The Study of Managers' Competence Effect on Commercial Performance in General Administration of Customs in Ardabil Provinc

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ABSTRACT

The competences have different advantages for organizations and managers in various levels and due to different reasons such as valuable behaviors transfer and organizational culture, effective performance for all staff, emphasis on individual capacities (instead of their job) as the procedure of obtaining competitive advantage, group and interactive behavior, organizations also use competences. The concept of commercial performance, generally is focused on efficiency and effectiveness. Since the firm should be beneficial for survival. The goal of this study is the effect of managers competences on commercial performance in general administration of customs in Ardabil province.Methodologically, this study is descriptive – analytical and there is correlation between variables according to relations.Current research population is all staff of general administration customs of Ardabil whose number is 120. In this paper, random method has been used for sampling. Using Morgan table, obtained statistical sample became 92 and the tool for data collection in this study was two questionnaire of competence standard and researcher – built for business performance. In order to study hypotheses, regression test was used and meaningful relations were obtained for statistical hypotheses: The results suggested that managers competence and its dimensions influence oncommercial performance in general administration of customs in Ardabil province.

INTRODUCTION

Today those organizations will be successful in competition filed which have deeper perception and evaluation from activity area and provide competitive advantages for themselves. It is due to increase of competitive intelligence that organizations have found superiority to their competitors and obtain a particular position. Various factors can affect the improvement of competitive power of a business such as international and national macro environmental elements (economical, social, cultural, political, technological elements), micro environmental elements or industry factors (providers, inter industrial competition, new competitors, alternative products, sales agents and customers) and the elements related to corporation (tangible and intangible assets and qualifications). According to applied approach, it can be said that one of the features of pioneering and competitive works is having market orientation and their notice and emphasis on customers and market demands and also the obvious features on non – competitive businesses, lack of having these qualifications and inattention to markets and customers conditions. Although non-competitiveness of Iran trade firms is caused by various reasons, as main reasons, lack of knowing needs, demands, preferences, customers sensitivities and also lack of update methods and techniques and much bureaucracy in the process of doing activities can be referred. Nowadays, competence has converted to a multipurpose term which is used by various meanings in various scientific fields [8].

Competence management is an important research topic in the field of science management and a competence management system often has been integrated with learning management systems. Since, competence management determines key demanded knowledge of an employee or an organization for achieving its goals, it could have a main share in organizational and individual level. Qualification and skills are highly depended on organization efforts to provide a collection in order to empower the workforce for increasing
competitive advantage, innovation and effectiveness. Further, competence management is directly related to institute effort for expanding internal knowledge and establishing knowledge management adopted to institute operation. Recently, qualification management has converted to a research filed which attract organization effort toward the development of staff growth, knowledge share, electronic learning efforts of organization and also conceptual technologies application like nucleonic management [6].

According to Spenser (1993), competence is underlying feature of a person which is generally related to criterion-oriented effective performance of institute and / or superior performance in a job or position. According to Boyatzis (19982, 1995) competence totally emphasizes on the main attributes and features of a person. These attributes could be motivation, behavior, skill and one's perception from social role and/or a collection of sciences which one use them in doing works and activities. This approach is opposed to Robertson, Kalinan and Bertram (2003) which is a collection from behaviors which are applied as means for achieving results and / or desired outcomes. The first approach which is seen in Spenser (1993) and the others' definitions is called attribute-based approach and the second approach is called behavior - based approach. In the other word, in the first approach competence equals to main features and in the second one, is a collection of behaviors. Var & Conor (1992) see the mutuality of these two attitude as the mutuality of two traditional attitudes of evaluation pattern of individual features and newer attitude of career pattern cited by Khorshidi, [7]. In the literature, there are various definitions for qualifications, although all of them are widely similar and actually are focused on the roles and responsibilities of the job [1]. However, by studying them, we result that there is no a single definition and certain terminology for competence [6]. According to Dyobops (1988), the competences are those characteristics from knowledge, skills, mental frames, intellectual patterns and like them which their application whether independently or in the various combinations, leads to successful performance. According to Jackson and Shouler (2003), the competences are defined as skills, knowledge and other features which one needs for doing a job effectively [2]. The competence is a measurable feature of a person which is related to effective performance in a job, organization and specific culture [5]. In the field of defining competence, usually two definitions are presented. The first one which suggests one's ability for doing related activities is somehow effective and second definition includes things one needs for an effective performance. These two definitions are so closed to each other but are different. The second one has things which is needed by a business to success, while the first one is related to things one does as an important issue in his/her job [10].

Commercialization importance of technology is as high that currently, many research institutes exploiting advisory services and doing research projects in the form of mutual corporation have formalized their technological commercialization and the number of these kind of advisory services centers is increasing in industrial developed countries [4]. Ebrahimpour et.al., [3] know the concept of commercial performance focused on efficiency and effectiveness and divide commercial performance into two elements of financial performance and non-financial performance in their research.

![Diagram of Financial and Non-financial Performance](image)

Financial performance includes selling increase, raising profit margins, fundraising, and cost reduction and non-financial performance includes service and products quality improvement, initiation in services and products, obtaining competitive advantage, making diversity in products and services, attracting new customers, customer satisfaction, maintaining current clients, defining valuable customers, creation of desired values for customer, shortening wait time for clients. The important point is that commercialization is a fundamental part of innovation process and no technology and product enter to the market successfully without it. However, the important and main role of management and managers' qualification should not be ignored. Traditional approach of commercial performance emphasizes on profitability and often is evaluated by the cost of investment return. Commercial performance includes the indices of sale output, investment output and the gain of each share and non-financial indices like market share and developing new product. The concept of commercial performance is totally focused on efficiency and effectiveness. Since the firm should be beneficial
for survive and financial efficiency (non-specific profit, specific profit, investment outcome cost, proportional profiting) is used as final result of commercial performance. Martin Consuegra & Steban (2007) also know commercial performance as profitability, firm size, market share, and growth rate [3]. Currently, just focusing on the events and studying past information is not so efficient, but also the exact study of environment and obtaining information from emerging events improves organization life. In today world, with the features of growing markets, relying on traditional information results in knowledge decrease and losing organization opportunities. Thus, it is intelligence degree increase which clarify the view and perception of the organization toward environmental and future evolutions and increase the power of organization for analyzing emerging processes. Successful organizations in this field, decreasing attention to the past, the study of competitors products' cost, financial reports, competitors sale strategy, … which are available easily and have no vital role in making decisions. They focus on the future and warning alerts related to opportunities and environmental threats. Also, the importance of focusing on meritocracy in management, society management importance, both in its leading and structuring various aspects is perceived more than before. management has very effective and determinative role in developing procedure and human societies growth, so that we cannot focus on a simple job whose perform doesn't need planning, organization, employing, decision making, coordination, providence, futurology and control [9]. Encountered challenges by custom organization has caused continuous change of management system in customs of various countries in the world. it's a long time that Islamic republic of Iran and the dominant management system on its customs have understood the need to change and nowadays it is perceived that the competitive and international pressures and elements over commercial system of the world, has disturbed desired performance and system efficiency and a new frame and model should be designed and performed for this organization. In the 21st century, the managers of the world customs' organization encounter expanded challenges. Trend toward globalization; technological change increase; customer orientation; product life decrease; the change of goods' nature; regionalism; and … intensity and competition diversity need a new form of leadership (Pourchian & Karbasiyan, 1386 : 73). According to above subjects, that forms our goal in this study is answering to this question that what is the relationship between managers' qualification and commercial performance in general administration of customs in Ardabil province?

Research methodology:
Current research is descriptive and causal-correlative. Descriptive because of describing and interpreting everything and focus on existing conditions or relations, common opinions, current processes, objective effects or developing procedures. Current study has been described in applicably according to the goal. Research population of this study is all staff of custom of Ardabil province in Iran which is 120. Random sampling has been used in this study. Using Morgan table, the number of sample obtained 92. In this study, the qualification standard questionnaire (Chris Pierce, Paul Hannon) of managers was used which included 18 questions with always-never range with Likert range and for commercial performance evaluation researcher-built questionnaire was used. In order to assess questionnaire reliability, content validity was used, so that the questionnaires delivered to professors and they were asked about their opinion if the questionnaires are good tools for evaluating, which were confirmed by them. For assessing reliability coefficient of questionnaires also, Chronbach Alpha index was used and reliability coefficient for qualification questionnaire was obtained 0.81 and 0.78 for qualification questionnaire and commercial performance questionnaire, respectively.

The research hypotheses include:
1. The manager qualification has a positive and meaningful effect on the commercial performance in general office of customs in Ardabil province.
2. Inter-individual qualification of managers has a positive and meaningful effect on the commercial performance in general office of customs in Ardabil province.
3. Social managers qualification has positive and meaningful effect on commercial performance in general office of customs in Ardabil province.
4. Leadership and inspectional qualification of managers has a positive and meaningful effect on commercial performance in general office of customs in Ardabil province.
5. Management qualification and managers' knowledge on commercial performance on commercial performance in general office of customs in Ardabil province.
6. The competency of managers' business has an effective and meaningful effect on commercial performance in administration of customs in Ardabil province.
7. Technical competence of managers has a positive and meaningful effect on commercial performance in customs administration in Ardabil province.

Research findings:
After analyzing collected data, obtained results (table 1) suggests that according $R^2$ in above table, it is observed that the rate of competence effect of managers on commercial performance is 0.863. On the one hand coefficient of determination also equals 0.745 which suggests that managers competence variable explains about
86.3% from commercial performance variable. Also Watson statistic camera is 1.87 which suggests that no auto correlation among equation residues has been estimated. Also, the rate of interpersonal competence effect on commercial performance equals 0.515 and also determination coefficient equals 0.265 which suggests that interpersonal competence variable explains about 26.5% from commercial performance variable. Also Watson statistic camera equals 1.75 which suggest lack of correlation among equation residues. The rate of social competence effect on commercial performance is 0.705 and the coefficient of determination is 0.497 which suggests that social competence variable explains about 49.7% from commercial performance variable. Also Watson statistical camera equals 1.77 which explains lack of correlation among estimated equation residues. Thus the rate of leadership competence effect on the commercial performance is 0.742 and the coefficient of determination is 0.55 which explains that leadership competence coefficient explains about 55% from business performance variable. Also Watson statistical camera is 1.82 which suggests no correlation among estimated equation residues. About the rate of competence effect of management and knowledge on commercial performance is 0.615 and the coefficient of determination is 0.379 which suggests that competence variable of management and knowledge explains about 37.7% from commercial performance variable. Also Watson statistical camera is 1.89 which suggests no correlation among estimated equation residues. The rate of competence effect of business on the commercial performance is 0.765 and the coefficient of determination is 0.585 which suggests that competence variable of business explains about 58.5% from commercial performance variable. Also Watson statistic camera statistic is 1.93 which explains no correlation among estimated equation residues. The rate of technical competence effect on commercial performance is 0.765 and the coefficient of determination is 0.585 which suggests that technical competence variable explains about 58.5% from commercial performance variable. Also Watson statistical camera is 1.93 which explains no correlation among estimated equation residues.

<table>
<thead>
<tr>
<th></th>
<th>Amount R</th>
<th>square R</th>
<th>Significant level</th>
<th>Beta coefficients</th>
<th>Significant levels of beta coefficient</th>
<th>Watson statistic camera</th>
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<tr>
<td>manager qualification</td>
<td>0.863</td>
<td>0.745</td>
<td>0.000</td>
<td>0.863</td>
<td>0.000</td>
<td>1/87</td>
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<tr>
<td>Interpersonal qualification</td>
<td>0.515</td>
<td>0.265</td>
<td>0.000</td>
<td>0.515</td>
<td>0.000</td>
<td>1/75</td>
</tr>
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<td>Social managers</td>
<td>0.705</td>
<td>0.497</td>
<td>0.000</td>
<td>0.705</td>
<td>0.000</td>
<td>1/77</td>
</tr>
<tr>
<td>leadership and inspectional qualification</td>
<td>0.742</td>
<td>0.550</td>
<td>0.000</td>
<td>0.742</td>
<td>0.000</td>
<td>1/82</td>
</tr>
<tr>
<td>management qualification and managers' knowledge</td>
<td>0.615</td>
<td>0.379</td>
<td>0.000</td>
<td>0.615</td>
<td>0.000</td>
<td>1/89</td>
</tr>
<tr>
<td>Business Competence</td>
<td>0.765</td>
<td>0.585</td>
<td>0.000</td>
<td>0.765</td>
<td>0.000</td>
<td>1/93</td>
</tr>
<tr>
<td>Technical competence</td>
<td>0.875</td>
<td>0.765</td>
<td>0.000</td>
<td>0.875</td>
<td>0.000</td>
<td>1/67</td>
</tr>
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According to the table above we can notice that technical competence, manager qualification, Business Competence, leadership and inspectional qualification have the most influence on commercial performance in general administration of customs in Ardabil province.

**Conclusion:**

Nowadays, only focusing on events and the study of past information is not so effective, rather exact study of environment and learning from emerging are that sustain organization life. In todays’ world with the feature of fast developing markets, relying on the old information leads to reduced knowledge and lose faced opportunities by the organization. So it is intelligence degree increase that declare the view and perception of the organization toward environment and future evolutions and increase the power of organization for analysis of emerging processes. Challenges faced by customs organization have caused constant change of management system in customs in different countries of the world. Islamic republic of Iran and dominated management system on the customs have perceived the need for their structure change for a long time and today it is perceived highly that the competitive and international elements and pressures over commercial system of the world has disturbed desired performance and efficiency of system and a new frame and model should be designed and performed fast for this organization. According to research results, managers should have an special attention to make an effective relationship with staff and should notice to understand positions of counterparts and eventually convey their own positions clearly and correctly. Also the importance of
meritocracy in the society management has been perceived both in leading it and in conducting various aspects of it more than before. The management has a very effective and determinative role in the procedure of development and the growth of human societies, so that it cannot be regarded a simple issue whose perform need not planning, organization, employment, decision making, coordination, providence, futurology and control.

REFERENCES