

# Managerial Competency and its Reflection on Achieving Organisational Excellence: An Exploratory Study in the Iraqi Ministry of Higher Education and Scientific Research at a Departmental Level

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This study deals with the managerial competency as an independent variable and organisational excellence as a dependent variable. As the Ministry of Higher Education and Scientific Research is one of the most important pillars of state-building, it has been identified as a society for study. In order to test the hypothesis of this study, questionnaires were distributed to a sample of 22 persons in the position of Director General and Director of the Department of the Ministry of Higher Education and Scientific Research of Iraq. The results showed that there is a relationship of correlation and a positive effect between managerial competency as an independent variable and organisational excellence as a dependent variable. Finally, the researcher made a number of recommendations in the hope that he would receive the attention of the concerned authorities.

**Key words:** *Managerial Competency, Team Spirit, Logical Thinking, Strategic Planning Merit, Competency Entrepreneurship, Organisational Excellence.*

## **Introduction**

### ***The General Objective of the Study***

The lack of Arab and foreign scientific libraries to address such a topic, highlights the importance of this study which is an attempt by the researcher to fill the gap in this aspect. The importance of the study lies in the fact that it examines the managerial competency and their implications for achieving organisational excellence by highlighting the most important aspects of modern management style. In particular, how to develop the Managerial Competency as it represents an important pillar in improving and developing performance. Therefore, this study is an update of the scientific efforts made by researchers to highlight the role of managerial competency in achieving organisational excellence and will add importance and usefulness to the organisations surveyed through their positive results. In addition, this study will open new horizons for other studies that may increase the impact of the subject and address the weaknesses and shortcomings in the current study.

### ***Problem of the Study***

Today, business organisations face different challenges. The most important of which is how to obtain an efficient human resource that contributes to addressing many of the problems that are likely to be encountered in avoiding the mistakes resulting from the lack of these resources and intangible. In addition, the problem can be framed by the following question: how important is the development of managerial competency by the higher management of business organisations, and especially the organisations investigated can achieve organisational excellence? In other words, how can Managerial Competency contribute to organisational excellence?

### ***Objective of the Study***

The main objective of this study is to understand the reflection of the managerial competency dimensions of the main dimensions (the merits of strategic planning, the merit of team spirit, the merit of leadership and finally the merit of logical thinking). This main objective derives from the following sub-objectives.

- Constructing a theoretical framework that deals with the variable independent study (managerial competency) and the dependent variable (organisational excellence), indicating the nature of the relationship between them.
- This study will provide a set of recommendations and proposals related to the subject of the study after testing the hypotheses, and the researcher hopes that these

recommendations and proposals will receive the attention of the beneficiaries in the organisations investigated.

### ***Hypotheses of the Study***

The first main hypothesis is: there is a relationship of positive correlation of significant significance between the managerial competency and organisational excellence). The following hypothesis is derived from this main hypothesis: there is a significant correlation between significance variables (strategic, team spirit, leadership, logical thinking and organisational excellence). The second main hypothesis is: there is a relationship of positive effect of significant significance between managerial competency and organisational excellence). The following hypothesis is derived from this main hypothesis: there is a significant positive correlation relationship between sub-merit variables (strategy, team spirit, leadership, logical thinking and organisational excellence).

### ***Sample and Research Tools***

The Ministry of Higher Education and Scientific Research in Iraq was chosen as one of the leading service institutions in administrative and academic work. In addition, the institution was chosen for the enjoyment of its employees with a broad understanding of many developmental concepts and the real quest for higher management to achieve organisational excellence. In order to collect the data, a questionnaire was used. Therefore, a random sample of the members of the senior management was selected and distributed. To analyze the data, the researcher used Spearman's lab to prove the validity of the first hypothesis and the regression equation to prove the validity of the second hypothesis.

### **Theoretical Framework**

#### ***Managerial Competency***

The Managerial Competency reflects a set of qualifications and personal or scientific characteristics, in which the employee is able to achieve high achievement rates compared to the normal completion rates. Studies show that the beginning of the "Managerial Competency " as an idea emerged in the private sector in the United States and the United Kingdom in 1980 (Hondeghe et al., 2005). However, the outlook for the Managerial Competency approach is different in the United States than in the United Kingdom. In the United States, the concept of "Managerial Competency" is based on the evaluation of the work by comparing the performance according to certain standards. In the United Kingdom, the "Managerial Competency" is considered by comparing the superior performance and the less effective (Rwbert, 1997), It is clear that the concept of "Managerial Competency" are

relatively modern concepts in the field of management, which still has incomplete features and therefore difficult to stand on the concept of integrated. However, when reviewing the existing literature, the researchers found that there are many contributions from researchers, which helps to form a comprehensive concept of this subject through the evaluation of the concepts contained in it. This allows the researchers to take advantage of the strengths and avoid weaknesses. It has defined (Siriupa), the amount of knowledge that managers need to be able to perform their work at a high level in order to contribute to achieving the desired goals( Siriupa,2006). Others defined it as "the efficiency of management in dealing with human resources in order to achieve organisational goals". This enables the management to follow the most important developments and strategic changes that bring them competitive advantage (Martina, et al., 2012). While Yahya & Elsyed (2012)defined it as ( "the efficiency of management in taking responsibility for risk management and human resources in addition to improving the relationship with employees in a way that helps management to achieve the competitive advantage to achieve better profits and improve performance". White defines Managerial Competency as "the ability of managers to make the strategic decisions of their organisations that enable them to connect to the best level of performance"(013). It also defined as "a set of skills and necessary capabilities through which managers can exercise their administrative activities efficiently and effectively" (Szczepańska-Woszczyzna & Dacko-Pikiewicz, 2014). It is clear that most researchers went on to define the concept of "Managerial Competency" by linking the capabilities and qualifications of managers and the resulting improved organisational performance that helps to achieve the desired goals. It can be said that Managerial Competency is "a set of personality and personal qualifications, practical and scientific, which enables managers to achieve the highest level of organisational performance compared to the standard performance".

### ***Importance of Managerial Competency for the Organisations***

It is possible to identify the reasons for interest in "Managerial Competency" by and from organisations (Petur Petersen, 2006).

**The Application of the Concept of "Competency"**, whether in the field of training or other field contribute to raise the level of performance of working personnel.

**The "Competency"** provides an important means of articulating common goals and values by individuals and teams in the organisation.

**"Managerial Competency"** can contribute to the completion of the task of cultural change in organisations.

**"Managerial Competency"** contributes to enhancing the competitive advantage of the organisation through its skills that support the intangible resources of the organisation.

It is clear that the "Managerial Competency" is important for organisations as it enables administrative staff to deal with the dangers and constraints facing organisations in such a way as to ensure their survival in an environment that is less volatile and complex. Moreover, organisations whose employees enjoy "Managerial Competency" are quick to respond to changes in the business environment, which ensures their survival and sustainability in their work.

**a. Types of Managerial Competency:** Both have pointed (Lucia & Abzenjr). However, the "Managerial Competency" is divided according to what the manager owns from these to (Kenanaonlin.com):

**Manager with outstanding merit:** This manager has the maximum qualifications that can achieve a standard performance and excellence.

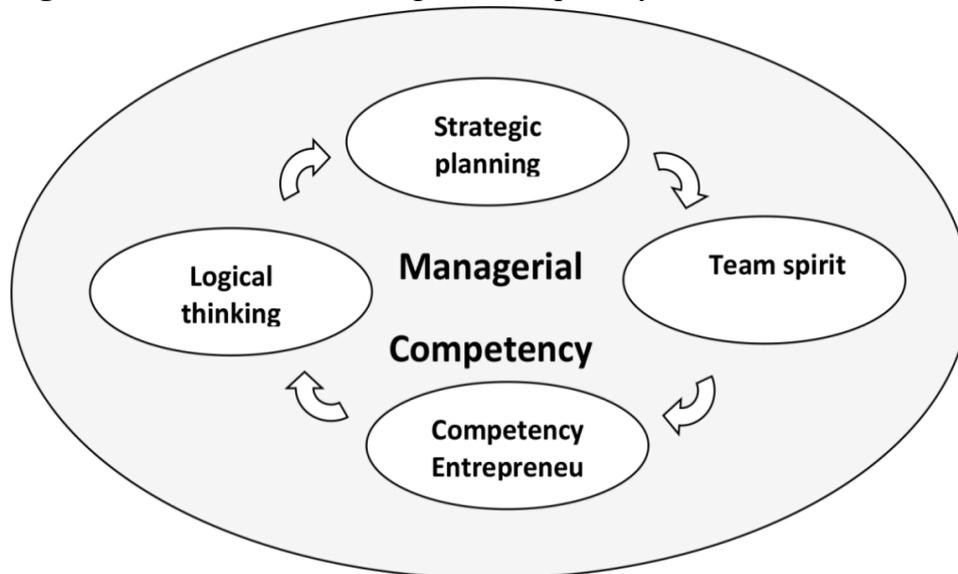
**The director of middle merit:** The manager has some qualifications to retain their job, and thus, avoid decisions to dismiss or stay away from his job.

**Director with weak hierarchies:** This manager does not have the qualifications required to perform their job, but remains in office under certain circumstances and situations, some legal and some personal interventions.

2. It should be noted that there must be certain standards and criteria to measure the merit of managers in order to determine the qualifications required for the performance of his job. According to the requirements of this post, some jobs require a distinguished employee and some of them are of medium merit and so on.

**a. Dimensions of Managerial Competency:** The researcher believes that the Managerial Competency should be enjoyed by managers, whether they are at the level of senior management or middle management level, and can be identified in four basic dimensions:

**Figure 1.** Dimensions of Managerial Competency



**Strategic Planning Merit:** Strategic planning is a systematic process to determine how the organisation moves from the status quo to its desired future (Benny Hamdan, 2009). The most important element of power in organisations is key images of the Department's ability to strategically plan (Ajlan, 2007). The merit of strategic planning reflects a range of skills that the manager has in developing strategic plans and these skills. (Benny Hamdan, 2009).

1. Ability to determine the strategic direction of business organisations
2. Analysis of the environment and analysis of the environmental situation.
3. Formulating and developing strategic plans for business organisations.
4. Develop operational plans and identify initiatives and work programs of the organisation.
5. Disseminate and implement the Strategic Plan.
6. Define performance targets.
7. Monitoring and performance evaluation.

### ***Merit of Team Spirit***

One of the most important skills that managers must have and work to strengthen is how to achieve cooperation between the administrative staff and the personnel. This can occur by working through the exchange of experiences and information in a manner that improves organisational performance. This results in a work environment characterised by organisational adaptation through the transfer of knowledge and experience of the Organisation (Akehurst et al, 2011). In a rapidly changing business environment which is increasingly complex, leaders and managers rarely have enough information to make the best decisions on their own. Therefore, they need to rely on their employees' knowledge,

perspectives, and creativity to be more effective in solving problems and capturing opportunities. Urges the spirit of teamwork and influences the employees in how to organise and carry out their work and perform their tasks by engaging them and developing their creations (Anzi, 2016).

### ***Competency Entrepreneurship***

The skills required for future management to be pilot can be classified into three main types (Al-Sakarna, 2010).

**Technical Skills:** writing, ability to communicate, monitoring others, the formation of relationships and networks of communication, work within one team. etc.

**Business Management Skills:** setting goals, decision-making, supervision, negotiation, etc..

**Personal Leadership Skills:** creativity, ability to change, perseverance, leadership vision, innovation etc.

Entrepreneurial organisations must have their employees, whether they are managers or private individuals, they should have characteristics that are commensurate with the nature of these organisations. These are the characteristics of the pioneering mentality that is flexible and innovative (Don Harvery & Brown, 2000), When discussing entrepreneurial skills, it is important to differentiate between leadership at the level of organisations and leadership at the level of individuals. Leadership at the organisational level means the ability to innovate and take risks in providing new products and services. At the individual level, the entrepreneur is the one who is able to assess and seize opportunities. The leading person must have the characteristics and characteristics of the administrative leader, which is the innovation and taking risks and insight in providing what is new (Histrich & Others , 2005).

### ***Reasonableness of Logical Thinking***

Logical thinking is one of the most important challenges that guides management at higher levels, even for other levels of management in business organisations. Therefore, these organisations must be competent, as one of the most important benefits of logical thinking is that it is a tool through which organisations can achieve business excellence and excellence in the field of competition and thus survival and growth (Chakravarthys & Lorange , 2014). The rationality of logical thinking requires managers to have a range of characteristics that distinguish them from others, which is reflected in improving the performance of their organisations beyond the normal performance level including change, excellence, speed, achievement, search for solutions, and flexibility (Sabbar, 2011).

**a. Organisational Excellence** Today's business organisations face several challenges and changes within the global business environment. Some notable changes include: the intense competition, the environmental uncertainty and the difference in customers, progress in information and communications technology and globalization. This has prompted organisations to search for more effective methods to achieve organisational excellence for success and survival. In terms of excellence in organisational performance, the dominant language in the business world is today, and this requires expanding the capacity of organisations to withstand the competition they face in their external environment. The term organisational excellence is considered a comprehensive concept of contemporary administrative thought according to its strategic perspective. This is because it combines the elements of excellence of organisations based on excellence in the external business environment. on the one hand and the achievement of harmony and interdependence integrated elements among the internal environment on the other. Thus, investing its core competencies in order to achieve competitive advantage in the markets it serves. The term organisational excellence is often associated with many concepts, according to management scientists, and both reflect his point of view. Based on the above, researchers differed in defining organisational excellence. It is the ability of the organisation to meet the needs of customers and exploit opportunities through the introduction of new ideas. (Daft Marcic (2001) defined it as promoting growth and development through continuous innovations that benefit both customers and business organisations. Ahuja.k.k (2003), defined this as the organisation's ability to outperform its competitors by developing products and services through knowledge sharing. Dess et al (2007), states that the desired outcomes of the organisation through the strategic behaviours and practices followed. (Spend ,2007 ). It is clear that despite the diversity of concepts expressed by the researchers, the concept of organisational excellence, can be referred to by two basic dimensions of contemporary administrative thought:

The first is that organisational excellence is a goal of successful management through which it seeks to differentiate its competitors by achieving unprecedented positive results. The second is all the decisions taken by the administration and the activities that contribute to the creation of appropriate opportunities to implement these decisions and activities in a correct and acceptable manner. Organisational excellence can thus be defined as the "successful management's pursuit of excellence over competitors through its successful decisions and plans to exploit opportunities correctly is not wrong".

### ***b. Indicators of Organisational Excellence***

#### ***Satisfaction***

Satisfaction expresses how the employee feels about his or her job, or the extent to which the employee understands the success he or she is achieving through his / her job

(Sodnombaljr, 2012). Job satisfaction is one of the indirect indicators for measuring the efficiency of organisational excellence since the satisfaction of employees with the job they perform results in an increase in their efforts, sacrifices, and desires to perform their job with diligence and perseverance. Therefore, the greater the satisfaction of the staff with the functions they perform, the more it reflects the efficiency of the organisation and the achievement of organisational excellence (Al- Anzi, 2016). The researcher believes that the management's characteristics are a step to support the satisfaction of employees through the ability to satisfy the material and moral needs of employees, and thus, the employee feels that the function he performs is valuable and meaningful and worthwhile.

### ***Innovation***

Innovation is defined as "the ability to put forward new ideas for business produced through a process of creative thinking" (Drejier, 2008), The researcher believes that creativity is an important indicator of organisational excellence. In light of the fact that all organisations live in a dynamic and complex environment, if they do not have the creativity, they cannot meet the challenges and are therefore subject to decay. The role of the Department has its own qualities in developing a spirit of creativity among its employees by encouraging the spirit of initiative and thinking and the desire to achieve success.

### ***Adaptability***

This indicator reflects the organisation's ability to anticipate internal and external problems in the future. and the possibility of finding ways to control it as much as possible. The environment, by its turmoil and rapid change, is becoming increasingly constrained by the effectiveness of the Organisation in achieving its objectives and thus affecting organisational excellence (Al- Anzi, 2016). Managers seem to have managerial rigors that enable them to understand and respond to environmental changes quickly, ensuring that the path is corrected and solve problems less cost or possible losses through early identification of potential challenges and then the creation of appropriate inputs for rapid response. The organisation wanted to stay in the environment by balancing its variables. Organisations often do not have the capacity to influence the challenges they face in their external environment, but all they have to do is adapt to these challenges.

**Figure 3.** Indicators of Measurement of Organisational Excellence



### Practical Framework of the Study

#### *c. Diagnosis of the Answers of the Sample*

#### *d. "Managerial Competency"*

**Strategic Planning:** In-kind answers to the paragraphs on strategic planning showed a tendency to agree significantly, as reflected by the arithmetic mean values of the paragraphs, respectively (4.636, 4.409 , 4.590 , 4.227 , 0,636) , and standard deviation (0.581 , 0.769 , 0.590 , 0.611 , 0.492). It confirms the implementation of the plans drawn up and work on the development of operational plans and the formulation of programs and tools necessary to implement them, and was the fifth paragraph most agreed which is related to performance evaluation.

**Team Spirit:** In-kind answers to the team-spirit paragraphs showed a tendency to agree significantly with the substance of the paragraphs and as reflected by the arithmetic mean values of the paragraphs, respectively (4.181 , 4.409 , 4.272 , 4.318 , 4.318). Standard deviation was (0.588, 0.590, 0.550, 0.646, 0.567). This emphasizes the existence of teamwork and the achievement of cooperation between the administrative staff and the working individuals through the exchange of experiences and information in a manner that improves organisational performance. The fourth paragraph reflects the highest agreement to emphasize the managers' enjoyment of skills that encourage the spirit of teamwork.

**Leadership:** In-kind answers to the paragraphs on lead merit showed agreement to a large extent as reflected by arithmetic mean values, respectively (4.181, 4.000 , 4.590 , 4.227). The

standard deviation was (0.751, 0.503, 0.775, 0.732). The second paragraph was the most agreeable with the statement that individuals have the ability to evaluate and seize opportunities and have several attributes of innovation and provision of what is new. The second most agreed paragraph is performance evaluation.

**Logical thinking:** In-kind answers to the clauses on lead merit showed a tendency to agree significantly as reflected by arithmetic mean values, respectively (3.909, 4.136, 4.045, 4.137) and standard deviation (0.867, 0.888, 0.653, 0.560). It underscores the fact that managers have a set of features that are reflected in improved performance in the organisation and the fourth most agreed paragraph is related to the enjoyment of managers speed and flexibility.

#### *e. Organisational Excellence*

**Job Satisfaction:** In-kind answers to the clauses on job satisfaction were highly agreeable, as reflected by arithmetic mean values respectively (4.388, 4.363, 4.318, 3.954), and standard deviation (0.646, 0.657, 0.716, 0.722). It confirms that individuals in the organisation enjoy good job satisfaction, which is the value of the arithmetical average of the second paragraph, which reflects the satisfaction of senior management.

**Creativity:** In-kind responses to paragraphs on functional satisfaction showed a tendency towards agreement in an average-weighted manner, as reflected by arithmetic mean values respectively (3.818, 4.000, 4.090, 4.000), and standard deviation (0.946, 0.617, 0.683, 0.683). This confirms the existence of a trend towards creativity.

**Adaptability:** In-kind responses to the functional satisfaction clauses showed a tendency to agreement in an average-to-medium manner, as reflected by arithmetic mean values respectively (3.818, 4.000, 4.090, 4.000) and standard deviation (0.946, 0.617, 0.683, 0.683). This confirms the existence of a trend towards creativity.

#### *f. Test and Discussion the Hypothesis of Research*

##### *The First Hypothesis ((A Relationship of Positive Correlation between Managerial Competency and Organisational Excellence)*

In order to test the two main research hypotheses, assuming that there is a correlation between the two variables, the Spearman test coefficient was used to determine a significant significance level (0.01) as shown in Table 1. The value of the Spearman coefficient at the level of the two variables is significant (0.957). It indicates a significant correlation between the two variables, meaning that any change in the adoption of " Managerial Competency " as an option will result in a change in " Organisational excellence" or one of its changes in a positive manner. The highest value of the Spearman correlation coefficient was found

between the sub-sub-variance of the creativity and the variance of the team spirit. The value of the Spearman coefficient (0.980) was significant at (0.01), which confirms the existence of a correlation between the pursuit of developing the team spirit and increasing the level of creativity and providing everything is new. The lowest correlation between the sub-variable was the planning and adaptability, which reached the value of the coefficient (0.819) at the level of semantics (0.01), confirming that there is a correlation between the two variables but with a level of less than the other sub-variables.

**Table 1:** Spearman correlation coefficients for variables of administrative hierarchy and organisational superiority

16. otal.	15. ogical thinking	14. eadership	13. eam spirit	12. trategic planning	8. Managerial 9. Competency 10. organisational 11. excellence
22. .957	21. .937	20. .953	19. .944	18. .907	17. job Satisfaction
28. .911	27. .966	26. .948	25. .980	24. .875	23. creativity
34. .971	33. .952	32. .933	31. .912	30. .819	29. adaptability
40. .957	39. .979	38. .975	37. .944	36. .896	35. total

The correlation is significant at (0.0

**The Second Hypothesis (There is a Relationship of Positive Effect of Significant Significance between Managerial Competency and Organisational Excellence)**

In order to prove the validity of this hypothesis, it was tested using the simple and multiple regression coefficient to reach values (R) and (R<sup>2</sup>) value (F) tabulated and calculated as shown in Table 2. It indicates the existence of a relationship of positive effect of significance. As the value of (F) is equal to the calculated (582.307), the highest tabulated value amounted to (145.35). It confirms the existence of a significant influence of the variable of Managerial Competency on the Organisational excellence variable. The value of R<sup>2</sup> was equal to (7.082) with a line margin of (0.012) which means that about (70%) of the variance in the variable "Organisational excellence" is explained by the change "Managerial Competency", which is high value. While the rest of the changes (30%) are interpreted by other variables not under study, Table 2 shows the values of the coefficient of effect.

**Table 2:** The effect of the variable "Managerial Competency" in the variable "Organisational excellence"

Source	freedom	R <sup>2</sup>	mean R <sup>2</sup>	F Calculated	F tabular
Regression	1	7.082	7.082	582.307	145.35
Error	20	0.243	0.012		
total	21	7.325			

The coefficient of selection (0.967)

## Conclusion

Organisational excellence is a goal that most organisations seek to achieve. The attempt to validate research hypotheses represent the quest to achieve "Managerial Competency" and the various dimensions of these most important tools to achieve organisational excellence within higher education. Positive reflection on the ability to identify strategic direction through the analysis of the surrounding environment, to clarify efficient operational plans, and work on the formulation of programs that can be achieved and control the extent of their application all provide the ability to adapt and creativity. On the other hand, the development of the spirit of teamwork and opening the opportunity for all in the presentation of proposals and communication provide an atmosphere of work in support of collective action and seize opportunities and the possibility of innovation as well as instilling the principles of change and speed and flexibility to develop job satisfaction and innovation.

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