

# Digital Transformation Of The Development Of Managerial Skills Of Administrative Personnel In The Higher Education System

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**Abstract:** In this article, the author studies the importance of digital technologies in developing the professional and managerial qualities of management personnel in the higher education system and their role in its development. Today, as a result of the introduction of digital technologies into the education system, unlike the traditional management system, the ability of managerial personnel to effectively use digital technologies and develop management skills is emerging as an urgent task. New competencies such as data analysis, planning digital strategies, and a culture of managing teams through a virtual system are required. The methodological foundations of transforming management processes are considered, and modern models for assessing managerial qualities in a digital environment are proposed. The issues of increasing the effectiveness of decision-making in higher education institution management through the use of artificial intelligence (AI) and Big Data technologies are also analyzed.

**Keywords:** Higher education, management personnel, managerial qualities, digital transformation, digital competence, education management, innovative management, scientific method.

**Introduction:** One of the most urgent tasks facing the higher education system of the Republic of Uzbekistan is the training of highly qualified specialists who possess strategic thinking, effective management, and digital skills. In preparing such competent personnel, not only curricula but also methodologies are important. The "Concept for the Development of the Higher Education System until 2030," approved by the Decree of the President of the Republic of Uzbekistan No. PF-5847 dated October 8, 2019, can rightly be considered the legal foundation of digital transformation in higher education management today. The managerial qualities of employees working in this system are of great importance. Taking into account the requirements of the above decree, in today's digitized society it is important to study and analyze the effective management practices of rapidly developing foreign countries and, based on this, introduce a system that

effectively meets current demands. In this direction, higher education institutions in various countries of the world have rich experience in implementing modern management methods and developing the managerial qualities of management personnel. The digital reforms in Uzbekistan's higher education system, in particular the introduction and practical use of the HEMIS (Higher Education Management Information Systems), show that administrative management has transitioned to digital management in the present period. As a result of the introduction of the HEMIS system, the daily activities of higher education management personnel have fundamentally changed. Processes previously considered "paperwork" in the higher education management system have now turned into real-time data analysis. Each manager is now able, through remote digital platforms, to manage, analyze, and properly incentivize their staff. This is significant in terms of time savings and work efficiency. The

introduction of digital management into the education management system is generating many efficiencies. In particular:

1. Ensuring academic transparency: A manager now monitors student attendance and performance not in paper journals but through the system. This forms the quality of “analytical control” in management personnel.
2. Optimization of resources: Through the automation of class schedules, the utilization coefficient of classroom facilities has increased by 30–40%. This

develops the manager’s “operational efficiency” skills.

3. KPI and rating system: The evaluation of teachers’ scientific and pedagogical activities through HEMIS using a point-based system forms the skill of “management by objectives” in department heads and deans.

In the conditions of digital transformation, the state of management personnel of higher education institutions in Uzbekistan can be expressed through SWOT analysis in the following table:

**Table 1**

| Strengths                                                                                                              | Weaknesses                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Availability of a centralized unified system (HEMIS); strong political will and support from the state.                | Low level of internet infrastructure in some regional HEIs; existence of “digital resistance” among older managers.                    |
| Opportunities                                                                                                          | Threats                                                                                                                                |
| Availability of a database for entering international rankings (QS, THE); possibility of exporting distance education. | Lack of a prepared database for entering international rankings (QS, THE); absence of the possibility of exporting distance education. |

## Management Model in the Context of Digital Transformation (conceptual framework)

In developing the managerial qualities of higher education management personnel, technical skills alone are not sufficient. The model we propose is based on the principle of “Triple Harmony”:

1. Technological readiness (Hard Infrastructure): cloud technologies and a cyber-secure environment.
2. Institutional culture (Soft Culture): employees’ psychological readiness for digital changes and support for innovations.
3. Management algorithms (Smart Processes): automation of decision-making processes.

Issues of developing managerial qualities in higher education management have been studied by many scholars. In particular, classical authors such as P. Drucker and I. Adizes assessed managerial qualities in the unity of personal and professional qualities. In the context of digital transformation, the studies of scholars such as D. Tapscott and K. Schwab are of particular

importance.

In our country, there are works by scholars such as A. Abdukodirov, Sh. Yuldashev, and M. Rakhmonova on the digitalization of higher education management. However, the issues of adapting the personal managerial qualities of management personnel to the digital environment and comprehensively developing their emotional intelligence, flexibility, and digital leadership abilities have not been sufficiently studied.

### The impact of digital transformation on managerial qualities

According to the research results, the modern managerial qualities required for management personnel of higher education institutions were grouped as follows:

1. Analytical qualities: working with Big Data, making decisions based on dashboards (KPI).
2. Communicative digital qualities: managing a

team in a distance environment, digital etiquette.

3. Flexibility (adaptability): maintaining efficiency when IT infrastructure changes rapidly.

4. Cybersecurity culture: ensuring data security.

5. Innovative thinking: integrating artificial intelligence tools (ChatGPT, ERP systems) into management.

The survey results showed that 68% of respondents noted a lack of skills in using digital tools, while 54% stated that they do not use data analytics in making strategic decisions.

### Conclusion and proposals

Digital transformation is not only a technological process, but also the change and development of management culture toward modernization. In developing the managerial qualities of higher education management personnel, special attention should be paid to the following areas:

1. Standardization of digital competencies: defining separate requirements for digital knowledge and skills for each management position (vice-rector, dean, registrar's office, department head).

2. Review of the continuous education system: transforming traditional professional development courses into the "Digital Academy" AI project.

3. Expansion of international cooperation: integration into the digital management programs of foreign technoparks and leading universities and expansion of international cooperation.

4. Introduction of artificial intelligence into management: development of analytical systems that support decision-making.

In the future, the wide practical implementation of research in this area will show its positive impact on the development of science through practical modeling of the relationship between the emotional intelligence and digital leadership qualities of management personnel. The process of digital transformation is becoming an integral part of the higher education system today. This process is changing not only the professional knowledge of management personnel, but also their way of thinking in accordance with the modern international education system. A modern manager should now operate not as a simple administrator, but as a digital leader, strategist,

innovator, and active leader.

The analyses show that digitalization:

- increases management efficiency;
- reduces errors related to the human factor;
- creates the opportunity to make prompt and accurate decisions.

At the same time, the following are important for successful transformation:

- continuous development of personnel;
- investment in modern technologies;
- openness and flexibility in management.

In the near future, the management of the higher education system is expected to become a fully digital ecosystem. Therefore, the development of the managerial qualities of management personnel is of strategic importance.

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