation of Each Indicator of the Organization's Effective Structure and Organization

№	Aspect	Score (%)	Evaluation
1	Are the organization's structure and delegation of authority aligned with its operational goals and objectives?	58.0	Adequate
2	Can the organization's management effectively delegate full authority?	56.9	Adequate
3	Does the job description align with the organization's goals and objectives?	64.8	Average
4	Is every member's job description clearly defined?	68.7	Good
5	Is every member's accountability clearly defined?	67.0	Good
6	Is the process of members' work reporting clearly defined?	63.1	Average
7	Are the official rules and regulations clearly defined and strictly followed by the employees?	64.4	Average
8	Are the organization's operational procedures and hierarchies well-defined?	63.5	Average
9	Do you consider that the organization has developed an open and creative work environment?	61.2	Average
10	Has a unified culture of acceptance among all members been established in the team?	62.4	Average
	Overall	63.0	Adequate

Source: developed by researchers

The organization's structure and organization were rated slightly below average. The highest positive evaluations were given for the clarity of job descriptions and accountability within the organization. The lowest ratings were for the alignment of the organization's structure and authority delegation with its operational goals and objectives, and the management's capability to transfer authority.

4. Evaluation of the Organization's Activation Initiatives

Table 4

Evaluation of Each Indicator of the Organization's Activation Initiatives

№	Aspect	Score (%)	Evaluation
1	Are the organization's short-term goals and expected outcomes clearly defined?	63.8	Average
2	Do you consider the organization's performance evaluation mechanisms and tools effective?	60.2	Average
3	Does the organization consistently focus on training and developing its employees?	63.3	Average
4	Does your organization effectively motivate and inspire its employees?	64.3	Good
5	Are the organization's internal regulatory operational standards well integrated?	63.3	Average
6	Does the management approach issues with a solid and fair basis?	60.0	Average
7	Does management familiarize themselves with employee performance and reward successes?	65.5	Good
8	Does the management timely motivate employees recognizing the context of situations?	63.7	Average
9	Has management created an environment that encourages energetic teamwork?	60.6	Average
10	Does management understand the personal needs and expectations of its employees?	57.9	Average
	Overall	62.3	Average

Source: developed by researchers

Participants in the survey rated the organization's activation initiatives as average. The most positive evaluations were given for the organization's ability to

evaluate and reward employees' work performance. However, the lowest ratings concerned whether management understands employees' personal needs and expectations, addresses issues with a solid and fair approach, and the effectiveness of performance evaluation tools. Thus, there is a need to refine the performance evaluation mechanisms to fairly and effectively assess employee performance, considering their personal needs and integrating psychological management that supports the organizational culture.

5. Evaluation of the Organization's Relationships and Collaborative Efforts

Table 5

Evaluation of Each Indicator of the Organization's Relationships and Collaborative Efforts

№	Aspect	Score (%)	Evaluation
1	Does the management consider your opinions and attitudes?	60.8	Adequate
2	Does the organization's management consistently evaluate new ideas and proposals realistically?	60.0	Adequate
3	Does the organization's management and team regularly exchange opinions about work?	54.4	Adequate
4	Is the organization's system of information exchange clear and understandable?	56.9	Adequate
5	Does the organization exchange information and experiences with collaborative organizations?	60.4	Average
6	Does the organization work closely with professional organizations?	61.6	Average
7	Does the organization collaborate with non-governmental organizations?	57.1	Average
8	Does the organization collaborate with international organizations?	53.3	Average
9	Does the organization focus on expanding its international relations?	52.2	Average
10	In its international activities, does the organization base its actions on international legal principles?	48.4	Needs Improvement
	Overall	56.5	Adequate

Source: developed by researchers

Although the organization's relationships and collaborative efforts have been rated as adequate, they are not excellent. Compared to other indicators, collaboration with professional organizations received positive evaluations. The lowest ratings were given for how the organization bases its international activities on international legal principles. Additionally, evaluations were weak regarding collaboration with international organizations, management's exchange of ideas with the team, and the organization's external relations.

To maintain and improve the current level of the organization's external relations and partnerships, and to enhance effective communication of ideas and opinions with employees, it would be prudent to include these strategies in the planning and implementation processes.

6. Evaluation of the Organization's Behavior and Culture

Table 6

Evaluation of Each Indicator of the Organization's Behavior and Culture

№	Aspect	Score (%)	Evaluation
1	How well are you informed about the future development and policies of your country and industry?	50.4	Average
2	Is the organization prepared and able to respond appropriately to changes in the external and internal environment?	56.8	Average
3	Does the organization utilize its resources to the fullest to achieve its objectives?	60.8	Good
4	Does management understand the needs and requirements of the community and employees?	58.1	Average
5	Does management accept and respect individual differences and characteristics?	57.0	Average
6	Is management always ready and unwilling to shirk responsibilities for their work?	60.0	Average
7	Can the organization's team consistently perform professionally under any circumstances?	68.5	Good
8	Does management consider others' opinions in decision-making?	57.3	Average
9	Does management assess risks and support the capacity to take bold actions?	57.4	Average

№	Aspect	Score (%)	Evaluation
10	Has the organization established its own unique identity and image?	63.6	Good
	Overall	59.0	Average

Source: developed by researchers

The evaluation of the organization's behavior and culture is at an average level, and it is appropriate to adopt a strategy for improvement. If we consider each indicator individually, the highest evaluations were given for the organization's capability to consistently demonstrate professional skills in any situation and for establishing its own unique identity and image.

Lower evaluations were noted for the members' knowledge about the future development and policies of their country and sector, the inclusion of employees' voices in management decisions, the management's ability to assess risks and encourage decisiveness. Therefore, the organization needs to enhance employees' understanding of industry developments, how their activities align with national development policies, foster a culture of collective decision-making, and support employees' capabilities to undertake professional risks and decisiveness.

7. Evaluation of the Organization's Resource Utilization

Table 7

Evaluation of Each Indicator of the Organization's Resource Utilization (Percentage)

№	Aspect	Score (%)	Evaluation
1	Is the operation well-equipped with the necessary machinery and equipment?	63.6	Good
2	Does the team have sufficient skills to utilize the technical equipment and machinery?	66.1	Good
3	Is human resource management effective?	53.6	Average
4	Does management identify and utilize employees' talents and skills effectively?	56.7	Average
5	Are internal and external trainings organized continuously?	55.5	Average
6	Do you believe that the managerial staff possess full leadership skills?	54.9	Average

7	Does the team have opportunities to showcase their resources and skills?	59.4	Average
8	Does the team understand and participate in financial management principles?	52.8	Average
9	Does management implement risk management principles in its operations?	56.1	Average
10	Has the organization successfully assembled the necessary resources?	56.7	Average
	Overall	57.5	Average

Source: developed by researchers

The organization's resource utilization has been evaluated at an average level. Among the indicators, the team's ability to use technical equipment and machinery received the highest evaluation. However, participants rated lower on whether the team understands and participates in financial management principles and the effectiveness of human resource management.

To enhance its competitive capability without reducing the current resource management, the organization should improve its human resource management to effectively discover and utilize employees' potential skills and professional capabilities. Inclusion in both domestic and international trainings, implementing risk management principles in its operations, and maintaining a continuous supply of human and material resources are advisable strategies for the organization.

8. Evaluation of the Organization's Knowledge and Innovation

Table 8

Evaluation of Each Indicator of the Organization's Knowledge and Innovation

№	Aspect	Score (%)	Evaluation
1	Is there an information database containing books, newspapers, journals, and research materials?	53.5	Average
2	Are there measures in place for free exchange of information among employees?	54.8	Average
3	Do employees who participate in trainings and seminars have tools to share information?	58.5	Average
4	Is there a program to support and accept innovations from partners?	53.5	Average

№	Aspect	Score (%)	Evaluation
5	Does the organization adopt and implement new ideas in its operations?	58.5	Average
6	Has the organization made learning a leading direction of its development?	56.8	Average
7	Does management evaluate and appreciate each team member's creativity?	59.6	Average
8	Does management support initiatives to develop employees?	58.7	Average
9	Does management meet with innovators outside of regular working hours to evaluate their ideas?	53.8	Average
10	Does the team fully utilize newly created or self-developed knowledge, skills, and experiences?	60.0	Good
	Overall	56.8	Average

Source: developed by researchers

The organization's evaluation of knowledge and innovation is at an average level. Comparing each indicator, the highest evaluations were given for the team's ability to fully utilize newly created or self-developed knowledge, skills, and experiences, and for management's evaluation of each member's creativity. Lower evaluations were noted for the presence of a database containing books, research materials, acceptance of partner organizations' suggestions and innovations, and management's willingness to meet innovators outside regular working hours to evaluate their ideas.

The organization should focus on implementing new ideas, leading the learning process, defining a direction oriented towards employee development, facilitating free exchange of information among employees, accepting initiatives and ideas from partner organizations, and establishing a management approach that evaluates and appreciates the creativity of each employee.

9. Evaluation of the Organization's Performance, Quality, and Efficiency

Table 9

Evaluation of Each Indicator of the Organization's Performance, Quality, and Efficiency

№	Aspect	Score (%)	Evaluation
1	Is there a system in place for performance measurement, analysis, evaluation, and planning?	55.7	Average
2	Does the team implement experiences aimed at increasing productivity?	59.6	Good
3	Does the organization receive and consider feedback and complaints about products and services from customers?	68.5	Good
4	Does the organization regularly conduct satisfaction surveys with partners and clients?	64.6	Good
5	Are employees satisfied and consistently perform well in their jobs?	61.7	Average
6	Does employee satisfaction significantly impact the quality of work and services?	63.8	Average
7	Are departmental operations regularly audited and evaluated?	67.5	Good
8	Are performance evaluations linked to employee salaries, rewards, and incentives?	64.2	Good
9	Are measures taken to improve the operations of departments and units?	59.4	Average
10	Are special methods implemented to monitor and evaluate service quality?	59.8	Average
	Overall	62.5	Average

Source: developed by researchers

The evaluation of the organization's performance, quality, and efficiency is at an average level. Among the indicators, the highest evaluations were given to the regular conduct of customer satisfaction surveys and the auditing and evaluation of departmental performance. In contrast, the processes for performance measurement, analysis, evaluation, and planning received slightly lower evaluations. Going forward, it would be prudent to develop standards for performance evaluation, introduce new specialized methods of evaluation, and implement systematic

approaches to improve operational strategies. When considering the organization's collective management capabilities across the mentioned nine indicators, the organization's goals, objectives, leadership skills, and effective organizational structure and management have been rated more positively. However, there is a need to improve structures related to knowledge and innovation management and collaboration.
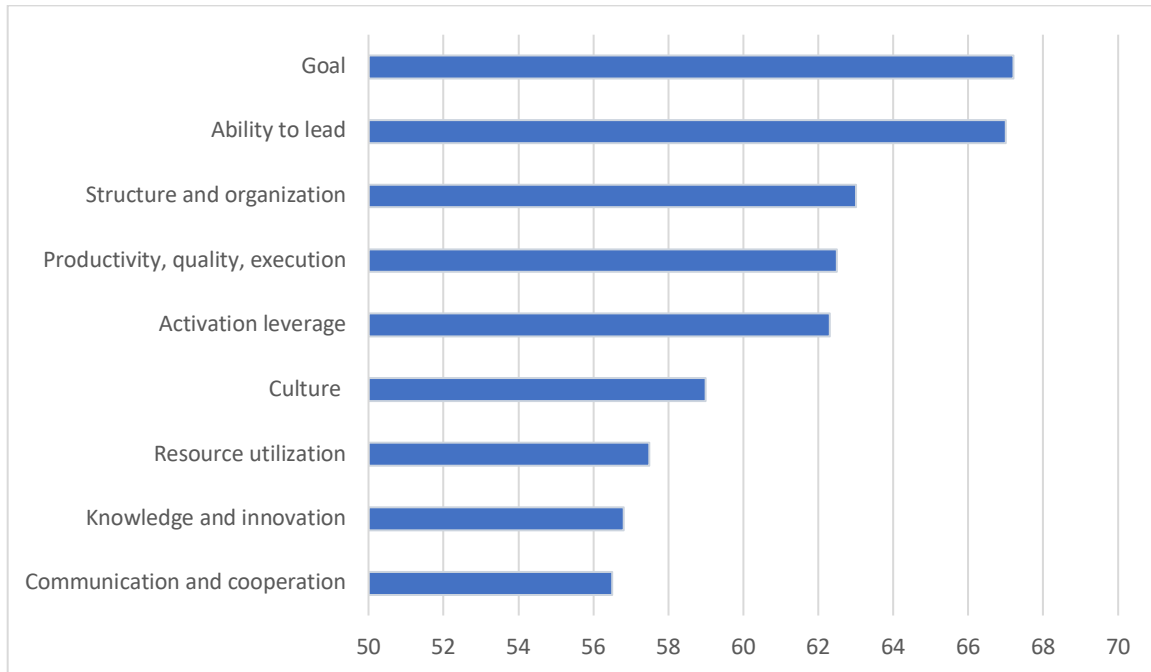

Fig. 1. Overall Evaluation of Management Capabilities by Structure (Percentage)

The evaluation of the management capabilities in the center has resulted in an overall index of 61.3 or 3.1 points, indicating that participants have assessed the management's efforts to foster an environment conducive to sharing knowledge and experience, collaborative work, and promoting competitive excellence as insufficient.

Research Conclusion. The general evaluation of the research, with an average rating of 3.1, indicates that there is a need to improve the quality and efficiency of services and support, to enhance the knowledge and skills of doctors and staff, and to innovate technical equipment and management methods. It's essential to develop

a forward-looking strategy that does not compromise on the management's efforts and decisions in facing these challenges.

According to the research to evaluate the health center of Baganuur district, positive aspects of the organization's management include:

- Formulation of the organization's goals and objectives.
- Leadership skills of the organization's employees.
- Organizational structure and management.

Areas for improvement in management include:

- Performance, quality, and effectiveness of the organization.
- Activation and incentivization systems of the organization.

Components of management that urgently need transformation and improvement are:

- Development and culture of behavior, and utilization of material and human resources.
- Knowledge and innovation management.
- The organization's relationships and collaborative efforts.

General Conclusion and Recommendations. The final results of the management's capabilities are not high, which is related to various internal and external factors. However, the management needs to work persistently to improve these outcomes. Policies and regulatory frameworks, especially those from health ministries and related institutions, are significantly influential and require coordination and support.

The leading directions for organizational change should include incentives, activation, innovation, knowledge management, and human resource capabilities. Therefore, the organization urgently needs to develop strategies that enhance professional skills, assess and reward appropriately, and implement innovative training and tools.

Understanding among employees about the organization, its long-term vision, goals, and objectives, interdepartmental relationships, and the organization's external relations and collaborations are currently inadequate, requiring improved communication and cooperation.

Due to evaluations indicating insufficient professional skills among doctors, staff, and managerial positions, it is crucial to focus on enhancing these skills through training and activation initiatives.

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