

# ASSESSING THE MANAGERIAL CAPABILITIES OF STAFF: A SYSTEMATIC MODEL

**Yunusov Madiyar Bakhtiyarovich**

M.Auezov South Kazakhstan State University, PhD student  
master of economics sciences

[yunusov.madiyar@gmail.com](mailto:yunusov.madiyar@gmail.com)

**Yessirkepova Altyn Mahmudovna**

Academy of Public Administration under the President of the Republic of Kazakhstan, Shymkent'  
Branch, Professor

doctor of economics

[altyn.makhmudovna@gmail.com](mailto:altyn.makhmudovna@gmail.com)

+77024650044

**Aliyeva Zhanna Tynybekovna**

Narxoz Business School Research and Education Department "Management and Marketing",  
associated Professor

PhD in economics

[aliyeva.zhannaa@gmail.com](mailto:aliyeva.zhannaa@gmail.com)

**Baineyeva Parida Turgunbayevna**

Head of the Department of Economics, M. Auezov South Kazakhstan University, associated professor  
candidate of Economic Sciences

[paridabaineyeva@gmail.com](mailto:paridabaineyeva@gmail.com)

**Abdulina Gulnar Abdulinkyzy**

Narxoz University, Narxoz Business School, Research and Education Department "Management and  
Marketing", associated Professor

PhD in economics

[gulnarabdullina1@gmail.com](mailto:gulnarabdullina1@gmail.com)

**Correspondence address:**

M.Auezov South Kazakhstan State University, PhD  
student of economics sciences. Kazakhstan.

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### **Abstract**

*Problem:* In today's unstable socio-economic system, complicated by pandemic factors, organisations pay considerable attention to developing and assessing personnel management potential. At present, there are many advanced and tested assessment techniques. However, there are practically no works on systematising assessment criteria from management levels, tasks and functions.

*Solution:* Therefore, special attention should be paid to forming a united model for assessing the managerial potential that would be not based only on the existing techniques as separate structural units. Instead, the model would consider a whole complex of impact factors that determine the current problem solution and involve singling out each element of the mechanism from the position of the level of impact on the result. The ultimate goal of management capability development from the organisation's perspective should be to improve employee productivity to realise the company's strategic goals.

*Stakeholders:* The study identified certain key elements and levels of managerial capabilities by applying literature and actual perspectives of managers of ten Kazakhstani organisations using the systematisation of experiences method (SyEM). These elements and levels were later used to develop a proposed model to unify the existing assessment indicators. In addition, the research identified the need to strengthen the planning and monitoring of human resources activities to identify the managerial potential of personnel.

**Key Words:** Managerial Capability, Systematic Model, Systematisation of Experiences, Assessments

## **1. Introduction**

As is popularly known in academics, managerial capability or competency is a widely researched issue in the competency literature, first identified by the US-based company McBer in 1982 upon being commissioned by the American Manager Association (AMA). As Boyatzis (1982) documented from McBer's research, six competencies associated with managerial effectiveness are leadership cluster, action management cluster, directing subordinate cluster, other focussed clusters, human resource management cluster, and specialised cluster knowledge. Following the revelation, human resource consultants and academicians have developed several competency models, nearly involving McBer's six clusters and simultaneously generating numerous debates on the clear definition of managerial capabilities.

For instance, Spencer & Spencer (1993) have architected a model assessing the depth of managerial competencies. Also known as the Iceberg model, the first two layers of the four-layered architecture are visible and observable through behaviours, increasing their ease of assessment. On the other hand, the bottom two layers are formed through an individual's values and personal characteristics and are difficult to assess. Furthermore, Godbout (2001) have signified managerial competency as a necessary condition for the development of core competency of organisations. Therefore, the organisational goals, structure, and culture play a key role in transforming employee managerial expertise. Boyatzis (1982), on the other hand, differentiated between threshold and differentiating competencies, wherein the former referred to a person's minimal quality required to carry on their work, while the latter referred to factors that differentiated superior from average performers.

Along with the different models of managerial capabilities assessing the various developmental stages of the concerned competency, studies have also noted certain individual and organisational elements acting as antecedents to particular managerial capabilities, like industry-specific managerial competencies (Turner and Crawford, 1994; Rajadhyaksha, 2005). For instance, technical competencies in managerial capabilities required in the automobile sector in the contemporary age of globalisation and rapid technological change comprise of knowledge of emerging trends, material choice appreciation, engineering drawing appreciation, manufacturability appreciation and knowledge fundamentals along with problem-solving skills, perseverance, business understanding, learning quest, attention to detail, analytical ability, creativity, and risk-taking orientation. In general, however, managerial competencies such as the individual's communication ability, leadership ability, and problem-solving ability—based on the triumvirate of interpersonal roles, informational roles, and decision-making roles—are required in every operational sector (Mintzber 1973).

Therefore, considering the diversity in antecedents of managerial capabilities, intrinsic elements defining the concept and the models of their assessments, this study has presented a systematised assessment model capable of integrating the main components that determine the effectiveness of an organisation's management staff. The need for the systematic model developed by this study lay in an efficient formation and growth of personnel management potential. Scientists of international repute have been studying the problems of formation and development of personnel management potential and the criteria for its assessment for quite a long time. During this period, certain approaches, theories and methodologies have been developed. Despite so, there is no unity in the concept's definition or in the systematisation of the developed methods for assessing the level of managerial potential. The concept itself is interpreted depending on the basic specialisation of the researcher, which gives both positive and negative results. The diversity of the approach allows us to consider the concept of personnel management potential from labour economics and from the position of psychology, sociology, and production organisation technology, which makes it possible to cover the maximum possible range of evaluation criteria. However, this depth of research does not allow us to systematise the developed calculation methods due to the lack of a unified approach to the definition itself, which introduces some dysfunctionality in forming a system.

Having established its aim and need in the theoretical and practical sphere, the study proceeds with reviewing problems associated with the issue at hand through various literature and empirical reviews, followed by a theoretical understanding of the issue— staff managerial capability. The next section detailed the relevance and application process of the systematisation of experiences method, followed by interpretation of the findings and their corroboration with literature. The findings paved the way for developing the proposed systemological model for managerial capability assessment, followed by its detailed description. Finally, the study is concluded with the practical and theoretical implications and its limitations, thereby laying down some recommendations for future studies associated with the issue.

## **2. Literature Review**

The modern notion of managerial capability or labour as an independent economic category came from Adam Smith's writings— from his ideas on the division of labour and the specialisation of management function (Bragues, 2009; Crowley & Sobel, 2010). However, Taylor (1911), whose monologue on scientific management, first derived the concept of "managerial labour" as a special category by formulating two separate categories: managing the organisation's human resources and managing the entire organisation. Based on the functional component of each definition, management is seen as a necessary process in the overall scope of work performed. For the first time, management is viewed as a process that goes through three stages: defining the purpose of the work, identifying the

resources required to carry it out, and defining the mechanisms for achieving the purpose. Since then, there have been numerous perspectives on the core skills defining managerial capabilities and, therefore, assessments measuring these skills.

For instance, Drucker (1967) viewed efficiency as a unique resource of managerial staff, determined not so much by existing skills in management and functional responsibilities but by the potential for development based on acquiring new knowledge and applying it in practice. (Sinyagin, 2018), on the other hand, approaches the definition and assessment of the managerial potential of managers from the position of acmeology—a specific explanation of the development of managerial competence. As part of the acmeological perspective, (Sinyagin, 2018) observed nine key indicators defining the managerial competency, namely, "strategic leadership, managerial competence, dimensions of thinking, readiness for self-development, readiness for teamwork, perseverance, purposefulness and strength of personality, interpersonal and social interaction competence, self-management competence and expert competence" (p.301). Besides, managerial competence as a sub-indicator further dynamic capabilities of "managerial experience; alacrity for the implementation of managerial functions, readiness for administrative activities; ability to plan, organize, control, and coordinate the activities of large organizational structures; and, readiness for the adoption of independent management decisions" (Sinyagin 2018; p.301). Furthermore, Vyatkin, Vyatkina, Fomina, & Shmeleva (2021) related high emotional intelligence and tolerance to uncertainty as necessary elements of managerial capacity. Hence, the assessment model should measure them to ensure robust managerial decisions in and economic success of the organisation.

The plethora of studies on managerial capability and assessment models have made it multidimensional, thereby necessitating its further specification and systematization. In particular, Lipshitz, Klein, Orasanu, & Salas (2001) and Lakhani, Lifshitz-Assaf, & Tushman (2013) approaches this concept from the aggregate capabilities of linear and functional managers, expressed in such categories as the amount of work performed by management together. Cheymetova & Scherbakov (2017) gives a different definition from Lipshitz, Klein, Orasanu, & Salas (2001) and Lakhani, Lifshitz-Assaf, & Tushman (2013) by viewing managerial potential as the presence of a certain set of qualities in an employee, such as personal motivation, striving for career growth, availability of certain knowledge and competences in his sphere of activity, as well as managerial skills. Fursov et al. (2019) interpret managerial potential as an ordered hierarchy of management subjects, based on such personal qualities of a manager as the ability to make decisions in conditions of uncertainty and risk, as well as the ability to adapt the decisions made to the opportunities of the environment surrounding the organisation. When assessing human potential, the first thing is to evaluate the performance and competence of the employee to be hired. Then existing potential is assessed according to one of the four methods: managerial foresight (Amsteus, 2011), Routines-Foresight Model (Amsteus, 2011), [www.ijems.org](http://www.ijems.org)

Management Decision Plan (Chizhevskaya et al., 2020), and The Myers-Briggs Type Instrument (MBTI) (Coe, 1992). These methods are based on the criteria of a manager's trainability and personal qualities and competencies. For example, the leaders of Lominger believe that potential is formed solely on a high level of learnability (Bogaert & Vloeberghs, 2005).

Furthermore, considering the increased dynamicity of our surrounding business environment, studies in the past decade have associated staff managerial capability with only dynamic capability instead of working on the individual concept of the former. For example, Roberts, Campbell, & Vijayasarathy (2016) have linked routine and innovative information system use behaviours with dynamic managerial capability fostering employees' volume and diversity of ideas for organisational innovation. Similarly, (Tasheva & Nielsen, 2020) observed that the dynamic managerial capability of employees at the global level (also known as global dynamic managerial capability or GDMC) is fostered through the firms' increasing international exposure to domestic and foreign competition, international market presence and adoption of global strategies. Combining international and social capital with diverse international cognition in the higher echelons enables these firms to achieve optimal performance and competitive advantage. Tai, Wang, & Yeh (2019), on the other hand, stressed the ambidextrous managerial capacity in facilitating information system (IS) ambidexterity within the organisation through the employees' *"understanding (of) business situations, interacting with users, acquiring new technology skills, and flexible technology assets"* (p.4). These elements, therefore, form one of the bases of assessing staff managerial capabilities. Thus, there is no unified point of view on such a concept as "managerial potential", which necessitates the study to bring forth a unified management perspective through action-based research.

### **3. Methodology**

As understood from the literature, similar to the diverse nature of the assessment model of the managerial capability of the workforce, there has been diverseness in methodological approach investigating the assessment models and perceptions of the organisational staff on the various assessment models they apply. While the majority of the eminent empirical research on the assessment models involved quantitative surveys, statistically establishing the effectiveness of the models in capturing the managerial capabilities of the workforce (e.g. Amsteus 2011; Massingham 2014; Naquin & Holton 2006; Andrews & Boyne 2010), others have applied the theoretical approach (e.g. Coe 1992; Chizhevskaya et al. 2020; Appiah & Sarpong 2015; Fursov et al. 2019; Cheymetova & Scherbakov 2017; Bontis 2002; Krajcovicova, Caganova, & Cambal 2012). Nonetheless, there have been few attempts to capture the management's perspective on the assessment models, albeit these investigations are intended to test their proposed models instead of unifying the existing assessment approaches. Therefore, seldom has any research applied a scientific, action-based

methodology intending to establish a unified perspective on the staff managerial capability assessment model.

To address the gap, therefore, this study has adopted the systematisation of experience method (SyEM), essentially developed in the South Americas, which "focuses on the dynamics and movement of the processes, contributing to understanding and transforming the reality as much as to making knowledge dialogues with new theoretical and conceptual elements" (Rosa 2019; p.172). The SyEM is essentially participatory action research, emphasising effective social or educational transformative practices which through critical reinterpretation and discursive reconstruction purports to "potentialising these practices and producing new knowledge that promotes resistances and re-existences in contrast to the hegemonic model" (Cordero & Carrillo 2017; p.49). The aim of applying this approach lies in understanding critically the developments occurring due to and knowledge generated through practice implying collective, systematic and in-depth view, thereby leading to solutions based on real-life situations while simultaneously reflecting on them (Costamagna & Spinelli, 2022). Besides, the SyEM enabled the researcher to strengthen and change existing practices through "critical re-appropriation of the experience" and communicate the learning generated with collectives involved on a similar issue (O. J. Holliday, 2020). Finally, the method was applied to promote emancipatory thinking and participatory methodology to enhance critical understanding of the managerial capability assessment models, on which there are negligible initiatives on experience and reflection-based perspectives (Ó. J. Holliday, 2012; Rosa, 2019).

The study involved 48 men and 34 women between the ages of 23 and 66 in leadership roles and functions in 10 large organisations based in Kazakhstan. The main condition for selecting candidates for the study was higher education and leadership experience. All respondents were divided into five groups according to their qualifications and the duration of their managerial activities. The first group was the "young" generation of managers, who were less than three years old when managing the organisation. Their management style was characterised by flexibility, focus on results, and modern IT industry gadgets in their work. The second group included managers who had been in their position for three to six years. The more managerial experience, the more the manager began to rely on such qualities as the ability to analyse information, clarity quickly and objectively in executing instructions and evaluating the results. The third group included managers with six to ten years of experience. Their leadership style was more characterised by making independent and well-reasoned decisions and developing multitasking skills. The fourth group consisted of managers with ten to fifteen years of experience. Their management style was characterised by making wise use of various resources and assessing and allocating job responsibilities competently. Finally, the fifth group included managers with more than fifteen years of experience. According to the study's objectives, a criteria scorecard was drawn up, as presented in Table 1.



Table 1: The criteria scorecard capturing the potential managerial capabilities

	Questions	1	2	3	4	5
1	<b>At what level is the structure for assessing the managerial capacity of staff</b>					
	Staffing level	43	7	12	14	6
	Level of employment	10	21	23	12	16
	Functional level	9	47	12	7	7
	Intellectual level	10	11	6	28	27
2	<b>At what level should staff management capacity factors be assessed</b>					
	Mega level	42	10	10	14	6
	Macro-level	5	30	30	9	8
	Meso-level	34	12	28	7	1
	Micro-level	10	13	8	25	26
3	<b>What are the most effective methods for assessing the managerial capacity of staff</b>					
	Assessment of the capacity of the management system	14	10	26	26	6
	Assessing the capacity of the management process	11	39	11	14	7
	Assessment of the capacity of the governance mechanism	9	11	25	12	25
	Assessment of the competence capacity of the management system	21	21	22	10	8
4	<b>On what level of assessment of management personnel depends the capacity</b>					
	Developable capacity	6	34	8	14	20
	Capacity used	19	9	20	22	12
	Unidentified potential	7	9	13	8	45
5	<b>Which components of management capacity have the greatest impact on management capacity</b>					
	Levels of assessment of staff management capacity	23	10	21	23	5
	methods for assessing the managerial capacity of staff	11	22	23	14	12



The study was conducted by non-categorised inclusive observation conducted by the author during three years of working with statistical data characterising the managerial potential of personnel. The obtained data were supplemented and verified based on conversations with the directors of large companies in the region and on studying foreign and domestic literature on the subject. While collecting the data, the researcher observed an opportunity to form a systematic model for assessing the managerial potential of the personnel, including the accepted system of values and norms, as well as the leadership qualities of top and middle management, which influence the efficiency of the management system. The management model is also formed based on methods, factors, evaluation structure, and levels of impact. Overall, based on an extensive literature review and discussions with senior management of enterprises in the region responsible for shaping the management capacity assessment system in their enterprises, the authors developed a systematic model for assessing the management capacity of personnel, which was pilot-tested in several enterprises to refine the model elements further. Several management determinants are central to the model, such as assessing management system capacity, process capacity, mechanism capacity, and system competence capacity.

#### **4. Findings & Discussion**

The formation of a human resource management appraisal model involves first assessing the impact on people improving the effectiveness of the modelling and systematisation process. The authors noted that the assessment of managerial capacity is a powerful tool to improve the effectiveness of the management process. Ongoing monitoring of the managerial capacity of staff enables effective managerial decisions to be made and productivity to be increased. An adequate performance appraisal system should respond to performance and prevent defects in performance. The assessment of managerial capacity based on forming a systematic model should improve the entire enterprise's performance (Amsteus, 2011; Naquin & Holton, 2006). This concept is intended to create an internal structural quality management system.

Consequently, it was important to understand the evaluation process and its interaction at different stages of the management process in the organisation (Andrews & Boyne, 2010). The study presents the essence and peculiarities of personnel management assessment based on general principles and performance assessment methods. The authors have analysed the system of approaches to management potential from the perspective of an organisation and identified its specific features in the current environment. In addition, the study examined the current state of assessing the managerial potential of personnel by identifying problem areas in personnel appraisal methods and mechanisms and the structure and movement of personnel in the career ladder, thereby identifying the gaps in the current personnel appraisal system and reasons for poor performance were identified. Finally, the

authors have identified ways to improve the current system of personnel management assessment in the organisation by forming a systematic assessment model based on a survey of top and middle management.

From this perspective, the study has classified and systematised the concept of staff management capacity based on the objectives set and the management levels and components of the organisation that contribute to the promotion of an employee in the management hierarchy (Table 2).

*Table 2: Systemisation of staff management capacity based on management levels, tasks and functions*

Level of control	Level objectives	Correlation of management functions
Operational	Execution of the company's current business processes	70% (procedural) 30% (result-oriented)
Tactical	Performing work based on a process-systems management approach, considering the external environment and the company's strategy	30% (procedural) 30% (integrating) 40% (results-oriented)
Strategic	Shaping and adjusting the management system based on the company's strategy, goals and objectives	30% (process) 70% (results-oriented)

The above systematisation of the managerial potential of staff based on management levels, tasks, and functions allows us to visualise the stages required for the formation of managerial skills, as well as for the formation of a methodology for assessing managerial skills, the basis for which can be a gradation in the ratio of management functions. At the operational management level, an employee provides ongoing business processes that have little impact on the bottom line. In the next stage, as the professional skills grow, the procedural function is broken down into an integrative function capable of meeting the organisation's tactical and strategic objectives. This stage allows the manager to shape the organisation's strategy based on the external environment. Finally, outputs are brought to the forefront in the third stage, while strategic and tactical concerns are relegated to the back burner. This stage allows changes to the management system based on the goals, objectives and adopted development strategies.

The concept allows linking the stages of management skills development to the management functions performed at each stage. Based on the level of management and the functions assigned at each stage, it is possible to form a methodology for assessing management skills and developing

evaluation criteria for the effectiveness of the management mechanism. By shaping and transforming the management system through their actions, the manager can structure the goals and objectives of the whole organisation. At the same time, passing through each level implies quantitative growth of performed functions and qualitative reassessment of competencies, according to the scope of performed work. Management levels are directly linked to management functions which vary depending on the tasks assigned and the goals set. A manager moves up the management levels by progressively passing through stages such as process orientation, integration or result orientation, gradually shifting the focus of his efforts from process functions to process ones.

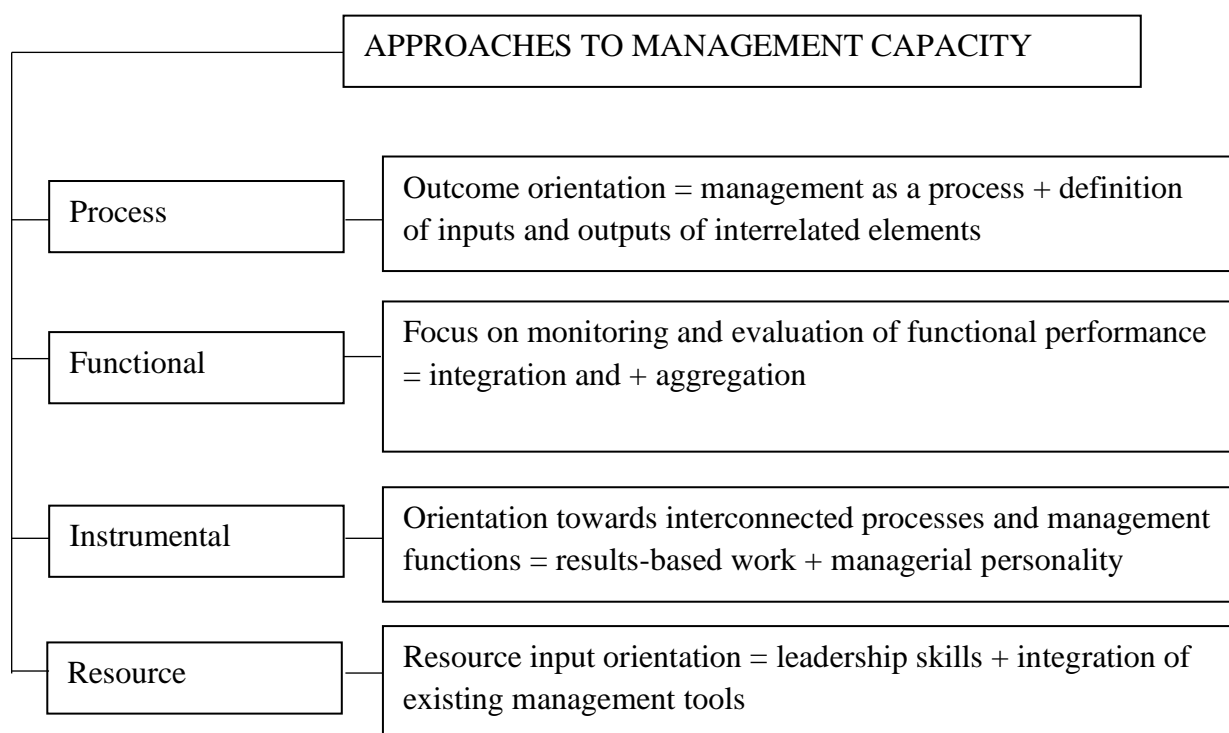
Therefore, the managerial capacity's existence and the scope and distribution of managerial functions in the work structure of the managerial staff allow for the construction of a model and a mechanism for assessing the labour invested. The starting point for constructing this model could be the above systematisation of the managerial capacity of the staff based on management levels, tasks and functions. It is also necessary to consider other characteristics of managerial activity, such as learning ability, stress resistance, and focus on results, which indirectly impact managerial personnel assessment. It is the ability to learn new skills that serve as the basis for assessing managerial potential, which changes because of passing levels of management. The level and capability of learning discover the potential of management personnel from expanding skills, generalising and implementing the acquired knowledge into practice, and enhancing competencies by acquiring new ones.

The assessment of managerial skills depends on the level of management. The higher the level of management, the more sophisticated skills a manager needs to perform his or her functions. Furthermore, a set that ensures the efficiency of current processes is sufficient at the initial stage. In that case, a further increase requires a transition to a new level that involves addressing current tactical tasks and strategic ones in the distant future and linking the extent of current efforts and the achievement of results in the future. The higher the management level, the more focused and results-oriented the management staff. Therefore, 'involuntary intellectual control' comes to the fore and can provide the necessary concentration on a process of self-learning, developed as a need at a subconscious level.

Contemporary literature has highlighted several approaches in defining the managerial potential in terms of goals and tasks to be performed, functional manifestations, and the staff capabilities to perform managerial functions (e.g. Amsteus 2011; Massingham 2014; Naquin & Holton 2006; Andrews & Boyne 2010; Coe 1992; Chizhevskaya et al. 2020; Appiah & Sarpong 2015; Fursov et al. 2019; Cheymetova & Scherbakov 2017; Bontis 2002; Krajcovicova, Caganova, & Cambal 2012). Four of these approaches held importance: process, functional, instrumental, and resource-based. The

process approach is based on the principle of continuous action of a managed system mediating the links between the business elements of the structure into a unified whole. The functional approach monitors and evaluates the performance of the staff's functional characteristics without regard to the outputs' effectiveness. This approach allows identifying the managerial capacity through the prism of the management functions performed. The disadvantage of this approach is the concentration of managerial capacity on the performance of individual management functions based on the interaction of structural units.

*Figure 1 - Systematisation of managerial capacity approaches from the perspective of the organisation*



On the other hand, the instrumental approach considers managerial capacity as a tool necessary to perform certain managerial functions and organise the interaction of process lines. This approach emphasises the ability to anticipate events, predict the consequences of applied management methods, identify the role of personal qualities in the management hierarchy of goals, and form strategic approaches to assessing the managerial impact. Finally, the resource approach assesses managerial capacity from the resources required to perform certain functions and methods. The resource approach can specify such notions as the management potential of an individual employee and the team as a whole. In this case, such a character appears as integral, which allows evaluating the totality of applied resources from the position of managerial potential. Figure 1 presents the systematisation of the assessment approaches to managerial capability.

The development of assessment criteria of managerial potential allows identifying the resource potential of a group of employees, making it possible to form a long-term forecast of sustainability of the socio-economic system of the organisation. Management potential, in this case, can be viewed from the perspective of two aspects: as an existing set of characteristics of the organisation's managerial staff and as a reserve potential of employees capable of performing management functions of the group in the future. Thus, it is necessary to distinguish between existing and resource managerial capacities. In the first case, the evaluation criteria are based on the manager's performance based on the methods he or she uses in his or her activities and the existing personnel management methodology in the organisation, which imposes certain limitations on the management system. In the second case, evaluation criteria can be based on the employee's past performance and the potential he or she has shown in the non-standard operating environment of the organisation. The different approaches to managerial capability assessment lead to a certain inconsistency in the methodologies that currently exist in the labour market.

The modern managerial work environment can overcome the contradictions in approaches to managerial capacity from the organisation's perspective. Although the performance evaluation criteria come to the fore, it is possible to overcome the formalisation and specialisation in the management system and the institutional boundaries defined by job descriptions and instructions. Consequently, the systematisation of the staff management capacity model should consider the staff not as the bearer of certain skills and a set of work characteristics but as an aggregate structure capable of transformational change and aiming at achieving a certain result. Therefore, from this perspective, it is necessary to develop a set of principles that can form the basis of a systematic model for assessing the managerial potential of personnel. These principles include the following:

- management capacity needs to be seen as a special kind of capacity with common characteristics and evaluation criteria;
- The integration of capabilities, attributes and functions can provide the basis for the development of evaluation criteria for staff performance;
- management capacity should integrate management forms, techniques and tools, the ultimate goal of which should be to achieve a certain result;
- The managerial capacity should not only be possessed by the organisation's existing teams but above all by the entire staff as a single, systematic entity;
- management capacity needs to be seen as a unified structure that contributes to improving the managerial impact on staff;

- management capacity, acting as a systemic element of an organisation, can form a resource that can significantly impact the sustainability of the entire structure, capable of self-organisation and self-development.

Thus, the development of evaluation criteria of managerial potential makes it possible to predict the sustainability level of the organisation's entire socio-economic system. Furthermore, the development of a methodology for assessing managerial potential makes it possible to evaluate this sustainability in the short term and the long term. Managerial capacity, in this case, is seen as one of the main elements of the socio-economic system of the organisation. It is based on the specific ability to combine the manager's personal qualities and the performance of functional tasks according to the job directives. This paradigm is based on the institutional component of the organisation, oriented towards the fulfilment of managerial tasks in the most efficient way with a minimum of resources. The emerging contradictions between the functional and institutional components of the management system allow for the formalisation of personnel forms and methods of management work.

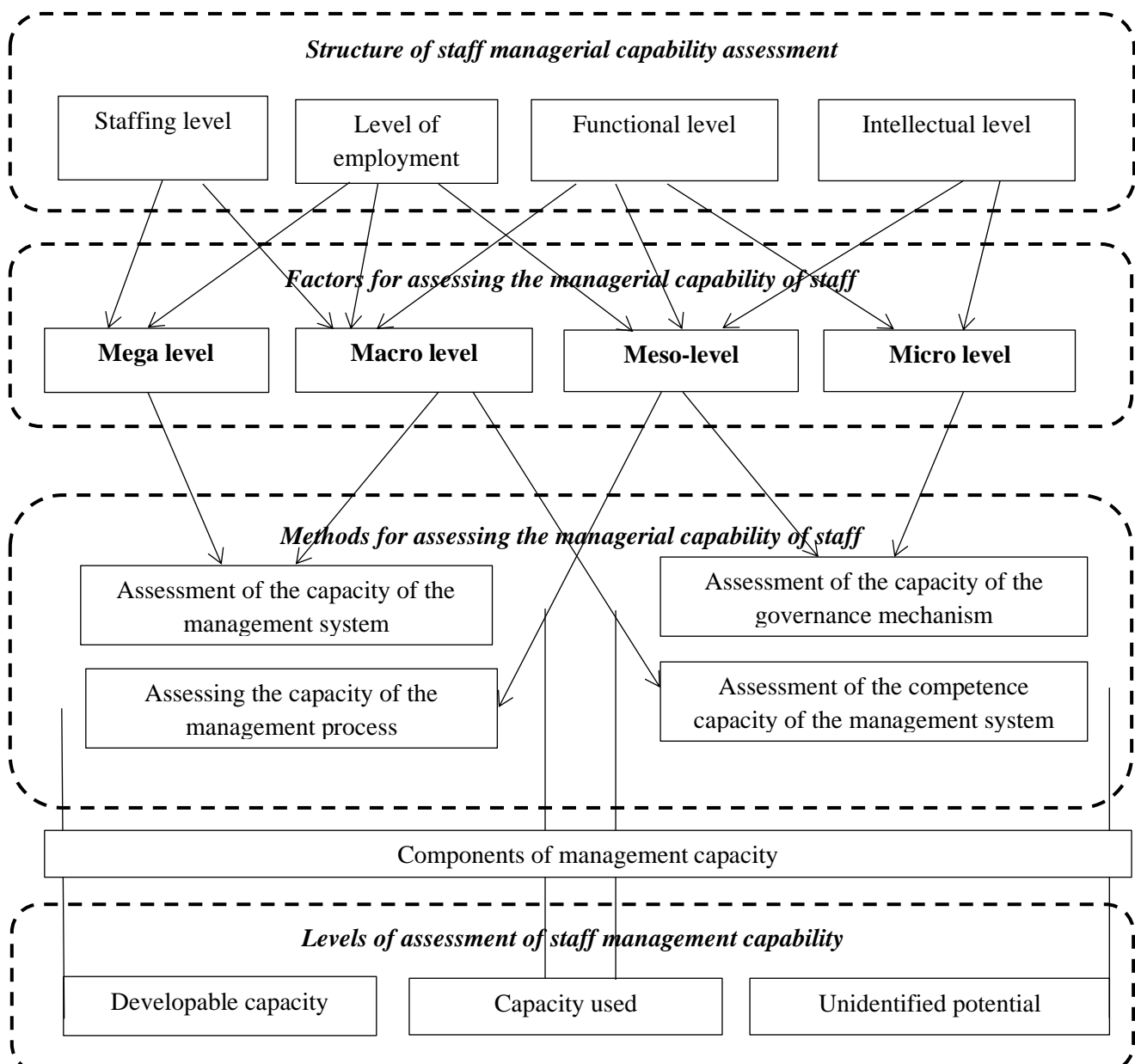
The adaptive capacity of staff expressed indirectly through managerial capacity provides opportunities to overcome contradictions that arise at the interface between institutional and functional paradigms. In assessing managerial potential from the perspective of subjective factors of managerial activity, it is necessary to consider the principles of interaction within the system. A set of certain characteristics that include various evaluation criteria makes it possible to develop a systematic model that includes the whole range of possible criteria for evaluative indicators. In this case, it is necessary to consider managerial labour not as a set of labour and professional indicators capable of controlling the system but as a set of these parameters that function within the system and directly impact the final result of the entire organisation. The construction of this systematic model of managerial capacity is based on certain influencing factors, stratified according to the approaches to the conditions of system functioning. Therefore, to develop a base, the study distinguished the following levels of influence on managerial capacity:

- The mega-level determines the impact of components such as the surrounding institutional structure, norms and regulations on working conditions that formalise managerial capacity;
- The macro-level is shaped by the methods, methodologies and systems formed by the criteria of the assessment parameters in the organisation, determining the development priorities;
- The meso-level is based on the individual organisation's development strategy as a single mechanism, including placement requirements, job descriptions, provisions for incentives, and career development opportunities;

- The micro-level is formed based on actions and interactions within the organisation to assess the staff's efforts along with the results achieved in the short term, and the methods influencing the organisational management;
- Finally, the nano-level is basic, involving the essential characteristics of the individual as a unit, acting as both a subject and an object of governance.

The abovementioned levels allow structuring the components of managerial potential from the evaluation criteria of the resultant impact on the organisation's system. Figure 2 hence presents the systematic model for assessing the managerial potential of personnel.

Figure 2 - Systemological model for the assessment of staff managerial capability





#### **4.1 Description of the proposed model**

The proposed systemological model systematises the main structural elements of the system of assessment of personnel management potential, revealing interrelations and regularities in the development of this process and the reflection of its results on the final values of the organisation's functioning. Depending on management level, evaluation factors, evaluation levels, one or another method of evaluating the managerial potential of personnel is chosen. Thus, the labour level in conjunction with the factor macro-level implies assessing the capacity of the management system based on the capacity used. Unidentified potential can be assessed by assessing the potential of the management system competencies based on the functional component of the meso-level.

For a deeper understanding of the target interfaces, it is necessary to summarise the essence of each method separately. The assessment of management system competence involves calculating components such as the total value of the organisation's capital and resources, the proportion of management personnel, the level of education of management elements, and the turnover and level of management automation. Calculated management system competence capability measures include learning capability, focus on results, the manager's involvement, and the ability to involve the team in the work process. The methodology for assessing governance capacity is based more on structural characteristics such as the ability and effectiveness of the organisation's external and internal environment to interact and the role of the managing staff in the process. Estimation of the managerial capability process is defined by the necessity of realisation of processes in the organisation, possibility of their management that gives the chance to give the analysis of received results with revealing of the possibility of perfection of processes. Thus, the developed systematic model of assessment of management potential of the personnel is a comprehensive mechanism that can integrate the available resources, structure the processes of interaction both within the organisation and in the external environment, as well as determine the level of impact of management potential on the resulting indicators of the whole system.

#### **5. Conclusion**

The study aimed to develop a systematic assessment model of managerial capability through literature, and actual perspectives of the contemporary managers of large organisations of Russia collected using the systematisation of experience method. The model has singled out the managerial potential as a separate group of factors that can significantly impact the efficiency of the organisation's functioning. The systematisation of such components as assessment structure, assessment factors, assessment levels as well as methods of the assessment of the managerial potential of the personnel allowed to unite the basic components in a structured model, making it possible to

determine the assessment criteria of the efficient effect on the system of an organisation. The article identifies the need to strengthen the planning and monitoring of human resources activities to identify the managerial potential of personnel. The author's concept of personnel management potential assessment based on applying a systematic model is extensive because the management tool is easy to administer, and the assessment of its effectiveness can be done quickly.

Assessment of the managerial capacity of staff has become increasingly important in recent years due to population growth, urbanisation and accelerated development activities. These activities have led to a conflict between human resources' physical and mental capacity. A systematic model and understanding of the various aspects of human resource management have implications of effective use of human resources, solving economic problems, and improving management systems. The need for a management capability assessment offers a desired future capability versus the current capability and offers a systematic way of gathering critical knowledge and information about an asset such as the company's workforce. The listed levels in the model proposed to allow structuring the components of management potential from the position of evaluation criteria of effective impact on the system of organisation.

Most importantly, studies have applied SYEM from educational research perspective and are significantly limited to South American academia (e.g. Cordero & Carrillo 2017; Costamagna & Spinelli 2022; Holliday 2012; Rosa 2019). Furthermore, it is still a new method, seldom used in global research, specifically in organisational or managerial capability. Therefore, the application of the SyEM to develop new insights and theories on the experience of the management's usage of the assessment models in organisational context is a novel initiative. The study has albeit established a base on the method but requires further action-based studies to highlight its effectiveness to the collective dealing with similar issue of establishing a unified assessment model or perspective on staff managerial capability. Furthermore, the novel insights established through SyEM employment would help managers strategise their existing assessment models, making them inclusive of the new perspectives established.

Despite the significance of the study in applying the SyEM to gain managerial perspectives on assessment approaches and corroborate the insights gained from literature, the study lacked empirical evidence on the effectiveness and predictability of the model in recognising potential managerial capability among staff. Therefore, empirical evidence from the 10 Kazakhstani organisations, where the initial data was collected, is necessary, especially time-series based investigation, to understand the pre-and-post changes occurring due to the proposed model implementation. Besides, investigating the adequacy of the model elements and levels described is also required to maintain the model's

effectiveness in facing the dynamic environment and continually capturing the modified managerial capabilities.

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