Managerial Competencies for Sustainable Development and Opportunities for Career Self-Realization of Managers

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Abstract: The article presents the results of an empirical study of the level of development of managerial competencies for the sustainable development of managers of four management levels of a large company and an analysis of the existing opportunities of the company's social space for their realization. The authors show that in the absence of career opportunities in the company, the initiative to develop the managers' competencies decreases, and the lack of a system for implementing corporate education programs for the development of managerial competencies for the sustainable development of the company does not contribute to the formation of managerial awareness and career ambitions. The results of the work form the basis for further study of the correlation of resource opportunities of social space, personal aspirations and career prospects of managers.

1 INTRODUCTION

The concept of sustainable development has been actively spreading since 1987 in scientific research and practical actions in various spheres of life and a wide range of stakeholders to ensure the well-being of future generations (WCED, 1987).

One of the key directions of sustainable development is the development of the education system and the development of human competencies at all stages of Lifelong Learning, ensuring the achievement of the concept's targets (Shavrovskaya, Pesha, Nikolaeva, 2021). A large number of studies are devoted to the study of aspects of the formation of sustainable development competencies in the process of obtaining both basic and additional professional adult education (Rieckmann M, 2012; Shavrovskaya, Pesha, Nikolaeva, 2021; Wiek et al., 2011).

One of the factors of a company's sustainable development is the level of managerial competencies who supervise the achievement of its strategic goals. Currently, the problem of preserving and restoring the high professional level of managers and, accordingly, harmonization, optimization, and sometimes restoration of the work of organizations destroyed by the actions of ineffective managers is quite acute (Khudyakova, 2022). As noted by B.B. Alfred, C.C. Snow and R.E. Miles, the competencies necessary for a successful manager in modern organizations may be insufficient in the developing organizational forms of the 21st century (Allred, Snow, 1996). Business is changing, the needs of society and their expectations of the results of companies' activities are changing, management is changing, to ensure the effectiveness of which it is important to pay attention to the formation of management competencies of sustainable development in the process of corporate education.

The key competencies of sustainable development allow a person to successfully cope with tasks and challenges of various levels, using the available

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resource opportunities (Rieckmann, 2012; Wiek и другие, 2011).

Managerial competencies are a set of competencies applied from the practical point of management view, and formed with orientation to the requirements of the employer imposed on managers regarding the features of the workplace, functionality and a set of tasks performed (Pesha, Shavrovskaya, Nicolaeva, 2022). Accordingly, under the management competencies of sustainable development in this paper, we will understand the set of managers' competencies that allows him to competently use the available opportunities to effectively solve problems related to the challenges of the external and internal organizational environment.

The relevance of attention to the formation of managerial competencies of sustainable development within the framework of individual career trajectories of managers is confirmed by a number of studies. We are close to the results of the research conducted by A. Bhardwaj and B.K Tunia, who found that the effectiveness of management largely depends on the level of development of competencies possessed by the manager. Among the key competencies, the authors identified: communication skills, teamwork, initiative, foresight, self-management, result orientation, strategic orientation, ambition, perseverance, decision-making, risk-taking and creativity (Bhardwaj, Punia, 2013). A.R. Levinson and W. A. Van der Stadt come to similar conclusions, showing a positive correlation between the development of managerial competencies and performance indicators of managers (Levenson, Van der Stede, 2006). There are traditionally several levels in the management system: top management, functional management, middle management and linear management. Answering the research question about the equivalence of the need for managerial competencies (key competencies) for top management and line managers, I. Bucur comes to the conclusion that there is a greater correlation of data on competencies and performance indicators for top managers (Bucur, 2013). Managerial competencies are designated by A. Kwiatkowska as the most important for effective leadership in Industry 4.0 in comparison with intellectual and socio-emotional (Kwiotkowska, 2021).

As for the pool of sustainable development competencies, there are a number of opinions on which they include a different number of key competencies, including:

- critical thinking (Rieckmann, 2012; Taimur, Sattar, 2019; Wiek, 2011);
- systems thinking (Rieckmann, 2012; Taimur, Sattar, 2019);
- predictive competence (Rieckmann, 2012; Taimur, Sattar, 2019; Wiek, 2011); strategic competence (Taimur, Sattar, 2019; Wiek, 2011);
- regulatory competence (Taimur, Sattar, 2019; Wiek, 2011);
- collaboration (Rieckmann, 2012; Taimur, Sattar, 2019) /interpersonal competence (Week and others, 2011). From the point of view of managerial efficiency, it is important to include competencies related to team management to the pool of these competencies (Kwiotkowska, A, 2021; Pesha, Shavrovskaya, Nikolaeva, 2022).
- comprehensive problem solving (Taimur, Sattar, 2019);
- planning and innovation (Rieckmann, 2012);
- interdisciplinary competence (De Haan, 2006, p. 23; Lambrechts, and others, 2013; Rieckmann, 2012).

In addition to paying attention to the formation of managerial competencies for the sustainable development of managers at various levels of management, it is important to remember the motivation of trainees. One of the main incentives for education and self–development is building a career as a manager in the company. We agree with E. V. Yashkova and I. A. Tsareva that self-development and self-management are important for managing a manager's career and effectiveness (Yashkova Tsareva, 2015). At the same time, we believe that the ability to objectively assess their competencies and development opportunities is important for self-government, since the inability to do this reduces the effectiveness of career development programs (Abraham, Karns, 2001). Therefore, the career of managers should be based on an objective assessment of competencies, targeted training and the availability of career advancement opportunities.

Not always a high level of competence development contributes to career advancement. Career advancement (both within one company and when applying a career in the concept of "career without borders") is influenced by a wide range of factors. Firstly, these are factors related to the use of personal career development opportunities by managers: mobility, interpersonal relationships and situational management (Akrivos, Ladkin, Reklitis, 2007; Guan, 2019). Y. Baruch and D.M. Rousseau point out that psychological contracts, an individual's belief system regarding interaction mechanisms, are key components in building and developing a career (Baruch, Rousseau, 2019). Secondly, these are factors of the internal environment of the organization, social space: personnel policy and strategy, personnel

reserve management and corporate education, dynamism and flexibility of the organizational structure, the speed of career advancement (Schmid, Mitterreiter, 2021; Lo Presti et al., 2022; Buryakov et al., 2019). In addition, the modern career of a manager is something more than systematic and long-term career advancement in one company. Thus, the concept of building a career without borders is being developed, which involves dynamic career advancement of a manager, including transitions from one company to another (Schmid, Mitterreiter, 2021; Guan, 2019). Therefore, the ability of an organization to provide career prospects is one of the predictors of the effectiveness of the formation of managerial competencies for the sustainable development of managers and the results of their professional activities. It is worth noting the important role of working with intra-organizational factors of career management of specialists of human resource management services, providing information support to managers regarding career development prospects (Kolesnichenko, 2019). Considering the career of a manager and the development of his competencies within the framework of the concept of sustainable development, it is worth noting a number of other factors. Thus, T. L. Khudyakova and R. R. Gasanova note the importance of using socio-psychological technologies that are aimed at correlating the requirements and specifics of professional work and human competence with the needs and mission of the organization (Khudyakova et al., 2022).

In this paper, we aim to analyze the correlation between the level of development of managerial competencies of sustainable development of managers and the possibilities of the company's social space in the development of managers' careers. We assume that a high level of formation of managerial competencies for the sustainable development of managers at various levels of a large company is a predictor of a high rate of career growth within the company, or leaving it.

2 MATERIALS AND METHODS

The methodological basis of the work is a systematic approach, for the implementation of which general scientific methods (comparative analysis, systematization, generalization) and statistical research methods (comparative analysis, ranking, calculation of averages) were used. Method of collecting empirical data: telephone interview on competencies.

The 6 most important managerial competencies for the company were selected for evaluation:

1. Strategic management
2. Organization of work
3. Team building
4. Process improvement
5. Result orientation
6. Decision-making

For each competence, participants were asked 2 questions for each behavioral indicator. The competence assessment scale consists of 5 levels:

1. Incompetence level: from 1 to 2.99 points. Competencies are not developed, they are absent.

2. Entry level: from 3 to 3.99 points. Competence is manifested in simple, standard situations, actions according to the algorithm.

3. Basic level: from 4 to 4.99 points. Has an incomplete set of competence descriptors. He works in both standard and problematic situations. Actions are based more on intuition than on a comprehensive analysis of the situation.

4. Experience level: from 5 to 5.99 points. He has a full volume of descriptors. He operates on the basis of a comprehensive analysis of the situation. Organizes the activities of others in both standard and problematic situations.

5. Expert level: from 6 to 7 points. He has a full volume of descriptors. Manages the achievement of team goals in a situation of crisis and uncertainty. Develops and supports the team, business processes and implementation of initiatives.

3 RESULTS AND DISCUSSION

234 managers of various management levels of a large Russian company providing services to the population took part in the interview on competencies. The sample population is described in more detail in Table 1.

As a result of the assessment of the competencies of managers at various levels of management in the company, the following conclusions were made:

1. Most managers have a basic level of development of management competencies of sustainable development. "Level of experience" was shown by 6.8% of respondents, "Initial level" by 30% of participants, 1 participant showed incompetence. The expert level has not been determined by any of the evaluated managers.

Table 1: Description of the sample population of the study.

Management level	Number		
	Total	Men	Women
Functional management (n1)	48	21	27
Middle managers (n2)	113	59	54
Deputy middle managers (n3)	33	13	20
Line Management (n4)	39	25	14
Total	234	118	116

The average score of men is 4.3 points, women 4.2 points. The gender factor does not influence the estimates.

2. As the level of the manager's position higher, than the ratings is higher. Thus, the "level of experience" was determined in 16.67% of n1, and from 3 to 6% of the remaining subgroups of respondents. While the "Entry level" in the functional management subgroup (n1) was 6.25% of respondents, and in n2-n3 from 25.7% to 66.7% of those evaluated. Nevertheless, the difference in the aggregate average ratings of most managers by experience factor is insignificant: n1=4.7 points, n2=4.29 points, n3=3.9 points, n4=3.9.

3. The analysis of the average values of indicators of the development of managerial competencies and work experience showed the presence of a negative relationship of these variables (Table 2). The longer the manager's work experience in the company, the lower the score.

The data obtained suggest that the company's personnel policy on the development of managerial competencies is not effective. The managers who have recently joined the company show the highest level of development of managers' competencies of sustainable development. Due to the lack of a clear and transparent promotion system, they have practically no opportunity to build a career. The company does not support the transition from one division to another, which significantly limits the use of the existing managerial potential of managers.

Table 2: Average final assessments of respondents' competencies depending on the length of service in the company.

Work experience in the company (years)	Average score of respondents' competence assessment		
	Total	Men	Women
Before 1	4,76	4,76	-
1,1-3,0	4,23	4,37	4,10
3,1-5	4,17	4,15	4,20
More 5	4,16	4,10	4,20

It should be noted that the vast majority of managers have work experience in the company from 1 year to 1 month and above (58.48%). The reception turnover for 2022 amounted to 1.7%. In addition, the «youngest» in terms of experience in the company is a group of senior managers (functional managers), 73% of whom have been working in the company for less than 3 years.

4. A comparative analysis of the values of the development of the assessed competencies depending on the length of service showed that in all groups of respondents according to the criterion of "work experience in the company", except for participants with the least experience, the most developed competence is "Organization of work" (Table 3). Managers successfully distribute reference tasks and powers in their teams. The competence "Team formation" has the lowest level of descriptor development in all groups. Managers do not have a developed feedback culture, role allocation skills and team selection. Paying attention to the indicators of a group of respondents with up to 1 year of experience, it is important to note that they are more often focused on showing initiative to improve business processes and making informed and quick management decisions. This may be due to incomplete identification of newcomers with the existing corporate culture and their motivation for achievements.

Returning to the discussion about the correlation between the level of development of managerial competencies of sustainable development and career opportunities, it is important to analyze the indicators of personal factors and factors of social space.

Table 3: Average assessments of respondents' competencies depending on the length of service in the company.

Competence	Average score of respondents' competence assessment			
	Before 1 year	1,1-3,0 years	3,1-5 years	More 5 years
Strategic management	4,70	4,21	4,06	4,22
Organization of work	4,69	4,28	4,36	4,35
Team formation	4,50	4,09	3,97	3,98
Process improvement	5,18	4,25	4,33	4,18
Result orientation	4,69	4,26	4,12	4,13
Decision making	4,83	4,29	4,20	4,12

The received level of competence assessments of the majority of respondents does not meet the company's requirements for sustainable development.

1. To ensure the sustainable development of the company, a level of competence development is required at least the level of experience, which is associated with the high dynamism and unpredictability of the external environment, guidelines for ensuring the financial stability of the company. The development of the company, which currently exists, is primarily provided not by the level of development of managerial competencies, but by strong state support and the presence of an almost complete monopoly on the services provided in the region of presence.

2. The interviews conducted showed the respondents' understanding of the company's goals and interest in achieving them. At the same time, the respondents did not demonstrate motivation to improve processes, team and personal competencies. This fact may be a predictor of low motivation of respondents to build a career (Baruch, Rousseau, 2019).

3. Lack of structure dynamics, low staff turnover (less than 3% among managers) and, as a result, a low level of career movements and initiatives (1.7% of the personnel reserve members received a higher position). In addition to the above-mentioned turnover indicator for hiring managerial personnel, it is important to note that in subgroup n4, employees with more than 3.1 years of experience in the company accounted for 42.5% (22.5% worked for more than 5 years), in subgroup n3, this indicator was 48.5%, n2=44.2%, n1 =25%. The composition of managers is stable, which may indicate a high level of loyalty and decent working conditions in the company. At the same time, the lack of internal career opportunities, on the one hand, does not contribute to the development of managerial competencies necessary for the company, and on the other hand, is a risk factor for losing employees due to the realization of career ambitions (career without borders) of the most proactive managers (Schmid, Mitterreiter, 2021; Guan, 2019). The presence of clear career paths, a variety of career building forms can provide career motivation for employees and a conscious approach to the development of competencies (Lo Presti et al., 2022).

4 CONCLUSIONS

Based on the results of the work carried out, it can be concluded in accordance with the stated purpose of the study. The results obtained show that there is a relationship between the level of development of managerial competencies of sustainable development of managers and the possibilities of the company's social space in career development. Firstly, in the absence of career opportunities, the initiative to develop competencies decreases, in confirmation, data on a decrease in average assessments of the level of competence development with an increase in work experience are presented. Secondly, the lack of a system for implementing corporate education programs for the development of the assessed range of competencies does not contribute to the formation of managerial awareness and career ambitions. Regarding our assumption that a high level of formation of managerial competencies for the sustainable development of managers at various levels of a large company is a predictor of a high rate of career growth within the company or leaving it has been confirmed, since, regardless of the length of service in the company, functional managers (senior management) have an average of 0.5 points higher than middle managers have a level higher than that of line managers. It should also be noted that the number of managers with up to 3 years of experience in the company in subgroup n1 is the largest, 73%, which also indirectly confirms our assumption: rapid career growth in the company is determined, among other things, by the level of development of the studied range of competencies.

The improvement of sustainable development competencies in the format of corporate education, both specialists and managers, is a predictor of financial stability and sustainable economic development of an organization as a socio-economic unit of society. We agree with G. A Buryakov and his colleagues on the fact that corporate education has a positive impact not only on solving current corporate tasks, but also increases the level of engagement, loyalty and motivation to build a career at the current place of work, without the need to search for other opportunities for self-realization (Buryakov, et al., 2019). But, at the same time, the realization of this point of view is possible only if there are corporate opportunities for career advancement and the positive impact of social space on career development (Lo Presti et al., 2022). It is in this regard, based on the results of the study, that we have formed a number of recommendations for working with the management competencies of the company's sustainable development:

1. To create a system of formation and development of the personnel reserve of managers,

which allows moving from division to division and moving to a managerial position by self-nomination.

2. To support the culture of putting forward ideas for improving business processes, for example, through the introduction of a system for submitting innovation proposals.

3. To develop corporate training programs that allow not only to develop managerial competencies, but also to provide opportunities for the realization of career ambitions so that managers have an interest in participating in them.

As prospects for future research, it seems relevant to us to analyze the correlation of factors of job satisfaction, involvement in the work of the company with the level of development of managerial competencies of sustainable development, indicators of the effectiveness of managerial work and completed programs of additional education in the field of management. In our opinion, the continuation of the study will help to work deeper into the correlation of resource opportunities and career prospects of managers.

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