Managers' competency (Definition, Dimensions, Approach and Model)

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A B S T R A C T

Competency generally considered as collection of behaviors or related activities, types of knowledge, skills and motivations that is behavioral, technical and motivational prerequisite for successful function in a role or specified job and nowadays management reached to a degree of importance that scholars, named present day as management era. Managers with duties and authorities that they own, they can have a known role in guidance and leadership in organizations. This article is about introduction of competency and giving definition, concept, history, levels, kinds, dimensions, skills and competency models. In this article we used library method for data gathering. Result is that there are different approaches in competency definitions and for competency concept, there is no complete and public definition and for determining competency, there are different models.

INTRODUCTION

Nowadays, governmental organization importance is more than any time and millions of people are recruitment by governments to do complex duties of governments. (Danaei fard and Alvani, 2002) In this era there are wonderful changes in organizations environment and these changes made organizations undergoes a huge change, fast response to problems and opportunities of this era, makes manager as a vital reference in organizations problem solving and organization's needs to competent managers are more obvious than before. (Karami and Salehi, 2010). Nowadays management gained to a degree that scholars named our era to management era (Abolalaei and Ghaffari, 2007) a world in front of organizations is a challenging world. Managers and leaders have a determining and irreplaceable role in succeed or defeat for an organization. In organizations, the most important column to reach goals is management. Manager as an official representative of organization, is in top for coordination and effectiveness and organization's success in reaching goals and they are dependent to management and efficiency of each organization is the is the result of the competency and effectiveness of management. There is no organization with continuous growth and stable success experience without a competent manager or leader's team. (Malmon 2006) the existence of Meritocracy system in each country leads to quality, acceptance and legitimacy. Islam religion ordered very much to competency making culture and use of them. In this school, jobs and duties are lends that should be given to right people, as in Holy Quran it says: God says you to give lends to its owners (Nesa: 58). So, choose and selection of competent managers in top part of organizations is very important. Managing of organizations and agencies now a days, with rule and knowledge, insight, expertise and commitment is for people who are elite, with new thought and competent and success in during it is related to power and effectiveness of managers and their effectiveness is related to competency skill, knowledge, insight and power. That one should try to find and train people who have competency, power and skill to change to effective managers and suitable leaders. (Naderian, 1984). So by regarding the importance of competency and necessity of putting competent persons in right place, this research is for surveying competency (definitions, dimensions and component and other topics that are related with).

Competency definition

The first step in each research is concept definition by specialists. About competency definition, there are two thought schools. One of them believes that competency is knowledge and skill and the other says that competency composed of knowledge and skill and other characteristics such as motivation and personal characteristics. Competency definition is important for organizations and workers. They define skills and characteristics that managers and workers need to make a new organizational culture and face with future challenges. Competency term is used for description of a collection of behaviors that shows a unique mix of knowledge, skill, powers and motivation and is related with organizational role. Competencies help organizations to show their wanting, define future needs and concentrate on development plan and useful recruitment. Fornham (1990) said from Kooper (1998) that competency is a new term and it is for today, but the concept is an old concept. About the exact date of it there is a little difference between scholars but all of them agree that its origin is in late decade of 20th century, in reality, Macber companies are pioneer in recognizing methods for competency and David Mac land, psychologist of Harvard University, was its founder in late of 1960 and early of 1970.

For the first time, competency term is mentioned by White (1959). White by introducing competency word for description of personality characters related to better function and high motivation became famous.

By assumption of a relation between competency recognition and motivational desire, White defined competency as an effective reaction of a person with environment. Macland's article that was printed in American psychology magazine in1973 by the title of competency exam against intelligence was a turning point for developing of competency movement as an alternative for intelligence exam movement. Macland works leads to creation of a research process that was named job competency assessment method (JCAM).David Mac land by introducing competency word to human resources literature became famous. He defined competency as a characteristic that shows human function. He defines competency: a characteristic that highlighted function. As a whole competency is a known characteristic that a person has and use it and it leads to successful function in a role (Dubois et al, 2004). Oxford dictionary (2003) defines competency as power, and capacity of doing a duty. Competency in word is appropriate, worthy, sufficient, acceptable, powerful and is ready to do a special work and it has a direct relationship with having license u that job (Safi, 1998, Filpot et al 2002) narrated by Shojaee (2010) competency is a mix of skills, knowledge and attitude that are needed for doing a role in effective way. According to opinion of Spencer (1993), competency is a foundation property of a person that is related with effective function or better function in a job or situation. He classified competency in two categories: needed competency that shows necessary skills for least function in a job or duty. Superior competency that is based on them, results are more than average. Hanstin 2000 said that competency generally is collection of behaviors or related activities, knowledge kind, skills and motivations that are behavior, technical and motivational prerequisite for successful function in a role or job. In another definition competency is: Collection of knowledge, skills, behavioral properties and personal characteristics that is necessary for manager's effectiveness. Karami 2011 by survey in literature about competency and search about definitions that are about it, said that the first thing is lack of one definition and known terminology for competency and its meaning and concept. And we should say about competency concept, there is no acceptable definition and different definitions are based on view points and different function of scholars. Confirmation of it is Zemke research in 1982 that had interviews with some specialists and they conclude that there is not a unique agreement about things that make competency.

Competency levels in organization

Competency levels can have different usage. The most one is recognition of new level of people's competency and determining the amount of it for each manager. Certainly all people in different jobs doesn't need competency in one level, also when we prepare competency model for each category of managers, it should be done based on one rating, so rating of competency is necessary. (Karami and Salehi, 2010) competency can be distinct in 3 levels:

Nucleus competency is competency that all staffs should train in them.

Technical competency (actionable) is special to a unit or specific parts of organization and it is necessary that other units having that.

Management competency is peculiar to managers and supervisors (Mashhadi, 2011).

In other categories competency levels are:

Personal level: competency in this level is knowledge and potential skills, capacities and staff's competency.

Organizational level: competency is a special method in mixing different parts of an organization. In other words, competency is a mix of knowledge and staffs skills with other resources in organization like systems knowledge, ongoing affairs, and technology productions.

Strategic level: purpose from competency is creating and keeping competitive advantages, from mix of knowledge, skills, structures, strategies and processes. (Dianati, Erfani, 2010).

Types of competencies

Scholars and specialists are categories of competency in different methods. Here there were scholars such as Byham and Moyer that divided competency to personal, organizational and job competency. Also Dubois et al divided competency to personal and organizational. Robtom & Job (1995) divided competency to hard and soft. (Ahmadi, 2013) Mac land named some competency

as behavioral competency, Buyatzis distinguishing competency, Gary Hamel and C.K. Prahalad. Key competency and Tailor general competency. (Rezayat et al, 2012)

In the following we explain competency kinds; pivotal, leadership, job

Pivotal competency

Organization for gaining superiority and maturity needs creating of pivotal competency. Pivotal competency is from organizational abilities. Organizational abilities created by organization resources, pivotal competency are abilities that are valuable, rare and replaceable and imperceptible.

Leadership competency

Management or leadership competency is a collection of skills, features and personal behaviors of leaders and major managers of an organization. Leadership competency should be programmed multidimensionality. For this reason there are 3 whole approaches:

1- Development
2- Development during work
3- Social development

Job competency

These competencies can be described by competency that are related to job or work that is point to job function wanting and standards that one wants from people. In job competency it emphasis more on people skills not their behavior. These competencies can be defined from job duty analysis and things that people can do in special roles and standards that they should have. Competency criterion of each job is determined by analysis of abilities and competencies that are needed for each job by using special instruments. (Afzal Abadi et al, 2011)

Dimensions and aspects of competency are included:

Knowledge:

Knowledge development process and theory information is gained from training in university level. Development of knowledge and information is foundation of skill development and attitude and itself doesn't have effect in competency development in management.

Skill:

Skill is power of implementation of science in action. Skill gained from repeat of knowledge usage in real environment and developed. Skill development leads to functional quality improvement. Without that in many parts, knowledge doesn't have much effect. For example a manager can't have skill of team work by studying ad without using team work practically.

Capability:

It makes a power with stability that bounded person for gaining it in physical and intellectual jobs. In reality, authority and skill are similar and their difference is that skill is a special capacity skill for physical working but authority is showing thought work capacity.

Attitude

It is a mental picture of human being about world and around it. Human beings understanding from around and decision making for doing it based on mental picture. (Yusefi and Erfani, 2010)

Necessary skills for job competency

1- Basic skills: developed skills for facilitate of learning and knowledge earning.
2- Active learning: understanding of new information concept for solving now and future problems and decision making.
3- Active hearing: whole concentration and attention to things that others saying, and understanding of notes and asking question in true time.
4- Punctilious thought: using logic and reasons in definition of power and weakness points of each way, results and problem approach.
5- Learning strategies: choose and use of training method/instructions and useful ways for situation in training and train of new things.
6- Supervision: supervision/function evaluation of persons or other organization for improvement or correction.
7- Understanding from reading: sentences understanding in paragraphs of evidences of work.
8- Conversation: speaking with others to effective transfer of information.
9- Communication: making relationship by writing for audience needs.
10- Time management: time management of self and others.
11- Social skills: development of usable capacities to work with people to reach goals.
12- Coordinate: activity adjustment by regarding other activities.
13- Convincing: convincing others to change their mind or behavior.
14- Helping approach: active search for ways to help others.

Raised approaches towards competency

There are different approaches to competency definitions, which in general and in categorizing different approaches in the competence discussion of three types of approaches in this field are emphasized as follows:

1- Behavior approach: in this approach, competency defined based on behavior term and it defines kind of behaviors that have relation with good function.
2- Standard approach: this approach is based on job function analysis and it speaks about functional standards in management job for guarantee of known quality because of job.
3- Contingency approach: this approach can be in subset of behavior approach but mostly it concentrated on that is contingency factors can be effective on personal competency that are needed for excellent function? The common thing of researches and projects in this approach is that it emphasizes on contingency factors and their aim is introduce of relation between known contingency factors and competency that are needed for management excellent function. (Ramazani, 2000)

Competency models

Competency model is a measurable model for testing abilities and behaviors that are needed for doing works successfully. (Askari, 2016) competency modeling was considered from 40 years ago in human resource management. The first competency patter was in 1970 decade by Mack land and their coworkers. (Mensfield, 2005 by Rezayat et al, 2012). Competency patterns prepare basic need for different function of human resource management such as human resource programming, choice management, talent management, competency developments, replacement management, and payment system. One competency model is a content of competencies that is gained by good function for special job (Draganidis &, entezas 2006). The aim of editing competency model in each organization is giving a pattern for integration of human resource system function (Dehghanan, 2008). Presenting of competency model is an instrument for better understanding and as a result more optimal use of competency. In other words giving a model about competency is not the aim and our aim is reaching to an exact content of competency for managers in different level of social organization. Variety in models and competency of models in most parts are for unit competency and each scholar by him/her scientific and experimental background, categorizes competency and give models and variety of models is for this reason.

Some of competency models for management are:

1- Freedenberg model: this model is hierarchical for competencies and put competency in 7 categories: reasoning, job, and personal effectiveness, interpersonal communication, group and organizational.
2- Kreep and Mensfield model: this model categorizes competency in 3 categories of workers, job and management of self and each one has subsets.
3- Eston model: this model put skills in 6 categories and each one has subsets. He shows competency as a circle.
4- Karry and Goldmann model: this model categorizes competencies based on emotional intelligence.
5- Kartonz et al model: is known as competency triangles. In this model, competencies presented under titles strategic and job competency, personal power, human resource skills and change and culture processed skill in a triangle. About competency models, there are some researchers inside and outside of country:

Sport managers competency is a doctrine thesis subject that the aim is determination of competencies of country's sport managers.

Competency model of managers of development and renewing of Iran industry organization Competency,

Model of manager's social affair organization,

Power office manager's competency model

In outside researches, we can name Buyatzis management competency model that are 21 competencies in 6 groups. Pedler competency model and it is 11 competencies in 3 groups. Hant and vales competency model and it has 5 main factors and subsets of them.

Work force model that is 45 competencies and it is in 3 groups. By study and research it shows that there are many models that by survey in them by researchers we can present them in 4 groups of competency

1- Technical group: competency of it is special knowledge about job.
2- Environmental group: competency by regarding job categories
3- Management group: competency that is about special duties of managers and they are trying to powering their subsets.
4- Personal group: competency of it is about properties and personal characteristics of a manager and his relations and social relationships.

Conclusion

In sum, by research and study in resources for competency it shows that competency is a central kernel of all activities in human resource of an organization. Also we can conclude that there are different attitude in competency definition and there is not a

unique definition for it. For determining competency thee are different models and each one is from a special aspect and they can be as a method for integrating different ways of human resources. It means that one can design each subsystem of human resources model based on competency. Also area of managers decision effect is for all society and true decision is when organizations have competent managers and competent is who that has management knowledge and can use experience. So personal, job and value competency should be developed and it has an important role in society. Researches show that organization success is related to competency of managers. There is no organization that has sustainable success accidentally but it hasn't a wise, competent and good manager and success or failure of an organization is dependent on its manager, it is necessary to think about management and situation for choose a manager.

Suggestions
1- Indexes and pivot about competency in organization created and choosing manager based on them. More recognition by more research.
2- Study about how create competency in managers
3- Giving research plan by organization especially governmental to process of choosing competent managers.
4- Survey and study about the barriers of choosing competent manager
5- Survey of elite places in organization management.

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