

## The Influence of Managers Competency Dimensions on Entrepreneurial Behavior of Training Departments

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### Abstract

**Purpose:** One of the elements of success in each organization in achieving its goals is the competency of organization managers who can be effective in creating innovative behaviors. Therefore, the aim of this study is examination of the effects of the managers in training departments. **Methodology:** This paper has applied objective and descriptive-survey and correlational methodology. The statistical population of the study consisted of 355 managers of educational departments of Fars province universities. Using Morgan table, 185 people were selected by simple random sampling as case study. The data collection tool on dimensions of competency and entrepreneurial behavior was developed by a researcher-made questionnaire whose validity was measured by confirmatory factor analysis with factor load of more than 0.4 as well as face validity (expert approval) and reliability by Cronbach's alpha more than 0.7 (managers' competency questionnaire with 0/93 and entrepreneurship behavior questionnaire with 0/87 validity). **Findings:** Data were analyzed by SPSS and PLS software. The composite validity amount, the extracted variance and factor load have been achieved based on modeling for elements of competency and entrepreneurship behaviors. **Conclusion:** The results of structural equation modeling showed that there is a meaningful relationship between dimensions of managers' competency including communicative skills, encouragement and innovation, leadership skills, applying professional positive capabilities, team empowerment and decision-making and entrepreneurial behavior.

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## 1. Introduction

Management is one of the most important human efforts in history of social life. Human communities are composed of a set of organizations with different goals each performing special duties. A community obtains its desirable goals when all organizations gain organizational goals by performing their duties. Managers as the most significant people for decision making facing organizational issues and problems play a critical and considerable rule in organization's success or failure. Success in playing a role and performing this important duty is mostly related to capability and effectiveness of educational managers, their competency, skill, knowledge level, insight and abilities. As meritocracy in educational organizations causes its stability and acceptance, choosing competence managers at top of the organization has special importance (Skorkova, 2016).

Nowadays, the importance, position and role of managers as designers, guides and forerunners of organizations is obvious to all and applying effective individuals in choosing for maintenance, assessing and developing them has special and important position (Demirkesen, Ozorhon, 2017). Opinion makers in management suggest human resource management based on competency that is a powerful tool focusing on individuals' behavior and contributes organizational success. The competencies should be determined and a model should be developed for describing these competencies so that an organization can run competency-based approach in relation to human resources (Chochran, 2013).

In a research performed by 292 members of patterning group of human resource, it was determined that: a) 75 percent of organizations use competencies in choosing, upgrading, educating and glory, b) 65 percent of organizations in performance management use competencies, c) many organizations use competencies in planning success and occupation (Cook & Bernthal, 2012). In most researches, in comprehensive models, competency dimensions can lead to efficiency among managers and finally organizational success in different parts of the country. Technology has transformed considerably and industrial age community is replaced with meta-industrial or information or data based community (Yousefi & Tajrobekar, 2016).

Today's community is based on sagacity, ability and knowledge. With considerable change in information age (digital revolution, internet and entrepreneurship revolution), creative individuals are considered entrepreneurs and origin of great changes (Gaoa et al, 2017). Entrepreneurs are from a community having multiple capitals like cultural and social ones affected by dominant culture in society comprising different families. In fact, the higher values and beliefs in family to work, continuous production, creative thought, learning and gaining knowledge lead to development of entrepreneurship culture in this community and within individuals and so many people embark innovation and creativeness (Bujor & Avasilcai, 2016).

In fact, entrepreneurship is a process of presenting new thoughts using available facilities and opportunities based on knowledge and work and accepting risk that juxtaposes different factors to facilitate using resources and activating them in using and providing national interest so that creative and productive institutions are established to cause multilateral development (Garcia et al, 2015). Organizations try to identify, recruit and maintain the most competent managers as competitive benefit. In complex and changeable contemporary age, programs for developing managers' capabilities in different management levels are performed for efficiency and effectiveness of their activities for organizational entrepreneurship and this plan is considered the most important objective and mission of organizations. In all organizations (public and private), choosing, educating and training good and effective managers is one of the essential problems. Management jobs are complex and performing duties successfully and effectively require a set of competencies, skills, abilities and special characteristics (Jeffrey & Brunton, 2014).

Nowadays, the importance, position and role of managers as designers, guides and forerunners of organizations is obvious to all and applying effective individuals in choosing for maintenance, assessing and developing them has special and important position (Demirkesen, Ozorhon, 2017). In designing managers'

competency model in cultural organizations of country, effects on innovation, identifying competencies, start point of implementing multiple systems of human resources like gift management and inheritance in organization (Matin Zaree et al, 2014). As the relation between social, political, environmental, economic and cultural roles in commerce has been increased, independent organizations have faced with new dynamics. A challenge facing organizations is that they should consider simultaneously increasing productivity and responding to new social expectations and then real time management of these two seemingly paradoxical consequences requiring development of applied strategies that has positive effects on community and organization. Implementing social liability in independent organization level is among effective strategies in this regard. In fact, nowadays organizations should perform other tasks in addition to their traditional duties that the objective of these activities is responding to social expectations and it is termed social responsibility of the corporation. In this period, effective management is a kind of management that releases itself from the limit of organizational framework and thinks about community and wider milieus, as neither the organizations can separate themselves from society nor society can. There are two common perspectives about identifying opportunities, the first perspective is identifying available opportunities in the environment and the second one is creating opportunity through a change in a phenomenon (Smith, 2016). The first perspective in entrepreneurship literature is famous for opportunity discovery approach and the second perspective is known to opportunity creation approach (Shahsavari, 2017).

The thought roots of opportunity creation approach are evident in works of Computer and opportunity discovery approach is evident in works of Korzner (Frgosen, 2016). Korzner argues that the origin of opportunity, milieu and external setting of entrepreneur or company performs entrepreneurship tasks. He and his co-workers consider an objective identity for opportunity and argue that individuals who are smarter than others discover these opportunities. But Shompiter considers the mind of people as the origin of opportunities. He and his proponents consider an objective identity for opportunity and argue that opportunities are created by entrepreneurs by reciprocal understanding of behavior with social structures in learning process of actions and reactions (Shir Ali Nejad, 2016).

The relationship between cooperation management and organizational entrepreneurship with intermediate role of organizational trust in small and medium manufacturing companies in Shiraz industrial town was performed. The results indicate that there is direct and meaningful relationship between all dimensions of variables cooperation management and organizational entrepreneurship in small and medium private companies (Shasavari, 2016).

Organizations are hopefully attempting to get goals related to intra-organizational tasks and prospective job planning and ensuring progress and satisfaction regarding intra-lingual attempts. If the independence in matching intra-system planning and organization is established, both members and management will benefit affecting individual effectiveness and organizational productivity (Shoae, 2017).

## 2. Methodology

The current research has applied objective and the goal of these researches is using knowledge in new occasions in a special context. The current methodology has quantitative approach; as the required data were collected by quantitative research tools (questionnaire). In fact in this research, the researcher by combining positive aspects of quantitative research, studies the issue. In the quantitative terms, this paper can be considered non-experimental (descriptive), survey and correlational. Also, this research is cross-sectional in temporal terms and collecting required data has been performed in a specific time period. The required data in qualitative study has been examined by interview, document observing and observation. The research population included educational managers of west of Fars county which are active in different parts. The

members of statistical population include 1400 subjects of managers and vice-presidents of west of Fars County.

### 3. Findings

Usually the first criterion in assessing reliability is internal compatibility reliability. The traditional and conventional criterion for this was controlling Cronbach alpha represents estimation for reliability based on internal correlation. If this index is more than 0/7 for confirmatory studies, it is considered homogenous block. The second criterion of measuring reliability, is composite reliability measure and if it is higher than 0.7, it is one-dimensional. For assessing validity of measuring models, the first criterion is converged validity. This validity means that the set of informants determine the main constituent. Fournel and Locker (1981) have suggested using average extracted variance as a criterion for converged reliability. The least AVE as 0/5 indicates sufficient convergent reliability, meaning that a variable on average can detect half of its descriptor dispersions. The second criterion is differential validity measurement which has been proposed as Fournel and Locker criterion in path modeling PLS. Fournel and Locker model indicates that a variable should have more dispersion among its descriptors. Statistically the square of AVE for each variable should be more than correlation of that variable with other variables in the model (Azar, Gholamzadeh & Ghanavati, 2012: 158-165).

**Table1.** Examination of one-dimensional descriptors (composite and Cronbach alpha)

Variable	Composite reliability	Cronbach alpha
Communicative skills	0.75	0.72
Decision making	0.79	0.70
Encouragement, innovation and change	0.83	0.75
Work communications	0.84	0.77
Leadership skills	0.84	0.79
Professional skills	0.78	0.77
Using positive capabilities of oneself and others	0.79	0.78
Developing team activities	0.85	0.79
Managers' competency	0.94	0.93
Entrepreneurship behaviors	0.89	0.87

**Table2.** Convergent Validity

Variable	Average extracted variance
Communicative skills	0.61
Decision making	0.86
Encouragement, innovation and change	0.62
Work communications	0.61
Leadership skills	0.80
Professional skills	0.83
Using positive capabilities of oneself and others	0.53
Developing team activities	0.69
Managers' competency	0.84
Entrepreneurship behaviors	0.68

Reliability and validity estimations of measuring model facilitate assessing structural model.

Research structural pattern test in PLS methodology is feasible by path coefficient examination (load factors) and 2R amounts (with 500 sub samples) for calculating T amounts and determining path coefficient meaningfulness. Path coefficients for determining quota of each predicting variables are used in explaining variable variance and 2R amounts indicate detected variance by predicting variables. In addition Stone Giesser 2Q factor is used for examining prediction ability of dependent variables by independent variables.

These methods are called cross-validation include communality cross-validation and cross-validation redundancy. The quality communality index measures measuring model of each block. Redundancy index is also termed Stone Giesser 2Q factor measures structural model quality for each internal block considering measurement model. Positive amounts of these indices indicate the prediction capability. In addition to above indices, the total assessment of pattern in PLS is GOF index and we can use it generally for examining reliability or quality of PLS pattern. This index acts like other assessment indices of Leizerl Model and it is placed between zero to one and amounts nearer to one indicate suitable quality of the model. This index examines model's total ability and whether the tested model is compatible with predicting internal predicting variables or not.

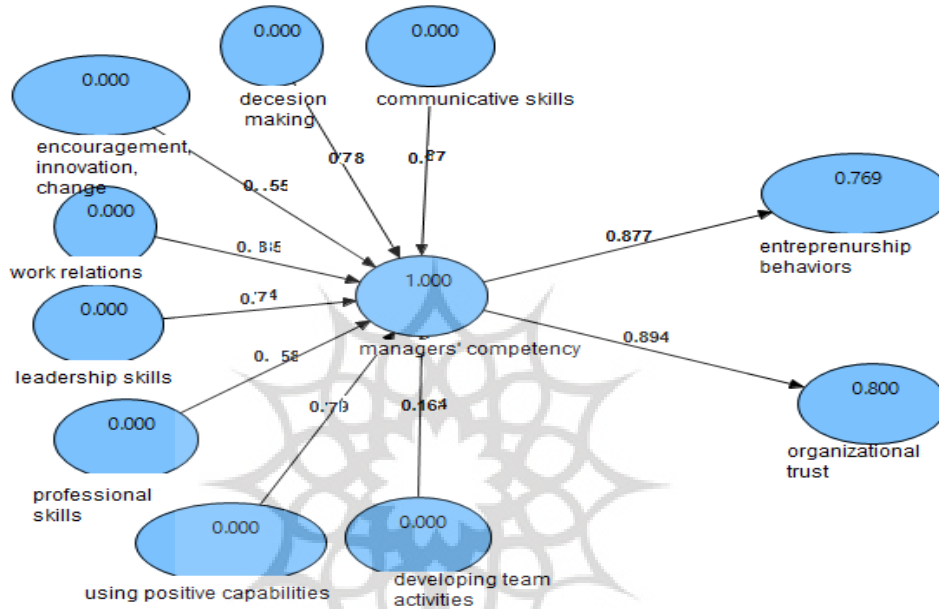


Figure 1. Tested model of the relationship between managers' competency and entrepreneurship behavior

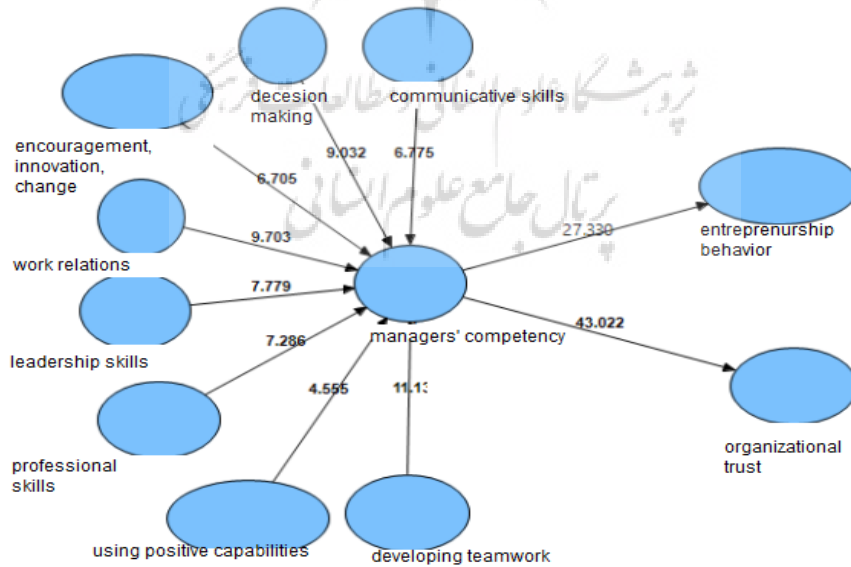


Figure 2. t-factors of tested model of the relationship between managers' competency and entrepreneurship behavior

#### 4. Discussion

In developing competency, the requirement of having effective responsiveness and giving essential information in educational system, determines boosting responsibility feeling in responding to the researcher. Exact recording of reports, accepting working facts of educational managers in assessing elites, experts and educational managers is effective in developing competency.

The element of communicative skills include the variable of writing skill in recording effective suggestions and job facts, speech skill for clear response, communicative skill for creating communicative atmosphere, interest in employees' awareness and profession and information progress, listening skill, respecting other co-worker's suggestions and hearing their ideas and criticisms. Considering educational creativity in organizational-educational realm can lead to competency in competency pattern related to effective educational working relations that indicates effective relations with sub-managers, employees, superior managers based on communicative skills and considering organizational positions and valuation of experienced experts' idea and successful managers can contribute to developing competency. Employees can sue suitable decisions of managers and attract managers' trust in equitable and persistent behavior. Establishing durable job relations between employees and managers is effective in developing managers' competency. Exact recording of reports, accepting working facts of educational managers in assessing elites, experts and educational managers and having writing skill in recording effective suggestions and job facts, speech skill for clear response, communicative skill for creating communicative atmosphere, interest in employees' awareness and profession and information progress, listening skill, respecting other co-worker's suggestions and hearing their ideas and criticisms are main factors for boosting entrepreneurship morale. Also decision making in suitable choosing conditions, organizational position for trustful elites and giving priority to them boost competency. Making suitable decisions based on information, awareness, considering suggestions and criticism of others boosts the element of encouragement and innovation. In conclusion, for competency it is required that employees, experts, and educational managers in lower positions receive more attention who are creative, informant and responsible. Considering educational creativity in organizational-educational realm can lead to competency in competency pattern related to effective educational working relations. We can conclude that effective relations with sub-managers, employees, superior managers based on communicative skills and considering organizational positions and valuation of experienced experts' idea and successful managers can contribute to developing competency.

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