

## Presentation of Structural Model to Assess the Competency of Managers and its Impact on Organizational Development

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### Abstract

**Purpose:** This study aimed to identify the dimensions and competency components of managers and their impact on organizational development. **Methodology:** At first, the dimensions of managers' competence were identified by reviewing the literature of the research. Then, the factors affecting organizational development by identifying the effective indicators on these structures were identified through a semi-structured interview in the qualitative section and in the form of managers' competence desirability questionnaires. **Findings:** These questionnaires were analyzed through structural equations and partial least squares of PLS. After determining the weight of each factor and eliminating negligible factors as well as determining the weight of each index, the effect of dimensions and competency components of managers on Organizational development was studied and the proposed model of research was presented to explain the role of managers' competency in organizational development, and the degree of appropriateness of the proposed model was confirmed according to the research components. **Discussion:** The findings indicated that managers' competence in organizational, organizational, organizational, and organizational dimensions affects organizational development.

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## 1. Introduction

Today, on the one hand, we see the need for a professional, specialized and advanced human resource to guide and manage the organization, as well as organize the organization's specialized activities, and on the other hand, we see a shortage of professional and advanced human resources. Therefore, it can be concluded that today the main competition in organizations is the attraction of professional manpower and efforts to develop and enhance their capabilities. In fact, the movement of organizations towards the establishment of a meritocratic system begins with the development of countries and organizations linked to the creativity and innovation of human resource development, and successful organizations are organizations that can best match people. With the best capabilities and competencies, to cultivate and use their services at the best organizational posts (Abilly, 2005). The existence of a system of meritocracy in any organization will ensure consistency, acceptance and legitimacy, so the selection and selection of good managers at its head is of particular importance. The office of organizations and enterprises in today's era is based on the rule of law, with knowledge, insight, expertise and ethical commitment, in a way that internally responds to the spiritual and material needs of the community and at the regional and global levels. , Have the ability to deal with a variety of transformations, it is only those who are eligible to be among the elites, in the name of the elite, and in other words, eligible (Malmon, 2005). The selection and appointment of deserving managers will be one of the most important and critical issues in the work of each organization. Therefore, for the selection and appointment of managers and the recognition and selection of the most qualified people, it is necessary to have criteria and criteria in place so that people who are qualified and deserve to take up organizational posts (Raymond Noeah, 1393).

Recently, in most organizations, focusing on issues such as organizational change, performance improvement, employee development, successor development, etc., is the basis for the presence of models that explain the merits of the organization. On the other hand, an organization cannot be found to have sustained growth and sustained success unless it is managed and managed by a manager or a team of competent and efficient executives and leaders. Researchers in the field of human resources have come to the conclusion that "the merit" approach is more appropriate than any other topic in the processes of attracting, training, developing, managing and maintaining the knowledge forces in the organization. (Qavami, Ismaili, 2012).

Organizational development is an application-oriented, developing and contingent effort whose real scope is equivalent to the practical application of the knowledge of organizations. For this reason, in accordance with the development or emergence of organizational and managerial challenges, the development or transformation of governing paradigms in the field of organization and management, as well as in response to specific issues or situations of the organization in which it is employed, a wide range of concepts and Includes methods for organizing planned change. On the other hand, the numerous growth of modern approaches and techniques makes the boundaries of this field largely faded and unclear and difficult to describe. Nevertheless, the concept of organizational development in the literature of behavioral sciences (management) has a special meaning, meaning a general conceptual and practical integrity. But in the present day, rapid advances in information and communication technology, the huge volume of production and information flow, the increasing competitiveness of organizations, the increase of environmental changes due to the complexity and dynamics of phenomena, resource constraints, and the widespread expectations

of organizations. And the need for organizations to move in the direction of development has affected the processes and activities of organizations, and the organization's continuing life has faced challenges. And, it is no longer possible to guarantee success and organizational development by relying on past experiences and traditional approaches. The sum of these conditions and other factors has led the managers of the organization to think about the extraordinary challenges. And if managers want to know and understand about their organization's own situation and circumstances, then they must first be able to focus on the merits of managers. Because managerial competencies play a major role in organizational development. Specifies and directs the course of its activities and its activities and re-establishes the organization of life (Vendall L. Franz Sicily H. Bel., 2010).

The present study is an attempt to monitor the merits of managers as an independent and influential variable in the field of organizational development that can provide the basis for the serious, comprehensive and effective future for organizational development, so that according to the role and importance of the merits of managers. Paying attention to the issue of organizational development in the organization and the suitability of its managers, paying special attention to the merits of managers in four dimensions of individual, technical, group and organization in the long run can lead to competence-based development. Adequacy management approach through employing qualified at the level of staff and managers, deployment of meritocracy processes, changing the look of a job-based approach to a merit approach and paying attention to the development of competent managers in the national media, the need for a comprehensive management model based on Strengthens competence in the field of sound management and organizational development.

## 2. literature Review

The rapid acceptance and rapid expansion of the merit-based approach and its application to the development of the organization is above all else the result of the benefits and benefits of this approach. The intense competition and technological changes make ever-increasing pressure on organizations and their diverse ways of increasing the productivity of human resources. Human workforce is expected to have a greater impact on the products and services they offer. This is exactly what caused competency to compete. Also, in the present day, the importance and position of the managers as the designers, managers, and managers of the organization is not overlooked by anyone and the use of effective systems of appointment, recruitment, maintenance, evaluation and development naturally from a special and important position. Yeah. Managers as the main decision makers in dealing with different issues within and outside the organization play a decisive role in the success or even failure of the organization. Since management is of particular importance to any organization and is one of the most important activities that is realized through its missions and organizational goals, one of the main ways of the system of meritocracy is to designate managers. Competency management or competency management in the last decade has become the focus of the ability of organizations to attract, maintain, cultivate and promote their most important resources, human resources (Gholamzadeh, 2007).

One of the suitable methods for organizational development is the use of appropriate managers in the organization. One of the best and most appropriate approaches is to achieve continuity between education, performance evaluation, attracting and applying a competency approach in human resource management. Indeed, as he suggests, Compassion Model (2002), competency models can be used as a way to integrate

various human resource practices. Competency-based human resource planning requirements in the first place are the simulation of business goals and strategies, each organization achieves the objective to be profitable (Erfani, 2009). Most organizations, with regard to issues such as organizational change, performance improvement, employee development, successor, etc., focus on issues such as organizational change, performance improvement, staff development, successors, etc. Special attention is paid to the merits of managers has it. Because by identifying the merits necessary to be effective in a job, the organization can focus on behaviors in selection, education, evaluation, performance, and succession planning, with the most relevance being successful (Strong and colleagues, 1391). Competency models play a vital role in all human resource management processes (sinnaot, et al 2002).

Determining the competency of managers is one of the most important pillars of decentralization in organizations, because they must not only be selected on the basis of their own, but also support the establishment of competency-based management in the organization. The significance of this issue will be doubly time-consuming in identifying the competencies of HR managers, and in particular managers, because those who must be responsible for establishing a competency-based management system must, first, have the necessary competencies, and secondly, the existence of competencies in other domains, Staff and managers (Hajikrami, 1390).

The Stevenson and Storkworth (2010) research findings highlight the competencies of project managers in the following order: Leadership, ability to communicate with different levels of oral skills, written skills, traits, ability to face ambiguity and change, experience, adjustment ability, cultural appropriateness, Technical experience, training, the length of time previously involved with the work, the size of the previous group that was headed by the director. In the study of leadership competencies, successful project managers, Müller and Rotner (2010) formulate competencies in three components of emotional, managerial, and intelligence competencies. From their point of view, emotional competence includes: motivation, task, sensitivity, influence, self-awareness, emotional states, and intuition. Management competencies include: resource management, communication utilization, development, empowerment, and achievement of goals, and the component of IQ competences refers to strategic vision, insight and initiative, analysis and judgment of the crisis.

Lee (2010) mentions the following competencies by adopting Spencer and Spencer (1993) for technical experts: guiding success, influence and influence, conceptual thinking, analytical thinking, creativity, self-confidence, understanding and understanding between individuals, interest in others, Information search, collaborative and teamwork, expert, customer service guidance. Edwards (2009) has described managerial competencies as employee development, communication, problem solving, change management, technical skills and responsibilities, group formation, performance management (duty), interpersonal awareness, and integration of views. Cochran (2009) also conducted a study entitled "Competency Study at Ohio State University": Developing a Competency Model for Expanding Organizations in the 21st Century. Fourteen of the core competencies identified include communication, continuous learning, customer service delivery, diversity, flexibility and change, interpersonal relationships, development knowledge, specialization, resource management, teamwork and leadership, technology use and Adaptation to it, thinking and problem solving, understanding of others and societies, and self-management.

Elttawavi et al. (2009) stated in his research that the relationship between skills (human and technical), the competence and performance of managers is an integral part of the integration of product supply. In

general, the findings and researches carried out in this regard suggest that considering the necessity and importance of the subject and the broad application of managers' competencies in achieving strategies and performance management, training, development, selection and recruitment, the existence of criteria and criteria for the selection and appointment of managers are required. Stefan and Bontempo (2008) identified a five-component public health services research: Communication Management, Leadership, Professionalism, Healthcare Knowledge, and Knowledge and Business Skills.

In his PhD dissertation, titled "Competencies of Intermediate Managers for Success in the 21st Century," McCabe (2007) mentions competencies as two general categories of personal skills and process skills. Then each one divides into two smaller levels. Personal subtleties include: personal communication, conflict resolution, leadership, counseling, ethical issues, development and oversight of others, calculations. Also, the process sub-skills are: encompassing the business process, customer service, partners, project management, mental models, system thinking, change leadership, resource allocation, organizational insight, and organization guidance.

The focus of organizational development has changed during its evolution, and due to its emerging needs and the increasing complexity of the environment and the competitiveness of organizations for survival and development. Today, the focus of attention and the practice of organizational development goes beyond narrow social processes between individuals and groups (its primary focus) and towards the strategies, structures, processes and interactions of the entire organization, organizational relationships and the environment, organizational learning, and even profound changes and revolution in the eyes. Size, beliefs and intentions of the organization and, consequently, other components of the organization. From the current state of affairs, it has been mentioned as "organizational transformation" and the second generation of organizational development. In addition, other organizational development is not just "problem-centered," but also "opportunity-centered" so that it can, by discovering and exploiting opportunities, play its role in improving the organization and in promoting its level of effectiveness and quality, To play better. Of course, organizational development does not mean doing anything to improve the organization. French and colleagues (2005).

Organizational development According to most of the experts in this area, the practical approach is a systematic system for organizing change, which, according to Argyris (1971), is the basic consideration, in other words, its heart, activation, rehabilitation and reorganization of organizations by utilizing Human and technical resources. As it leads to a change in the personality and identity of the organization and changes its behavior and performance in line with the effectiveness, function and quality of life of work. In this process, the participation of the members of the organization as a central value, and practical research and practical learning, are used as basic methods for action and change, and generate new knowledge about organizations and organizational change.

Organizational development activities have decided to change performance. Organizational development is a conscious activity, and jointly, changes planned by managers, experts, and staff are implemented to solve problems. The goals of these changes are to achieve organizational productivity with human approval and the existence of a democratic emphasis (Abdullah Karakaya, Qasim Ilmase, 2013).

Organizational development is implemented as a general process for the improvement and modernization of the organization, different from other organizational improvement techniques and behavioral and educational interventions. The organizational development efficiency (OD) depends largely on its nature.

Its nature consists of two layers, the outer layer of which forms the basis for the development process of the organization and its inner layer as the operational tripartite components (Vendall L. Franz Sicily H. Bel., 2010).

Organizational development nowadays seeks to increase the effectiveness and current health of the organization to ensure the future. This important goal is to try to continuously improve the integrity of the system and increase its capabilities and competencies to positively adapt to the current and future environment of the environment and respond appropriately to its requirements. The core value of organizational development is to create positive, lasting, and sufficient changes that enable individuals, teams and organizations to realize all potential and active participation in the success of the organization (Turkzadeh and Sabaghian, 2006).

Arabi et al. (2011) pointed out in a research called "Public Monitoring and Development" that public oversight helps overcome limitations and deviations (consciously and unknowingly) towards organizations. Also, by monitoring the performance and activities of the organization, it is possible to compare the existing performance with the appropriate performance, to identify the gaps and to provide the necessary solutions, which, in turn, will increase the promotion of the organization's performance and development. The main part of the overall monitoring process is that corrective action is taken wherever necessary. What's important is that management is well on track to achieve the specific goals, and on the other hand, the conditions for making a decision are met to achieve the goals. Therefore, general monitoring tools known as control levers can lead to management decisions in crisis situations. In today's successful and efficient organizations, the combination of observations can lead to a comprehensive and effective monitoring system. There can be no other commander and commander. It is also necessary to provide conditions for all valuable human capital, spontaneous and constructive behaviors.

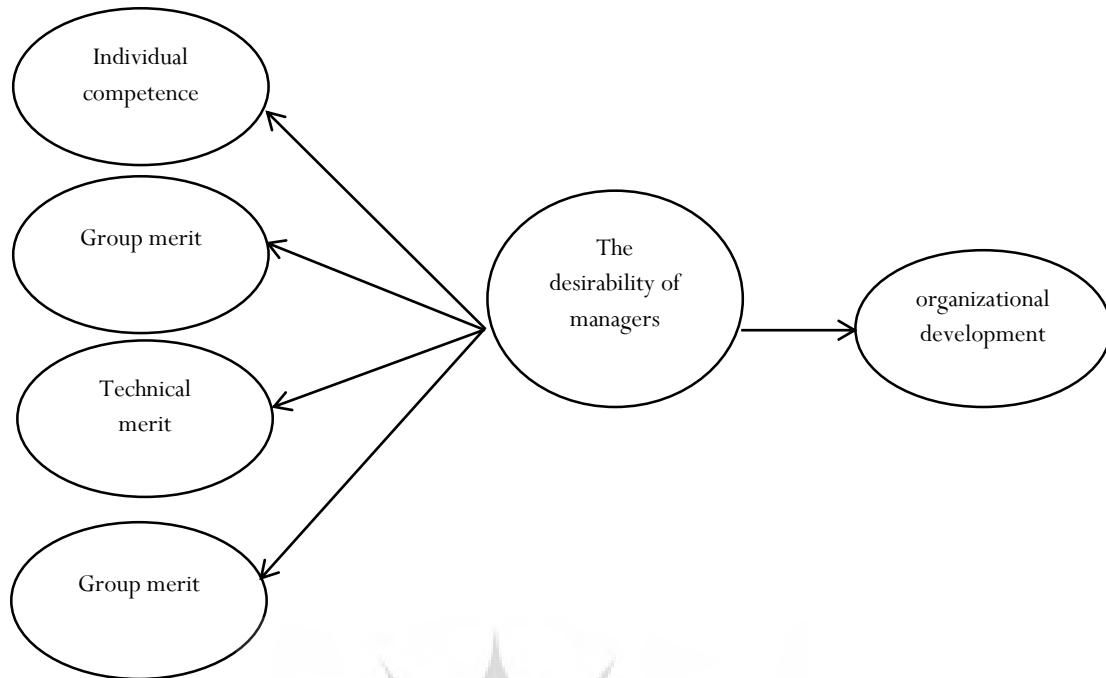
Cameron and Quinn (2006) concluded in their research on the organizational development of universities that the organizational development's dependence on cultural change arises from the fact that values, biases, definitions and goals persist as long as the practices and strategies change. Finding organizations quickly returns to the existing situation (Cameron & Quinn, 2006). French and Bell (2000) emphasize the need to manage the organization's culture as the implementation of change, which in their view is the same change in values, attitudes, beliefs, assumptions, expectations, interactions, norms and emotions, organizational culture in helping. Consider organizational development as effective. And in this context, changing processes is relatively simple, but when culture changes and new methods are accepted as correct methods, development will be durable and lasting (Ferench & Bell, 2000).

Javdani et al. (2006) in a research study on the status of organizational development in higher education systems in Iran concluded that achieving the desired situation in higher education systems requires the implementation of an organizational development strategy. An important point in this regard is the alignment of managers' attitudes with theoretical findings and global aptitudes, including understanding the necessity and necessity of changing the higher education system, understanding the features and complexities of the higher education system, which indicates the separation of management patterns from the uncompromising and consistent with instrumental action, and Relying on flexible management orientations that are in line with social interaction, identifying the direction or direction in which organizational development is necessary, in other words, achieving desirable managerial patterns that tend to be more participatory and eco-friendly, reflects a willingness to participate and flexibility, Shape It is a temporary

and mission-oriented structure that in fact does not break the current bureaucratic model and calls for the reduction of hierarchical structures and top-down decisions.

Mohammad Zadeh (2004) in a research entitled *Organizational Development and Future Organizations* states that the organization as the goal of developmental activities will increasingly be replaced by business communities and institutional collections, which results in the importance of the concept of dialogue and interactive communication. The need for cross-border cooperation will be recognized as a key factor in the adoption of effective operational measures, which will also increase the importance of process consultation as Philosophy and methodology of communication will be based on help. Obviously, the development of the organization will lead to all new challenges and challenges. Torkzadeh et al. (2006) found that organizational development in today's situation has shown that organizational development of an organization that is organized from the outside and is not limited to solving a limited problem is not considered, but an essential organizational function for success. The organization is considered to be the domain of its interest and functional influence, the whole system (organization), and includes the present and the future. He also points out that organizational development, with a cologne and strategic approach, is based on the fundamental underlying awareness and vigilance in a dynamic and interactive system of systematic identification and directional orientation, design, implementation, evaluation and institutionalization of the necessary changes. And desirable within the organization. This cycle brings about organizational learning, while at the same time benefiting greatly. The desirable goal of this endeavor is that continuous production is a vital value for the organization. The organization's ability to respond appropriately to the environmental and internal conditions and to ensure its success, survival and development.

In recent years, many studies have been conducted on the issue of managerial competence and organizational development. As can be seen in the studies, most of the research has explored the organization's development and the suitability of the managers individually. In fact, there is some kind of gap in relation to recognizing the role of managers' competency on organizational development. On the one hand, the study of literature studies and the history of research on managerial competence and organizational development show a remarkable result with a similar pattern in a systematic framework for merit that distinguishes the competency dimensions of managers in competency processes Individual, technical, group, and organizational organizations have led the organization. In this research, the intention is to use the dimensions of individual, technical, group, and organizational competencies as research pre-requisites to identify the components and indicators related to and adapt these dimensions to the Sima Sound Organization. In fact, our assumption is that all issues relating to the merits of managers are subject to these two issues. These topics are the basis for proposing hypotheses and designing questions in gathering the required data. Accordingly, the preliminary research model is as follows:



**Figure1.** Initial research model

Finally, the purpose of this research is to answer to what components of competency constituents of managers and how competent managers affect organizational development?

### 3. Methodology

The present study was conducted in terms of applied developmental purpose, which was carried out with a hybrid approach to exploration. The method of data collection in this research is through interviews, questionnaires and library studies. The statistical population of this study was composed of all the directors of the organization, which was active in 1394. Whose population is 868 people. The study population has been characterized by quantitative and qualitative stages. In the qualitative section, targeted sampling and up to saturation stage were carried out in the form of a list of organizational experts and then they were contacted and the interview was conducted in an open and semi-structured manner and finally, 25 experts an organization contributed to this study and the research data was saturated. The sample size in the quantitative section was calculated based on the Cochran formula at the error level of 0.05 to approximately 277 people. In this section, pls software is used in complex models due to limited samples and its predictability. The sampling method was used in a small part of the stratified cluster sampling method, which is intended for managers of different levels in the organization, which was selected randomly in relation to the sample size in each of the classes. The researcher based on existing standard questionnaires on managers' relationship and organizational development, and the dimensions affecting it, prepared a composite researcher made questionnaire. The questionnaire consists of 87 closed-ended questionnaires with Likert's 5-point option. Information about the questionnaire is given in the table below:



**Table1.** Information about the research questionnaire

Item number	component	Competency dimensions
6	Transformationalism	individual
5	Penetration	
3	Criticism of	
3	Learning	
6	Communication skills	
2	Honesty	
4	have a trust	
5	Professional Ethics	
3	public knowledge	
4	Professional knowledge	Technical
4	knowledge management	
5	Team building	
4	Teamwork	group
6	Effective communication	
3	Networking	
6	Managerial	Organizational
12	Operational	
6	Ideological	

The factual and content validity of the questionnaire was verified by field experts. In addition, for assessing the construct validity, two convergent and divergent validity criteria were used, which is specific to the structural equation modeling with the PLS approach. In the convergent validity, the mean value of the extracted variance was used, and the minimum value for the average level of the obtained variance was 0.5. In order to examine the factor load of the items, the terms for each variable that has the largest factor load with that factor indicate that the indexes are appropriate, and the minimum load factor with the factor is 0.4, which is less than It is inappropriate and it is deleted and the factor analysis is done again. The results showed that the factor loads of each factor and its related index t showed that all items had factor loadings greater than 0.4. According to the information in the next table, all variables with average extracted variance are higher than 0.5, so the convergent validity of these variables is verified. Also, the mean values of the variance extracted in the row and column are the highest values, which indicates the existence of divergent validity among the research variables.

In this research, to determine the reliability of the data gathering tool, Cronbach's alpha method was used by SPSS software and the composite reliability that was calculated by Smart PLS software. High values of 0.75 dimensions for both criteria represent the reliability of the questionnaire. . In the next table, the Cronbach's alpha values and the combined reliability of the factors affecting organizational trust and organizational development are presented separately.

4. Findings

The following table summarizes the sample from a demographic point of view:

Table 2. Sample demographic information

Percent	frequency	category	Variable
86.6	240	Man	Sex
13.4	37	Female	
27.4	76	Masters	Level of Education
53.8	149	Masters	
17.3	48	P.H.D	
0.4	1	Basin	
11	3	Others	
1.1	3	Under 5 years old	Management experience
6.1	17	5 to 10 years	
27.4	76	10 to 15 years	
32.5	90	15 to 20 years	
26.4	73	20 to 25 years old	
3.2	9	25 to 30 years	
2.9	8	unanswered	
3.2	9	under 10 years old	Years of service
5.1	14	10 to 20 years	
4.3	12	20 to 30 years	
12.3	34	unanswered	

The findings of the research in the descriptive statistics section (characteristics of the participants) that are shown in the above table showed that the highest percentage of people studied was male, the highest percentage of people with a bachelor's degree, the highest percentage of work experience of people between 10 to 20 years and the highest Percentage of management experience is between 15 and 20 years. In the table below, the mean, standard deviation, reliability coefficients, mean of variance extracted and the correlation between the variables of the research are presented:

Table 3. Mean, standard deviation, reliability coefficients, AVE and correlation coefficient between research variables

6	5	4	3	2	1	AVE	CR	CA	SD	mean	Structures
					1.000	0.678	0.886	0.830	0.511	3.569	Organizational competence
				1.000	0.576	0.661	0.880	0.797	0.566	3.494	Technical
			1.000	0.741	0.632	0.812	0.912	0.879	0.558	3.533	A group
		1.000	0.624	0.549	0.752	0.710	0.889	0.768	0.550	3.461	Organizational
	1.000	0.517	0.586	0.566	0.504	0.672	0.889	0.834	0.594	3.488	Individual
1.000	0.617	0.747	0.741	0.699	0.683	0.541	0.822	0.719	0.488	3.796	organizational development

SD, stands for standard deviation, CA, Cronbach's alpha, CR, Composite reliability

In the following, we examine the hypotheses of the research model test using the confirmatory factor analysis (path analysis method) and the Smart PLS 2 software. In the following, the research model is based on the following standard coefficients

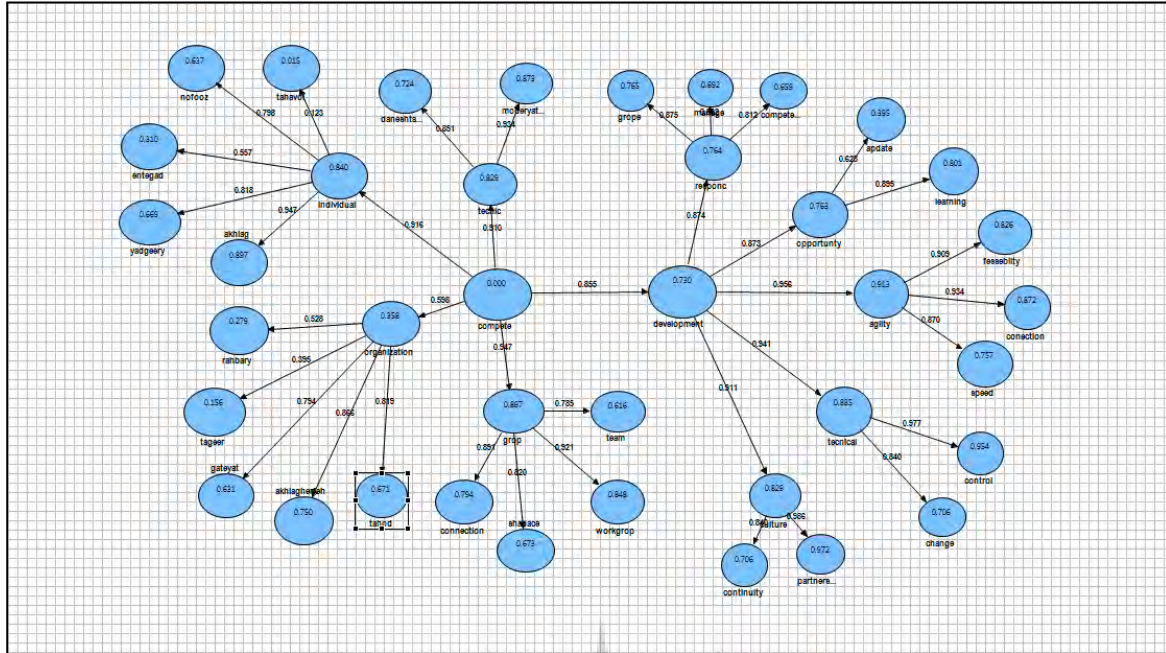


Figure 2. Research model based on standardized coefficients

Based on the results, all dimensions identified on organizational competence have a positive effect and the impact of organizational competence on organizational development is also positive and significant. Organizational competence is 73% predictable organizational development. Also, in the following figure, the research model is based on the t-values of t, values greater than 2.58 for this statistic indicate the confirmation of the effect between the two variables.

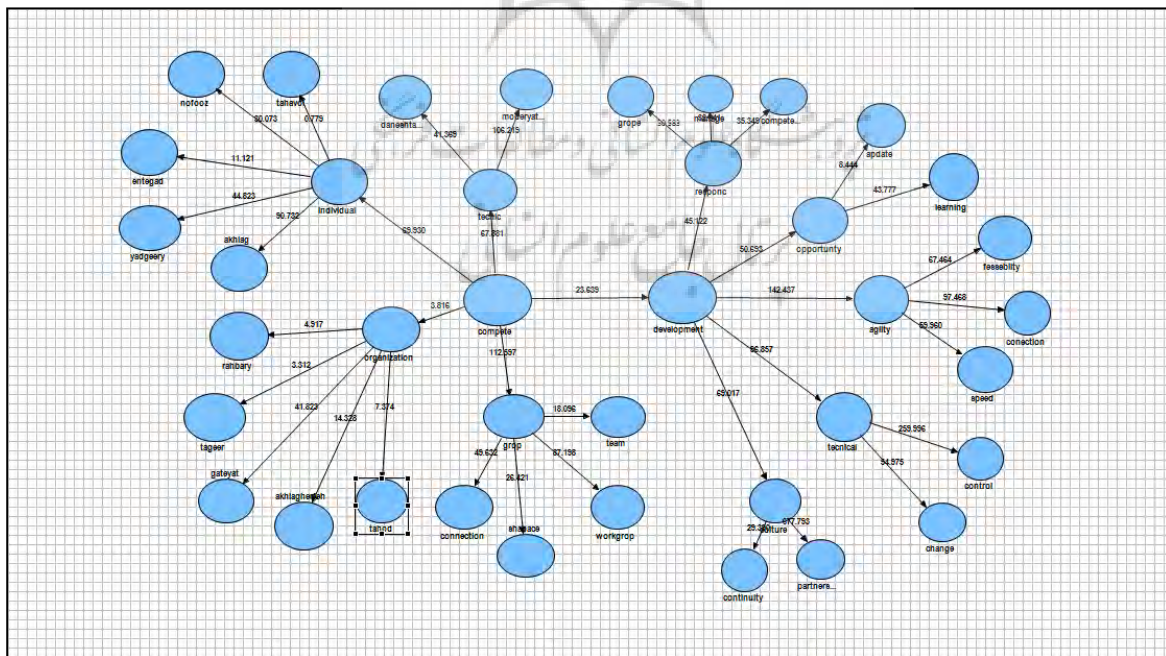


Figure 3. Research model based on t statistics

Based on the above, the effect of organizational competence of voice and television managers was confirmed with 99% confidence in organizational development, as t statistics for all routes exceeded 2.58. In the table below, the results of the model test can be seen.

**Table 4.** Results of the research model test

Confirm / Reject the effect	t-value	B	Study hypotheses	Row
Confirmation	67.881	.0910	Effect of technical dimension on organizational competence	1
Confirmation	12.597	.0947	The Impact of Group Dimension on Organizational Competency	2
Confirmation	3.816	.0593	The Effect of Organizational Dimension on Organizational Competency	3
Confirmation	69.930	.0916	Secondary Effect on Organizational Competency	4
Confirmation	23,6	.0855	The Effect of Organizational Competency on Organizational Development	5

Based on the above table, one can observe the type and extent of the effect of each of the identified variables on organizational competence and the effect of organizational competence on organizational development. Accordingly, all identified factors are significant at 99% confidence level. In considering the fit of the structural model t, according to the significance of the standard coefficients, all significant coefficients of Z are more than 2.58, which indicates that all questions and relationships between variables are meaningful at a confidence level of 99%. Also, the R2 criterion states that the independent variable predicts the behavior of the dependent variable. According to the form of estimating the standard coefficients, all values of R2 for the endogenous variables of the model are higher than 0.6, which indicates a strong fit of the model. The quality of the structural model is used to examine the cross-sectional validity and redundancy index. Organizational competence has a higher quality than a strong one, which indicates that it has a good quality of literature, and also a very high level of organizational development.

In addition, the GOF index is also an indicator for examining the fit of a general model to predict endogenous variables. Three values of 0.01, 0.25 and 0.36 were presented as weak, moderate and strong values for GOF, respectively (Davoudi and Rezazadeh, 1392). The following table summarizes the model for fitting the model.

**Table 5.** Shared Tables to calculate the fitness of the model

The coefficient of determination	communality	Factors
0.926188	0.600753	Agility
	0.534832	competency
0.847622	0.597545	Culture
0.740152	0.549280	development
0.911364	0.567976	individual
0.917060	0.635740	opportune
0.493346	1.000000	organization
0.715553	0.669587	responsibility
0.930765	0.627583	Team
0.802449	0.583675	ethnic
0.7284499	0.6366971	Mean

Since the calculated GOF value is greater than 0.36, it indicates the fit of the research model, as well as all path coefficients are significant and the explained variance is acceptable and the internal consistency of the structures is higher than 0.05.

## 5. Discussion

The purpose of this study was to identify the role of managers' competence in organizational development. One of the features of this research is the exploratory factor analysis before the confirmatory factor analysis. Using exploratory analysis, some of the extracted items were removed from interviews with the professors due to inappropriate shared values and factors that had a high load factor were obtained. Exploratory factor analysis showed us that each item is more suitable for any other factor. Also, results from t showed that managers' competence with a 99% confidence level affects organizational development. The findings of the previous section also highlighted the impact of each of the dimensions and competency components of managers in organizational development.

The results of the first question of the research showed that the elements affecting organizational development from the five main aspects of responding to the environment, the axial opportunity dimension, the organizational agility aspect, the useful mechanism mechanisms, the culture management dimension and the 12 factors (Management response, competitive response and collective response, updating, organizing organization, flexibility, speed, organizational relationships with environment, monitoring and control, creating open mindedness, participatory culture, sustainability culture) and effective elements on the merits of managers in four main dimensions Individual dimension, technical dimension, group dimension, organizational dimension, and 16 factors (transformational, permeability, criticality, learning, individual morality, specialized knowledge, knowledge management, team building, workgroup, effective communication, networking, leadership skills, Change, decisiveness, commitment, professional ethics).

One of the most important teachings of developed organizations is the need for good managers; managers who are capable of understanding the complexities and understanding of the organization's needs for development; on the other hand, any activity in the development of organizations needs management support in the direction Absorbing resources and removing possible obstacles, which also indicate the importance of the competency components of managers, in other words, the continued emphasis of senior management on the bright and provocative perspectives, has a significant effect in creating the merits of managers. Therefore, if the national media were to benefit from the existence of free-lance directors, it could be expected that it would be in the direction of organizational development.

The managers' merit perspective is a set of organizational values and norms that extends the overall participation and participation of the organization's members in the development and implementation of organizational goals. In fact, understanding the merits of managers allows managers to organize their behavioral flow based on the desirable future that the organization goes toward. In another direction, the main mission of knowledge-based organizations, such as national media, is the creation, creation and transfer of knowledge in order to manage and direct the culture and public opinion of society.

The meritorious perspective provides the field managers with the necessary background in the direction to move in the future and achieve short and long term goals. These kinds of perspectives give rise to inclusive goals that allow coexistence of managers' merit. These perspectives emphasize the strategic imperative of

managers and their benefits to all stakeholders, and undoubtedly, if the managers' desirability outlook for all employees, managers and organizations is better, they can make decisions and application plans. In order to reach the desired perspective. The merits of managers in the judgment of a set of very important features are the behavior of the managers of each organization, and this also applies to the competence of managers in the organization's environment. The desirability of managers ensures mission and stability, directionality and sustainability, while adaptability, participatory change and flexibility.

The results of this study are consistent with the research by Watson et al. (2004), Butler (2006), Magellan, Cherr, Meltis and Roillard (2006), Kochchan (2009). So that in each of these studies, one of the components is referred to somehow. The results of the second question test by confirmatory factor analysis also show that t statistics are positive and significant in all directions. The results of this study were compared with the results of studies by Arabi et al. (2011), Javdani et al (2006), Terskadeh et al. (2006), Mohammadzadeh (2004), Cameron and Quinn (2006), Amri (2004), French and Bell (2000) Based on the significance of the effect of managers' merit on organizational development is consistent and consistent. Based on the findings, the effect of managerial competence and its dimensions including individual dimension, technical dimension, group dimension and organization dimension were confirmed on organizational development. In other words, by increasing the ability of each of the dimensions and competency components of managers, as well as increasing the components of effective organizational development, we can see an organizational development in the development of the mission of the Voice and Television Organization regarding the management and conduct of public opinion. In this regard, the attention of the Voice and Television Organization towards responding to the environment, the focal dimension, the dimension of organizational agility, the usefulness of later mechanisms, and the subsequent management of the culture of culture, which results from the ability of effective components of managerial response, competitive response and collective response, updating, Organizational learning, flexibility, speed, organizational relationships with the environment, monitoring and control, creating open minded thinking, participatory culture, culture of civility, are necessary in all five dimensions.

In this research, a model has been designed to explain the role of managers' competency in organizational development. In the following, the following suggestions are presented based on research findings: 1- The findings of Question 1 showed that managers' merit is divided into four dimensions: individual, group, technical and organizational dimensions and 16 components. It is therefore suggested that: Success in individual, group, technical, and organizational dimensions require different managerial styles, adapted organizational structures, which should be reviewed with periodic assessments of management style and organizational structure, and revised in the event of deficiencies. Organizations, while limiting organizational structure, low formalism without administrative bureaucracy and decentralization of decisions, create a change in their management system in addition to taking advantage of their existing opportunities to explore the competencies of managers and move on Develop a walk.

The results of the second question indicated that directors' competency has a direct and significant effect on organizational development. And the five dimensions of environmental response, the pivotal dimension, the dimension of organizational agility, dimensional mechanisms, and the dimension of cultural management, also affect organizational development. Therefore, it is suggested that: 1- At the same time, activities related to environmental responses, pivotal opportunities, organizational agility, beneficial mechanisms, and culture management in the organization to enhance performance and quality, consistent

with the use of the experiences of other organizations in the world, will spread and appropriate modeling. 1 By attracting funding and support from the top managers of the Voice and Television Organization, technology transfer offices, growth centers, and science and technology parks will be established in the audio sector to serve as separate organizational units for exploring or exploiting organizational and academic research. 2-The view of managers' competency at the macro level, by which the competence of managers is considered as the most effective factor for organizational development in the audiovisual organization, and by reinforcing the financial incentives, motivations and facilities needed. 3-Seminars and training workshops on the competencies of managers, organizational development and the factors involved in its success will be held for all planners and decision makers of the Broadcasting Organization and be honored with successful experiences. Members of the organization will be involved flexibly in organizational development as researchers, inventors, remitters, because in this they will enhance knowledge and general skills in competencies. To increase the ability of employees to develop talent skills for techniques such as hurricanes, the Nomadic and Delphi groups should be looked at more effectively and used more efficiently.



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