



FOREIGN RESEARCH ON MANAGEMENT COMPETENCIES

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ABSTRACT: This paper explores foreign research on management competencies, emphasizing how cultural, institutional, and technological factors shape the knowledge, skills, and behaviors required for effective leadership in diverse organizational contexts.

KEYWORDS: - Management competencies, cultural context, emotional intelligence, digital transformation, leadership effectiveness, ethical judgment.

INTRODUCTION

Management competencies have attracted significant attention in the field of organizational research, particularly as globalization has heightened the need for leaders who can navigate diverse cultural, economic, and political contexts. Scholars from various parts of the world have contributed to a broad body of literature examining the behaviors, skills, and knowledge that enable managers to guide teams and organizations effectively. One prominent perspective argues that competencies comprise an integrated set of attributes, including technical expertise, emotional intelligence, and strategic thinking. By analyzing the interplay among these attributes, foreign research highlights how distinct management competencies can contribute to successful organizational outcomes and create sustainable competitive advantage.

Early studies in the United States and Europe often emphasized the psychological and behavioral dimensions of managerial effectiveness. David McClelland's work, for instance, underscored the importance of achievement motivation and the demonstration of specific performance-related behaviors. Subsequent research by Richard Boyatzis refined the notion of competency by focusing on the conscious and unconscious patterns of thought, feeling, and action that differentiate effective managers from their less effective counterparts. Scholars sought to map the underlying competencies that drive high performance, such as initiative, influence, teamwork, and leadership. Through empirical studies, they observed that managers exhibiting these behaviors could better adapt to dynamic environments, motivate their subordinates, and implement innovative strategies.

British and European studies extended these ideas by incorporating the cultural context and exploring how institutional differences influence competency requirements. Researchers in countries like the United Kingdom, Germany, and the Netherlands examined the impact of broader societal factors on managerial practices, noting how variations in labor laws, education systems, and social norms shaped the competencies necessary for success. In this way, the research offered a comparative view, underscoring that while certain competencies, such as communication, team orientation, and problem-solving, are often essential across contexts, the manner in which they are enacted can differ. Where one culture might prioritize assertive communication, another might value more relational or indirect styles. Thus, foreign research

began to emphasize that cross-cultural understanding, flexibility, and adaptability are crucial components of effective management competencies.

In Asia, particularly in Japan and China, scholars explored the interplay between traditional cultural values and modern management practices. Studies in Japan revealed how a collectivist ethos, long-term orientation, and group harmony shaped managerial competencies centered on consensus-building and the nurturing of strong group cohesion. Similarly, research in China examined the role of *guanxi* (personal connections) and the Confucian emphasis on hierarchical relationships. Scholars found that successful Chinese managers often integrated relationship management with strategic thinking, highlighting the importance of respecting social harmony and situational awareness. By incorporating indigenous concepts, Asian research provided valuable insights into competencies needed in contexts where interpersonal relationships and collective goals might overshadow individual achievements.

Beyond specific cultural settings, foreign research has also delved into the links between management competencies and organizational performance. A key strand of inquiry examined the extent to which particular competencies affect outcomes such as productivity, innovation, and employee satisfaction. Some studies leveraged quantitative methods to establish correlations between competency models and financial performance, while others employed qualitative interviews to uncover nuanced understandings of how managers translate abstract competencies into concrete actions. Findings suggest that the strongest correlations often involve competencies related to emotional intelligence, such as empathy and relationship-building. Managers with high emotional intelligence seem particularly adept at fostering supportive work climates, retaining talent, and minimizing conflict, thereby enhancing overall organizational performance.

In more recent years, scholars have turned their attention to technology-driven and rapidly changing environments. Management competencies are being reevaluated to address digital transformation, remote leadership, and virtual team management. International research increasingly highlights competencies such as digital literacy, agility in decision-making, and resilience under pressure. Leaders who can navigate complex digital tools, adapt swiftly to market changes, and maintain a cohesive team ethos, even at a distance, are more likely to succeed in uncertain contexts. Another emerging theme involves ethical and sustainable management practices. In many parts of the world, stakeholders now expect managers to demonstrate social responsibility and environmental stewardship. Consequently, research into management competencies has expanded to include moral judgment, integrity, and the capacity to innovate in ways that balance profit with public good.

These evolving perspectives underscore that competencies are not static; rather, they evolve as the global business landscape shifts. Cultural norms, technological advancements, and stakeholder expectations all shape the competencies deemed vital for effective leadership. Foreign research illuminates the importance of ongoing development and learning, suggesting that managers who continuously refine their skills and remain open to cross-cultural insights are better positioned to succeed. By emphasizing adaptability, ethical considerations, and emotional intelligence, current studies point toward an integrated view of managerial competencies that transcends traditional frameworks and embraces the dynamic realities of today's interlinked world. This body of work thus serves as a foundation for future research,

signposting areas where emerging trends, such as artificial intelligence and sustainability, will reshape the competencies required for tomorrow's leaders.

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