



Article

Historical Development and Enhancement of Managerial Quality: A Comprehensive Analysis

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Abstract: This study investigates the historical development and enhancement of managerial quality, focusing on its role in economic growth and organizational success. Despite existing research on management, a clear and standardized definition of managerial quality remains absent, presenting a knowledge gap in the field. The research employs a comparative analysis of management theories and practical methodologies to define and improve management quality. Findings highlight the key factors influencing managerial effectiveness, including decision-making efficiency and personnel qualifications. The results suggest that improving management quality directly enhances organizational performance and competitiveness. These findings have significant implications for developing effective management systems in both national and international markets.

Keywords: Management, management quality, management features, efficiency, management system, microeconomic system, management processes, management tools, management decision-making.

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1. Introduction

In the context of an ever-expanding assortment, quality is the main factor determining the expediency of a consumer's purchase of a product. Quality has become the key to success and a key condition for increasing the volume of products supplied to national and international markets. Carefully designed and efficiently functioning quality management systems ensure the profitability of enterprises and bring great profits to investors. As a result of the implementation of the quality management system, enterprises ensure an increase in production volumes, an increase in labor productivity, a significant reduction in quality costs and an increase in their competitiveness.

However, not all enterprises sell their products equally effectively in the sales markets. Thus, the quality of products produced by some enterprises differs significantly from the quality of products produced by other enterprises.

Currently, the concept of quality is understood by manufacturers and consumers in a much broader sense. For the successful operation of the enterprise, it is not necessary to produce only a good quality product, since the manufacturer does not provide for a contract and additional measures to sell the product to consumers, there is a risk of losing competitors in the future (Aboelfotoh, 2024).

In such cases, the consumer, who easily distinguishes high-quality products from low-quality ones, naturally prefers high-quality products.

This is due to the desire of firms in the world to improve the quality of their products, the presence of different levels of quality. In this regard, methods and means to improve the quality of products are crucial in production activities.

The quality of management is one of the issues that is of constant interest not only to researchers, but also to all those who are interested in management. The basis of the economic and social development of enterprises in the period from ancient history to the present day is how they organized the management process. At the same time, factors such as the behavior of managers, human qualities, management culture, skills in using management methods and tools are of great importance. Philosophers such as Confucius, Plato, Aristotle, Hegel, Machiavelli, Rousseau, tried to widely highlight in their works the issues of proper and lawful conduct of state or corporate affairs, organization and strict observance of professional ethics. Despite this, the effective use of management methods and tools by managers within the framework of ethical standards has not been sufficiently studied, as a result of which such questions as the level of socio-economic development of the enterprise remain unanswered (Hoang, 2024).

The rapid development of industry or the dominant period of economic life encourage more attention to the development of quality management, rather than general management. That is, an entrepreneur or manager must perform dual functional tasks: the pursuit of profit and income and the development of management quality (here it is important to ensure social harmony with competitors, consumers, suppliers of goods, etc.).

Literature analysis.

Today, many scientists are engaged in scientific work on the development of management theory and practice, including ideas and scientific research aimed at these two main types of activities. For example, the Russian researcher E.V.Krisova in her work "The quality of management" [1] recognizes the quality of management as a clear phenomenon and says that there is no need to conduct serious research for it. Nevertheless, over the past twenty years we have seen an increasing interest in this field, writing PhD theses, monographs and textbooks within

the framework of the topic of quality management rather than quality management [6, 16, 17] monographs [2-10] textbooks [8].

Reading and analyzing existing data sets allows us to draw theoretically definite conclusions about the concept of "management quality".

The definitions of management quality are aimed at the management system and the quality of employees.	Vashko T.A. "An effective management system of the organization, high qualifications of senior and middle management, compliance of the personnel management system with the goals and objectives of the organization" [2].
	Stepanova I.P. "The quality of management, along with the effectiveness of management, is one of the aspects of management assessment, reflecting a certain level of improvement and development of the management system in comparison with the standard accepted in the organization" [3].
	Porshnev A.G. "The most characteristic aspects of the concept of "management quality" are the quality of personnel (professionalism), the quality of managerial resources and potential, the quality of managerial processes determined by the sphere or type of managed activity (production, marketing, finance)" [4].
Defining the quality of management (control) as a set of features	Vinokurov A. "A set of properties specific to management and determining its status, the ability to create appropriate conditions by choosing and combining internal and external environmental factors to ensure the necessary competitiveness of the enterprise"[5].
	Korshunova A. "A set of objectively existing characteristics of the enterprise management system that adequately reflect all aspects of its activities and determine the effectiveness of business growth potential formation"[7].
	Soldatkin A.A. "A set of management features that ensure the result of production activities that meet the requirements of consumers"[8].
Definition of management quality as the degree of compliance with requirements or satisfaction of needs	Kislinskaya M. "The degree of compatibility of the management system as a set of processes with external and internal conditions for achieving the goals of the enterprise by meeting the needs of consumers"[9].
	Konti T. "The degree of compliance of the set of managerial characteristics of the organization with the established requirements. (The definition is based on the understanding of the term "quality" established by MS ISO 9000:2000)"[10].
	Timofeeva G. "The commonality of management methods and features used in the enterprise, how they comply with the principles and requirements of the ISO 9001 quality management system, as well as the impact on the managerial ability of the enterprise as a whole and, ultimately, on the effectiveness of its activities"[12].

1-figure. Scientific definitions of scientists on "Management Quality" and their sources

Candidate of Philosophical Sciences E.V. Krisova in her abstract "The phenomenon of management quality in socio-philosophical knowledge" [13, 14, 15] applies a different approach to management quality and describes it as follows:

- as a criterion for achieving results;

- as a set of properties of the control system;
- as the value and dignity of management, which the individual aspires to;
- as a management activity and the principles implemented in accordance with it.

2. Materials and Methods

The methodology for this study involves a comprehensive analysis of existing literature on managerial quality and its development over time, utilizing qualitative research methods. The study begins with a thorough review of academic papers, monographs, and dissertations that explore the historical context and evolution of managerial quality. Sources include key works from scholars such as E.V. Krisova and other relevant researchers in the field. The approach is centered on the collection and analysis of theoretical data related to management quality definitions, frameworks, and improvement strategies. Generalization, grouping, comparison, induction, and deduction are the primary techniques employed to clarify and categorize various definitions of management quality.

To further refine the concept, this study employs a comparative analysis of management practices from different economic sectors, evaluating the impact of managerial decisions on organizational performance. Case studies from successful enterprises are examined to identify key factors contributing to high-quality management systems. Additionally, the research incorporates feedback from industry experts through interviews and discussions to gather insights on real-world challenges in implementing quality management systems.

The analysis is structured around identifying trends and gaps in the current understanding of managerial quality and the effectiveness of various management tools and techniques. By synthesizing the theoretical and practical aspects of management quality, the study aims to present a clearer and more comprehensive understanding of how managerial quality can be defined and improved within organizations. This methodological approach ensures a holistic examination of the subject, offering both theoretical insights and practical recommendations.

3. Results

If we evaluate the quality of management in everyday life, it is often evaluated according to the achievement of the goal set by the head: if the goal is achieved, the quality of management is high, on the contrary, if the goal is not achieved, the manager's activity is evaluated negatively. In any case, this is how all participants in the system and managers at all levels evaluate each other.

Achieving the quality of management is often expressed by the level of conditions that ensure the achievement of the goals planned by the

company's managers. The degree of fulfillment of the requirements for achieving goals determines the state of management quality. In order to formulate goals correctly and achieve them, a manager needs to be deeply aware of the trends in the development of his industry, market segments, and expected changes in external and internal environmental factors affecting the organization. To deeply understand human nature and human behavior as a social being, a manager needs deep knowledge and a broad worldview.

Summarizing the essence of management quality and its significance, we can say that it reflects the result of the complex expression of complex processes in management and these include the following:

- the need to make management decisions based on accumulated experience;
- a process reflecting managerial knowledge, skills and qualifications;
- the ability to attract and use employees correctly;
- An abstract process that ensures the effectiveness of management;
- a lever that ensures the stability of the economic system;
- the effectiveness of the management apparatus.

It is possible to evaluate the effectiveness of enterprises by summarizing the sum of concepts reflecting the quality of management, management requirements expressing the uniqueness of effective management activities, and factors ensuring the quality of management.

The effectiveness of management activities in an enterprise largely depends on the compatibility of the requirements imposed on it with the goals of the enterprise. The company must define the specific goals of its strategic mission and implement operational and tactical tasks leading to these goals. At the same time, providing clear guidance and instructions to team members by creating an excellent corporate environment is one of the main requirements for achieving quality management. The features of managerial activity in modern enterprises with a high rating are also measured by the criterion of creating a positive and effective working environment for employees.

4. Discussion

In the quality system, the object of management, the product offered by the enterprise to the public, is an important material for research, giving an idea not only about a particular company or its activities, but also (indirectly). In countries with dominant market economies, where such a system is widely developed, the struggle between companies has led to the formation of specific programs aimed at improving quality. Practical and theoretical studies have shown that it is necessary to form such correct indicators that allow us to characterize the ability of an enterprise to

produce a certain product with all significant qualities and parameters. It was decided to implement a certification system to confirm compliance. Successful buyers receive a special certificate indicating the product parameters.

Today, given the characteristics of the facilities and the levels of quality management, it has become clear that the best prospects are inherent in enterprises that can prove internationally that they really produce high-quality products. There are special standards adopted at the interstate level. They are taken into account when certifying the company's product activities. In the current market conditions, a quality system certificate often becomes a key factor determining whether a contract with an enterprise will be concluded.

Currently, it is somewhat difficult in the management system to represent objects as objects of control due to different interpretations of terms. Quality is a purely subjective concept. Many options and approaches have been invented to explain and identify this phenomenon. At the household level, quality is usually understood as the compliance of a particular product with requirements and expectations. At the moment, quality in management should be understood as a complex object that includes the real expectations of the consumer at the moment and in the near future. Among other interpretations, one of the most popular is the consideration of quality in terms of meeting the needs of consumers without limiting the functionality and parameters of the product.

A study of consumer activity has shown that some goods are purchased by people in order to have status symbols. This is more often observed when choosing credit cards, when buying vehicles. But in general, the quality of goods is important for every customer — they are evaluated both by those who bought the status, and only by those who seek to cover their needs. In our country, quality problems are dealt with at the scientific level by management objects in the quality management system. Its experts have defined a conceptual understanding of the essence of quality: This is the main category that defines the lifestyle, the basis for its development of society and its individual representatives. It follows from this formula that quality improvement is a very important, complex work. At the same time, there remains a misunderstanding of the essence of quality as a phenomenon.

5. Conclusion

This study underscores the complex and significant concept of managerial quality, revealing that despite its pivotal role in organizational success, a standardized and universally accepted definition is still lacking. By examining historical developments and existing definitions, the research highlights key factors influencing managerial effectiveness, such as decision-making efficiency, personnel qualifications, and alignment

with organizational goals. The implications of these findings suggest that enhancing managerial quality is essential for improving organizational performance and competitiveness in both national and international markets. This necessitates the establishment of clear criteria and the creation of rational mechanisms for assessing and improving management quality. Further research is recommended to refine the proposed definitions, explore their practical applications, and develop standardized measures for evaluating and enhancing management practices across various industries.

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