SUSTAINABLE QUALITY ASSURANCE BY ASSURING COMPETENCE OF MANAGERS’

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Abstract
The managers play the important and vital role in organizations. Influence of outstanding managers in achieving income, interest and organizational success is obvious currently in most of successful organizations, on the other hand, in current age, the excellent changes are taken about organizations and such changes cause the organizations to be changed greatly such as the organizations become flat and most of management levels are omitted and attention to the client and client-oriented is increased and quick answer to problems and opportunities of current age creates the manager as vital source in solving the issues in the organizations and makes clear the requirement of the organizations for qualified managers more than before. Organizational appropriate operation accompanying productivity and organizational appropriate efficiency in final will be accessible while we can appoint the suitable persons for key roles. So, if senior and executive managers are appointed merely based on experience and technical skills, it will follow the weak results. This subject that how much appointment of managers based on competency criteria may help the improvement of organization productivity and its operation is the matter that this research intends to involve it based on review method (documents-library). The results of the studies show that in case the qualified, competent and excellent and knowledgeable managers set in head of the organizations, organizational success in achieving the organizational objectives will be guaranteed. For this reason, the qualified managers are considered as a strategic capital. Managers in the organizations accept the duties to conduct and guide the human resources in parallel with human objectives and organizational assignments by creating the strong human relations.

Keywords: Competency, Sense of Competency, Organizational Performance and Productivity

Introduction
Current society is the organizational society. Most the scientists believe that identity of current societies is established and organized by the organizations in different forms and with different objectives, but undoubtedly, all of them are administrated and conducted based on physical and mental efforts of human force. Totally, we can say that existence of efficient human force is the major higher index of a organization with respect to other organizations (Kord Tamini and colleagues, 2011).
Establishment of qualified system in any country causes continuity, acceptability and religiousness, so selection and appointment of qualified managers in the heads of the organizations enjoy the special importance. Administration of the organizations and agencies in current age based on law-oriented plus knowledge, intelligence, skill and ethical obligation in such a manner that responding to spiritual and material requirements of the society and in regional and global level and ability to confront with all kinds of changes are performed by the persons who are among elites and innovators and qualified persons. In current busy business world, the organizations make their effort and compete with each other to identify, attract and protect the most qualified managers as competitive advantage, in complicated and evolutionary conditions of current world, managers’ abilities development programs in different stages of the management to increase the efficiency and influence of their activities are considered as the most important and valuable objective of the organizations. Management occupations are complicated typically and successful performance and its effectiveness in organization require a set of qualifications, skills, abilities and special particulars (Mousazadeh and Adli, 2009). In case the managers are appointed in appropriate and correct manner, it will have organizational and social profits. So, it is required that the organizations make their efforts to find the best, most qualified and obliged persons among the applicants employed in the society especially to service in public departments and general services and perform the said operations based on accurate programs and policies. This affair is critical for managers of the organizations who are in relation with the set of manpower with different values and cultures. The managers play the important and vital role in the organizations. The influence of outstanding managers in obtaining income, profit and organizational success is obvious in most of successful organizations, on the other hand, in current age, the excessive changes in around of the organizations are taken place and such changes cause the organizations exposed to great changes that the organizations make flatten and most of managerial levels are omitted, attention to the client and client-oriented is increased and made the quick answer to problems and opportunities of current age as vital source in solving issues in the organizations and requirement of the organizations to qualified managers more than before. So, appointment and selection of qualified managers is one of the most important and sensitive issues in work process of any organization. Therefore, to select and appoint the managers and determine the competent persons, it is required to have criterions that the qualified persons assume the responsibility of the organizational positions (Tasdighi, 342:1384). Authorities in the field of management have offered the human resources management based on qualifications which is a strong tools that emphasize on persons’ behaviors and help the organizational success. The organization executes the approach based on competency with respect to the human resources and explains the competencies as model. This research intends to involve in competencies of the managers and role of this factor in better productivity and performance of the organization.

**Determination of Competency based on Self-Assignment Theory**

Constructive role of the job shall be subject to appropriateness of job and in fact, the occupational success is the sense of the person from quantity of efficiency and his ability in performance of assigned affairs to person (Safari and Goudarzi, 2009) and work irrespective of financial sources supply may satisfy some of the essential requirements of the human such as mental and physical movement, social relation and emotions of self-esteem, reliance and ability, so it may be the major source of mental pressure. It is possible that the satisfied job is changed to the unsatisfied
source by passing the time and leads the person to occupational fatigue and may decrease the efficiency and performance of the personnel and managers. On the other hand, Deci and Rayan (2000) in their self-assignment theory explain the sense of competency as one of the mental fundamental requirements in persons who play the role in following up the objectives and content of objectives followed by the person (Deci and Rayan, 2000). Based on self-assignment theory, if this requirement is satisfied, mental health of the persons promotes and complete performance and structures make powerful. Against it, if the environment or person may not cause this experience, the person fails in promotion. On the other hand, Rahan and Desi cognitive requirements’ theory explains that optimum performance of the persons in different fields affiliated to satisfaction of their basic cognitive requirements and also, the researches show that in case the basic mental requirements of the persons such as requirement of competency is satisfied, the result of welfare and growth will be suitable and if under any reason such requirements are satisfied, its result will be not having welfare and incompatibility (Rayan and Desi, 2002).

**Competency**

Competency is as sense of effectiveness and affecting on environment (Desi and Rayan, 2000) and obtaining its positive results. (White 1959, mentioned by Ghasemipour and Ghorbani, 2010). The results of the studies narrate that by increasing the sense of competency as one of the mental requirements, mental health of the persons promote. (Salehi and colleagues, 2013) and also, by improving the sense of competency in persons, the interest of the learners to continue the learning increases (Kharazmi and colleagues, 2012). The sense of competency points to the sense of capability (Raport, Swift, Hes, 1984, Zimerman, 1990). The competency points to affecting on environment, obtaining or going beyond the criteria of one performance. Requirement to competency is that requirement to ability to perform the challenged formalities and effectiveness in interaction with the environment (Janston, Fini, 2010). All of the people like competency and make their effort to be competent and have effective interaction with their environment (Omranian and Sheikholeslami, 2012). If a person wants to interact with the environment in good manner, he shall obtain different skills. For this reason, we shall practice, continue and amend such skills. In fact, requirement to competency creates the intention to search the challenged locations in person. In such locations, the person obtains the opportunity to obtain the skills and by practicing such skills, they have effect on their environment and have the sense of capability. (Daftarchi and Sheikholeslami, 2010). To satisfy the requirement to the competency, the person may confront with the feedback (by successful performance of one duty) and its person (comparison of current or previous performance) and or others (admiration) (Rio 2001 and translated by Mohammadi, 2003). Understanding the competency is ability of the person to perform the formalities and does the ability of person have role in achieving the said objectives (Bioer and Molder, 2006). Roca and Gagni (2008) know the understanding of the competency similar to perceived self-efficiency explained by the Bandora (1986) which is the meaning of judging a person concerning ability to perform a determined action to achieve an objective.

When the persons make capable, they confront with the sense of competency or feel to benefit the necessary capability and excellence for successful performance of a work. The capable persons have the sense not only competency but also sense of assurance who are able to perform the works with necessary competency. They have the sense of self-preference and believe that they can learn the way to confronting with new challenges and grow. The sense of competency is the
most important elements of capability, because it shows that the persons make their effort to perform the difficult work and will have diligence or not. Bandora (1989) proposes the following three conditions to feel the self-efficiency of the persons:

- Belief of the persons who have the ability to perform the work.
- Belief of the person who have the capacity to make their effort.
- Belief of the persons who will not prevent them any external obstruction from performance of the said work (Bandora, 1989).

In other word, when the persons develop the sense of self-efficiency by having the minimum capability and erudition and eagerness to effort for performing the work and not having the major obstructions against the success in themselves, they feel the sense of capability. Catano, Newsam and Dei define the competency as knowledge, skill, capability or personal quality which are shown through behavior and results in servicing elevation (Catano, Newsam and Dei quoted by Bander, 2003).

The competency means a written description of assessable personal skills and working customs to be used in achieving the working objectives. (Green: 1999)

The skills and customs necessitate for the personnel to be effective in one job and shall be considered as qualified concept (Mansfid, 1996).

Mirabile said that the competency is knowledge, skill, capability or features related to high performance in a job (Mirable: 1996).

Competency means knowledge, skill, capabilities and other features expected for forming the appropriate behaviors in future (Deir, 1996). In viewpoint, the competency explains in three concepts that:

Behavioral competency: Statements and actions of the person which have effect in strong or weak performance.

Knowledge competency: Whatever the person knows about realities, technology and methods of a specialized occupation in organization.

Motivational competency: The sense of a person about a job or organization or occupational environment (Mayer, 1996).

Competency in competency-oriented system: Evident features of the person usually related to reference criterions concerning productivity or higher performance in one working field or job position.

Such competencies are classified in different definitions in two types:

1- Preliminary Competencies include personal features, knowledge and skills which are required a person in one job in order to have minimum efficiency from him.

2- Discrepancy competencies distinguish the higher performance from average and weak performance (Spanj, 1993).

By reviewing and collecting the said concepts in competency, we can achieve more comprehensive definitions that a set of features, capabilities and personal skills, personality variables of a person causes the persons which perform more effective and efficient in materializing the objectives, organization and society.
Competency-oriented is that using the competencies for administering the persons with regard to culture and values level (Bagherizadeh, 2000). Competency-oriented means the competent persons appointing in occupations and positions related to themselves who have capability to perform them and may place in personal and organizational progress in view of their competencies (Abili, 2003). Competency-oriented is a process which begins from competency selection and completes with competency training and competency processing and this process is continuously under evolution (Ahmadi, 2001). Competency-oriented means the process in which the roles shall be selected for special capabilities and not as another result, parameters such as viewpoint, philosophy or political theories of the organization. The above definitions show that the organizations use the definition more appropriate with their requirements and with regard to the concepts mentioned in such definitions, we said that Competency-oriented is a process of identification, attraction, selection, maintenance and continuous involving in competent forces and supply of fields for local management actions in view of their capabilities and for affecting them in materialization of person’s objectives, organization and society.

**Principles of Competency-oriented**

Principles of competency-oriented is to consider the skill, obligation and capability of the persons and the concept of incompetency-oriented principles, consideration of special affiliations such as individual and family relations, racial and common language, band and relation working and even social position of the persons in selection of the managers (Ahmadi, 2001). Selection of competency-oriented managers defines with success and determines in organization based on three essential bases of competency-oriented principles in organization that principles are based on:

1- Identity and requirements of the said job.
2- Feature, competencies and capabilities and talents of the person.
3- Available and future location of a job and organization.

On this basis, it is necessary that a plan from occupational relations in organization is created, promotion lines and routes are specified and announced with regard to long-term culture and strategies and progress criterions and fields in different levels of the management are determined and overall coordination with other units and location of the said organization are considered and if required, the selected person is more qualified for education and renovation plans for selection of his liability (Torkzadeh, 1998).

In view of competency-oriented quantity in selection of the managers based on three axles:

A: System internalization  
B: System mineralization  
C: System externalization all of them are designed

On this basis that system thought base looks at competency-oriented that such principles are that

A: System Internalization (Causes)  
1- Principle of emphasis on non-concentration and principles tendency.  
2- Principle of attention to specialist, knowledge and experience.  
3- Principle of selection based on public criterions.

B: System mineralization (effects)
1- Principle of attention to proposal and acceptance of partnership and cooperation for increasing in creativity and innovation.

2- Principle of development of public research fields and giving equal opportunities against to all people.

3- Principle of official organizational strengthening, acceptance of capable, specialist, obliged persons, information transparency and attention to persons.

4- Principle of objective selection and materialization of organization’s objectives and development and promotion.

C: System externalization:

1- Synergy increase and augmentation in organization

2- Organization efficiency increase (productivity)

3- Optimum use of organization and society sources (Attarfar, 1999)

When current principles in competent organization are from specialized and capability soul, it seems that criteria for selecting the managers qualified to the organization and working with others coordinately will be solvable for organization’s problems, even if it has no other advantages. (Katez and Rozen Vig: 1985).

Attention to essential principles in competency-oriented system process is that competent selection, competent training and competent performing and it is required that the determined criterions and features are defined until the persons are assessed, selected and trained continuously. While personality and mental features of the persons include essential principles and necessities which are considered in selection of competent persons and the following matters are from the most important criterions and principles of competency (Torkzadeh, 1998)

1- The manager shall be selected in competent selection system based on managerial and supervision skills. Planning, organization and appropriate coordination of work, forces and equipment of the organization, supervision and conductance of organizational, group and individual affairs, understanding of location and using the appropriate management style, precise objective making and individual and group index and following up and review and control of important affairs and issues and awareness from establishment, administrative and financial rules and regulations of the organization.

2- Principle of attention in training the manager in competent training system is the existence of decision making skills:

Decision making on time, stable with precise and attention to objectives and strategies, viewpoints and status of the organization and coordination with other sections of the organization in decision making, quick execution of the decisions and efficiency of selected decisions.

3- Axial competency system shall be based on creativity, risking and creation: Submission of creative projects and solutions for solving the issues and improving the available status and proposal and creation of ideas and new plans for materializing the plans and assigned projects, welcoming from facing with new locations and difficult and challengeable works.

4- A competent manager shall have the following skills:

A: Conductance skills: Encouragement of creativity and new thoughts, appropriate relation with lower employees, higher employees, giving motivation to lower employees in organization’s objectives, confirmation and encouragement of good work, conductance,
protection and supply of field for developing the persons, affecting and influence on others and attracting their respect with respect to oneself.

B: Technical skills: Ability to use the special knowledge and use of different sources and techniques for executing the activity, technical skills in low levels management with supervision identity and its daily problem solving are most important.

C: Educational Skills (Comprehending): Ability to comprehend the complexities of the organization, diagnosis of main factors, comprehension of their relations with other internal and external organizational factors, role and place in different locations. This skill is very important for higher management as result of its conductance role.

D: Human relations skills: Ability and belief to work by people with awareness from human knowledge and effective conductance and skill in creation of correct, fee and justified relation accompanied by counter-mutual assurance with others.

H: Conversation and negotiation skills: To be good lecturer and auditor, making effort for comprehending idea and position of others, making the logical status and defending them in conversation, ability to attract the cooperation and protection of others, performance of constructive and effective negotiations in internal and external of organization.

I: Information skills: Collection, publication and appropriate use of accurate information and related to the affairs such as planning, foresight and justice.

K: Computer Skill: Ability to use the computer in performance of assigned duties.

5- Capacity and talent for growth and progress, not convincing the available status, making effort for self-making, acceptance of challenges of new job, existence of necessary field for growth and obtaining more skill in all the said matters.

6- Identification and training the competent person with respect to job circulation, in case the circulation in different jobs cause increase in knowledge and experiences of the person (Saadat, 1996)

7- Working consciousness in working process, selection of the managers based on management and competent-oriented rules plus their obligation to servicing for the clients is one of the ways for creating an appropriate trend for administering the public and private organizations. (Rahmani, 2000)

8- Principle of appropriateness of features with duties of the manager in four principles: Employment of the persons, giving motivation to the personnel and training of human sources and optimum management of the personnel.

In employment of the persons, organization of the available personnel is for obtaining maximum productivity. Among this, if the manager considers the personnel as his fixed clients, he deems their debts as threaten. In addition, if the manager performs the employment affair for public interest of the organization, he supplies the field for reproaching the lower employees on time and correcting the affairs.

In this parallel, the motivation and working eagerness of the manager from learning and skills are more important and considers as element for keeping the manpower.

In this parallel, the second managerial principle in field of motivation of personnel confirms that it shall give permit to the personnel to be aware from overall politics and decisions of higher employees and organizational operation content.
The third supervision principle is related to train the human resources. In this area, the manager shall engage in directing the organization in mental and personality policy making and respecting the lower employees in order to decrease the problems.

In fourth managerial principle, optimum management of the personnel especially in the field of employment and progress is necessary with regard to the talents of the personnel. This principle includes that identification of personnel talents shall be subject to obtaining the experience and every person has capabilities and weaknesses and if it shall pay attention to the weaknesses, administration of the personnel plus reliance and efficiency is difficult (Bekard, 1969).

Such mentioned matters for competencies of the managers coordinate with competency-oriented principles and in reality, the features of successful managers are mentioned (Tanhaei, 2003).

1- Communication and encouragement: The persons performing their role in higher level acknowledged that communication among persons is the first step for affecting the thoughts, beliefs, values and behavior of others. They acknowledged that this effect begins with one logical base or recognition from realities, but comprehending and spiritual elements are individual and exclusive have intervention in it.

So, the persons having higher performance enjoy skill in rendering the realities and appropriate information for application and protection of a location.

They are applicants for personal relations, individual objectives and use of personal method in order to review whatever are observed and comprehended by others. Such persons use the overall communications for achieving their objectives and intend to speak slowly and convince other party well.

2- Conceptual and strategic thought: Successful managers are able to create the stability in nonrelated sections and information with motivations. They follow the patterns which may be result in solving the complex issues and shall be renovations for future ways. They intend to receive and see total result and want to have great image from jungle in replace of concentration in sections and elements (trees).

3- Opposition solution: In most of locations, opposition among the persons or groups obstruct the progress in determined objective and if it is negligence in its solving, it is possible to decrease the overall and long-term performance. For this reason, the managers having higher performance (successful managers) have sensitive to opposition in order to find the profitable solutions for both parties.

4- The client-oriented: Successful manages are partner with the clients and they have not distinguished among requirements and objectives with requirements and objectives of the clients. They are in contact continuously with clients for creating the productivity and amendments of the clients in products or services.

Development and improvement of others: The competent manager spends their important times to improve the abilities, skills, behavior and performance of the personnel. Important reason of this behavior may be that they know the personnel as the most important sources in organization and maximize the organization’s performance and it is possible that they allocated the times to coach the lower employees for improving the personnel and their way and supply the appropriate feedback to them and apply the sincere cooperation with them and when the time is appropriate, the progress opportunities are supplied for their job and progress and transferred their skills and findings to them.

Achieving the entrepreneurship:
By taking step to foresee the opportunities for amending and create the change in business performance methods or introduce the new systems, the new products confront with the environment.

5- Flexibility: A competent manager have open-minded and although they have assurance in their ideas. But, they have not claim under no manner that their method is the sole way and a competent manager in higher level discerns the changes and conform himself with changes in rules and processes fields and action and environment routes.

6- Group Management: The successful managers confirm the group management for complete performance of duties, projects and plans which are responsible for execution of them.

7- Existence of higher efficiency standards: Acquiring the competency for managers through performance of works resulting in observable and assessable improvement in quality or level of the performance show their capabilities. So, they search personally the improvement methods of a working process for increasing the efficiency of quality and output.

Conclusion

The competency is generally a set of behaviors or relevant activities, all kinds of knowledge, skills and motivations which are behavioral, technical and motives prerequisites for successful performance in one role or job. The competency is any kind of personal knowledge, skill or specifications who enables a person to display the successful performance. In current world and in organizations, increase in skills and rate of operations from factors are important and such sections are administrated by specialists human resources.

Mac Kland show that attention to constitutional skills and knowledge required for performing job and accessibility to the deep radical qualifications (personal social role, self-recognition and features and motives) which may determine correctly the volunteers with high potential is important. In addition, personal competencies shall be appropriate with job or may be suitable with job during development.

Competencies necessitate acquiring the outstanding performance in job.

When the organization uses the competent models in selection and development of persons for key roles, it will prevent the losses arising from new manpower employment costs, weak motivation of the personnel and dissatisfaction of the clients and losing the opportunities related with employment and incorrect use of persons and by this way, the chance of selecting the persons act in very high level and may help the success of company is increased.

When the qualified, competent, excellent and knowledgeable managers are selected as managers and directorship of the organizations, the organizational success in organizational objectives will be guaranteed. For this reason, the competent managers are considered as a strategic capital. The managers in the organizations have duties to guide and conduct the human resources in parallel with the human objectives and organizational assignments. Success in performing the role and performance of this heavy liability requires that the selection and appointment of the managers are performed based on competency system and qualification and another that, awareness from social occasions in human relations and having appropriate human relations with the colleagues is one of the conditions for selecting the Islamic manager, because attention to clients and service to the people is one of the most essential duties of the managers, also awareness from occupational and professional skills and having the necessary experience and skill to acquire the managerial positions of the persons shall be considered. If it is paid attention to select the managers in good manner and those are appointed as managers in view of religious and ethical qualifications and positive personal features, it is not doubt that the members of the organization make their effort to
execute the rules and regulations to achieve the organization’s objectives and prevent the defect and injustice to others and undoubtedly, the problems arising from less working and negligence will be decreased outstandingly and the person shall care about their works. Especially, the persons of the organization see that their manager is selected as one of the most qualified persons and so, he possesses himself in service to the people and persons and they have not withheld from all their abilities for work and effort and cooperation.

Success in playing role and performing this heavy responsibility requires managers’ selection and appointment based on qualification and competency. In selection and appointment of the managers shall be paid attention to their personal features especially ethical criterions. Another that, awareness from social occasions in human relations and having appropriate human relations with colleagues is one of the conditions to select the Islamic manager, because attention to client and servicing the people are the most important duties of the managers, also, awareness from occupational and professional skills and having the necessary specialty and experience to acquire the managerial positions of the persons shall be considered. If it shall pay attention to selection of the managers in good manner and those have positive religious and ethical and feature qualifications shall appoint as manager, it is not doubt that the members of the organization make effort to execute the rules and regulations to achieve the organization’s objectives and prevent the defects to others and undoubtedly, the problems arising from less working and negligence will be decreased outstandingly and the person shall care about his works.

Especially, if persons of the organization pay attention to their manager who are selected as the most qualified persons and service to people, they use their ability in work and effort and cooperation with the manager.

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