



ORGANIZATIONS PERFORMANCE IN MANAGERIAL COMPETENCIES : A STUDY

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ABSTRACT

This study explores the link between the managerial competencies and the firms' performance in a sample drawn from 4 big airlines organizations in Jordan. Our hypothesis were tested over a mach data set including 62managers. Results showed that all the competencies (leadership, problem solving, strategic competency and the customer focus) were have a positive relationship with the organizations performance in the airline sectors in Jordan. Specifically Organizations innovation was seen linked to the strategic competency, while client focus linked with the organization competitive advantage.

INTRODUCTION

Research on competencies went to analyze, understand and explain the importance of managerialvcompetencies in the organizations (Martina, 2012). Though, organizations applying several models of competencies during the work, but still need to determine the most effective model to considerer it the essential for good achievements. Managerial competency in the organizations is differ from sector to another. Our present research will try to focus on the most effective managerial competency in the airlines sector which have a greatest impact on performance. Findings from the study will be useful to researchers in the future regards airlines sectors it will show a clear understanding about the main required aspects for managerial competencies, and this study will particularly be useful in building a new competency model for airlines organizations . Especially competencies models will help human resources manager to determine and to arrange important programs to develop employee's skills. The implementation for the managerial competencies model will

enhance, improve, and promote organizations performance effectively Tripathi & Agrawal (2014). Organizations applying several managerial competencies which drowse attention to the need to understand how different these competencies are working in organizations, this require to highlight the most effective competency in order to enhance it for a good performance. There are three types of competencies used in organizations includes generic, technical and managerial competencies. We argued that the managerial competencies working toward organizations performance from a point that managerial competencies share several abilities and skills. In this study we will try to determine the most important managerial competencies in the airlines organizations in their business environment. And answering the questions of what are the most important managerial competencies in the Jordanian airlines and how these competency effect performances.



METHODOLOGY

Building on McClelland's (1973) view, Competency term that was defined by Boyatzis (1982) as an underlying characteristics that the person possess lead to achieve outstanding performance. It is basically a mix of knowledge and skills that are needed for an effective performance, (Bhardwaj, 2013). Many studies showed that competencies is a cluster of the related knowledge, skills characteristics and attitudes that correlates with effective performance and are able to be measured evaluated, and strength through training and development programs it is consider as a common term for employees to assert their working and show the real activities (Berge et al., 2002), though, there are several definitions for competency, but basically, there are two definitions of competencies, the first one is the characterizes competencies which is the power that is linked and associated with persons' body. The second definition of competencies is the personal capacity (e.g) the abilities, skills, behaviors and knowledge to do a certain activity. Generally competency is a mixed of the persons' knowledge, skills, ability and how employees behave in the work place, these aspects are an outcome that reflecting organizations performance level Martina et al (2012). Asumeng, (2014) showed skills and knowledge are behavioral attitudes that mostly predict success, and considered these behaviors are important for any organization thinking strategically and seeking prosperity. Martina et al.

This competency relates to the ability to understand customer needs and expectations provide extra efforts, delivering extraordinary services to meet their expectations, build a strong brace

between organization and customers and respond to the current and the future customer needs by providing the best service for internal and external customer (Kotler, 2003). Ferri, (2011) argued hiring qualified employees, and align them to the organization's strategies will maintain current customer Customer focus competency is the ability to keep customers satisfied by continuously flowing up customers' needs to meet their requirements and expectations by developing services and products. Management information system is help in gathering and follow up customers' needs and their feedback, such as: Proactive service: it is the way the organizations provide its services and keep its customers aware to any new. Second: Reactive service: to consider customers complains, and comments and understand their needs in order to meet them directly the author showed that customer focus competency leading to customer satisfaction and loyalty that have an effect on the organizations performance (Bueren et al., 2004). Competency has been showed as a cluster of related knowledge, skills and behavior that are linked with effective organizations performance. It can be measured and evaluated, and enhanced by training, since employees are able to enhance their skills and ability by reaching their work job and putting them in the hard tasks since performance and competencies are positive related, Tripathi & Agrawal (2014). There is a positive relationship between competencies and organizations performance. Similarly Armstrong (2006) asserted that managerial competencies are dimensions that improving organizational performance Therefore we are expecting that employees' managerial competences will relate positively to the organization's



performance so our hypothesis will formally be as the following: Team Leadership, Problem solving and decision making, Strategic skills and customer focusing competency will relate positively to organizations performance. Linking aspects of managerial competencies to organizations performance, we focus on the main managerial competencies in the high level in organizations for example the middle managers, since through these managers we can understand to which extend each competency applied and understood by these middle manager as well as its relation with the organizations performance.

CONCLUSION

The provided finding in our study extending the current theories. And showing the applied managerial competencies model in airlines organizations. Besides the study showed the aspects that influencing the innovation and the competitive advantages for good organizations performance. This current study focus on the main competencies and they are applied in the Jordanian airline by the middle managers, but future research could also study and determine the managerial competency for the entire management including the low management. Second: successes organizations employ an employees who are capable and carrying the require skills to contribute in improve performance and this require from these organizations to keep hiring, training employees who are fit and capable. Since innovation need an employee who have the ability to expect, predict and to analyze the surrounded situation and follow progressing Third: Organizations can also design extensive programs to develop the essential needed

competencies that will help their performers level rise to further level. As McClelland showed, it is important to look beyond person's basic skills. When organizations work seriously to apply the required managerial competencies, set the tasks they avoid the recruiting costs, dissatisfied customers, missed opportunities and create their own position in the market and drive successful to organizations. There is a positive relationship between the managerial competencies and the organizations performance in the airlines organizations in Jordan. Second: The study showed the aspects that influence both organizations' innovation and competitive advantage. Strategic planning showed high correlation with the airlines organizations innovation it is important to think macro since results showed that Strategic planning affect organizations' innovation with 39% it is require to analyze and predict the recent and the future situation, since airlines organizations facing many fluctuated situations due to the political and economical condition, besides the regulations that are governing by these organizations since in these situations organizations should set a strategy that is carrying many expectations and readiness related to both economical and political situation and finally its value add. As for the competitive advantage it is seen when the managers in the airline organizations applying customer focus competency will effect competitive advantage with 54% by being aware and understand customers' needs. Usually airlines customers looking for the safety, comfy trips and for a good price, customers' needs are circulated mainly in those concerns. Hence, it was clearly noticed that customer satisfaction forming a good chance for organizations



comparative advantage among airlines organizations. The demographic factors gender, education level, and number of employee showed no differences among performance in our study the competency of team leader showed less correlation with the airlines organizations in Jordan. We assume the reason refers to the clarity of the airlines regulations policy that each employee know previously his role and the consequences which in return limiting the role of the team leadership. In addition the civil regulation are restricted and has fixed roles that must be clarified previously to the employees in the organizations.

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