

**THE PRINCIPAL'S COMPETENCE IN RATIONAL STAFF SELECTION IN EDUCATIONAL INSTITUTIONS – THE BASIS OF MANAGEMENT EFFECTIVENESS**

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**Annotation:** This article analyzes the competence of educational leaders in rational staff selection and its impact on management efficiency in the education system. It scientifically substantiates the necessity of evaluating not only the professional qualifications of candidates but also their pedagogical skills, ability to work with students, and adaptability to team environments. Comparative analysis of national and international educational practices reveals that the leader's strategic decision-making in staff selection is one of the key factors determining educational quality and institutional effectiveness.

**Keywords:** leadership competence, staff selection, educational management, strategic decision-making, international experience.

In the era of globalization, competition in the education system is increasing. The success of universities, schools, and other educational institutions is directly linked to their human resources policy—particularly the leader's competence in rational staff selection. The leader's decision in this process must encompass not only scientific capability but also pedagogical approach, teamwork harmony, and innovative thinking.

Ensuring management efficiency in the modern educational system is one of the most pressing issues in today's competitive environment. The success of any educational institution primarily depends on the leader's managerial competencies, especially their ability to select and place staff wisely. Human resources represent the most valuable strategic capital of any organization, particularly in education.

A leader's scientific approach to selecting teaching and administrative staff—accurately assessing their professional and personal qualities and identifying their potential—enhances the efficiency of the educational process. Taking into account motivation, teamwork skills, and the ability to think innovatively when selecting staff determines the quality indicators of management.

Therefore, a leader's competence in rational staff selection is considered not only a factor influencing the current performance of the institution but also its long-term strategic development. This competence embodies the combination of leadership qualities, management culture, and effective human resource management skills.

This topic examines the role of the leader in the staff selection process, the scientific and methodological foundations of this process, and the mechanisms for achieving institutional development through rational selection. Consequently, the importance of professional competence and innovative approaches in human resource management for improving management efficiency is highlighted.

Goleman (2000) emphasizes emotional intelligence as a key component of effective leadership. Northouse (2016), in his transformational leadership theory, identifies staff selection as one of the leader's most strategic decisions.

National scholars have also addressed this issue. Karimov (2019) considers justice and transparency as essential principles of leadership. Yuldasheva (2020) explores how a leader's psychological sensitivity influences team stability. To'xtasinov (2021) demonstrates the close relationship between a leader's competence in staff selection and the quality of education.

### **The Leader's Competence in Staff Selection**

A leader's competence in rational staff selection within educational institutions includes the following aspects:

- analyzing scientific potential and professional qualifications;
- evaluating pedagogical skills;
- identifying teamwork and communication abilities;
- assessing adaptability to the educational environment;
- evaluating strategic thinking and professional commitment.

When selecting candidates, leaders must consider not only their scientific achievements but also their ability to apply innovations in teaching and motivate students.

In recent years, significant changes have occurred in Uzbekistan's education system regarding staff recruitment. In higher education institutions, alongside academic titles and publications, pedagogical approach, technological literacy, and teamwork are now key selection criteria. In schools, leaders emphasize methodological knowledge, teaching skills, communication with parents, and social responsibility when selecting teachers.

Leaders of top international educational institutions apply competency-based approaches in staff selection:

- **United States:** At Harvard, MIT, and Stanford universities, demonstration lessons are used as a core evaluation tool, alongside scientific achievements.
- **Europe:** In Germany and Finland, trial lessons are used to assess pedagogical innovation and teaching approach.
- **Asia:** In Japan and South Korea, teamwork harmony, collective values, and professional dedication are prioritized.
- **United Kingdom:** At Oxford and Cambridge, a student-centered approach is key, and candidates are evaluated for their ability to develop independent thinking among students.

These practices demonstrate that a leader's strategic competence in staff selection plays a decisive role in improving education quality and ensuring team cohesion. Conversely, poor staff selection can result in several negative consequences:

- decreased student motivation;

- increased conflicts within the team;
- decline in education quality;
- weakening of academic collaboration.

According to the OECD (2020) report, poor staff selection in education leads to reduced efficiency and higher staff turnover.

A leader's competence in rational staff selection is a vital component of management effectiveness in the education system. The candidate's scientific capacity, professional mastery, communication skills, and team compatibility are decisive factors in leadership decisions. International experience shows that strategic, competency-based selection enhances educational quality, stability, and innovative development.

Ensuring management effectiveness in educational institutions largely depends on the leader's professional competencies. Among these, rational staff selection holds a special place, as the success of any institution primarily depends on the qualifications, capabilities, and sense of responsibility of its staff.

Staff selection is not merely about filling a vacancy—it involves identifying and positioning human resources aligned with the institution's strategic goals and development directions. Therefore, a leader must adhere to the following principles in human resource management:

- **Assessing professional competence:** evaluating the candidate's knowledge, skills, and experience;
- **Analyzing personal qualities:** determining teamwork, communication, and leadership potential;
- **Motivational approach:** considering the candidate's commitment to professional growth and organizational values;
- **Innovative thinking:** selecting professionals capable of introducing innovations in a dynamic educational environment.

Such competence is achieved not only through theoretical knowledge but also through practical experience, observation, psychological analysis, and managerial culture. Modern assessment tools—interviews, tests, portfolios, and competency-based evaluations—play a key role in this process.

In addition, establishing a monitoring and evaluation system within educational institutions helps track and improve the performance of selected staff. Professional development courses, training sessions, and seminars aimed at enhancing staff potential further strengthen the leader's personnel policy.

Rationally selected and properly placed staff contribute to team cohesion, improve teaching quality, and strengthen the trust of students and parents. This, in turn, enhances the institution's social reputation and overall performance.

In conclusion, a leader's competence in rational staff selection is the foundation of management efficiency and effective human resource management. Every leader should view staff selection, placement, and development as their primary objective. Rationally selected staff ensure institutional

stability, foster innovation, and improve educational quality. Therefore, leaders must apply modern management approaches, psychological analysis, and monitoring mechanisms to ensure the strategic development of educational institutions.

In the future, the preparation and placement of competitive, creative, and professional teachers will depend on the leader's responsible decisions and rational managerial approach. Hence, enhancing leaders' competence in human resource policy and training them in accordance with modern management principles should be one of the key priorities of state education policy.

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