

Presenting the model of managerial competencies of women in the industry (case study: Sabah Food Company)

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Abstract

The purpose of this research is to provide a model of managerial competencies of women in the industry (case study: Sabah Food Company). The current research is applicable in terms of purpose, and descriptive-exploratory in terms of nature and method. The statistical population of the present study included 10 female managers in the food industry. Sampling was done by a targeted technique. The collection tool in this research is a semi-structured interview. Data-based theory and MAXQDA18 software were used for data analysis. Based on the results of qualitative analysis, six categories of main factors including background factors, causal conditions, central phenomenon, interventionist, strategies, and consequences were identified as the main components of women's competence development. In this research, the establishment of women's management culture is reported as the most important condition for the development of women's competence. Based on the results obtained, it was found that the phenomenon of "glass ceiling" is the most important intervening factor in the development of the competences of women managers; women's empowerment as the most important strategy for the development of women's managerial competences; and gender equality and career advancement of women are the most important consequences of the development of competences of female managers; which is very important in terms of organization management.

Keywords:

Competence,
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Extended Abstract

Introduction

Competency-based management has emerged from the integration of human resource planning with business planning, which allows organizations to align the current capacity of their managers and human resources with the competencies required to achieve predetermined organizational goals and missions (Emerson et al, 2018). It is very important to pay attention to the issue of merit-based management in developing countries, including Iran; because a large part of the waste of capital and time in the organizations of such countries is due to poor management and lack of attention to the competencies and capabilities of managers (Mahmudi et al, 2020). Paying attention to the issue of management based on competence in developing countries, including Iran, is very important; because a large part of the waste of capital and time in the organizations of such countries is due to poor management and lack of attention to the competencies and capabilities of managers (Mahmudi et al, 2020). On the other hand, in many developing countries, following the example of developed countries, the isomorphic imitation approach has been used, which evidence shows that the use of this method is not very effective due to social, cultural and political differences (Adachi et al, 2020). By placing these two propositions (the weakness of management in Iran, and the inefficiency of using models from other countries), the necessity of presenting a new model of competence of managers in Iran is well felt. During the last few decades, with a significant increase in the amount of employment of women in the society; the progress of women in management jobs has not grown much and in the division of human resources in organizations, consciously or unconsciously, women are marginalized and their achievement of high degrees and high levels of management is considered unusual and even unbearable (Mosadeghrad et al., 2020). Despite the decades of progress of women in obtaining university degrees and holding managerial positions, women are still a small minority in the field of organization management and leadership. Wide gender stereotypes and known organizational leadership styles that associate men more with the organization's leadership and senior management can create differential evaluations of male and female leaders and cause a gender gap in leadership. For these reasons, management science experts consider the persistent and pervasive gender gap in organization management as an urgent problem that requires innovative and effective solutions (Gloor et al, 2020). Therefore, the researcher tries to answer the question: what is the model of managerial competence of women in the industry?

Theoretical Framework

Merit

The competency approach is not a new approach in human resource management and the Romans used it in an effort to achieve the detailed attributes of a good Roman soldier. However, the competency-based methodology was presented in its codified and modern form by the Hay-Macber company, whose founder was David McClelland, a prominent Harvard psychologist, in the late 1960s and early 1970s. McClelland began by defining competency variables that could predict job performance and were not influenced by gender, race, or socioeconomic factors. His studies helped identify different aspects of performance (Aqqad et al, 2019).

Women's managerial competence

Management competencies are management skills and behaviors that contribute to the superior performance of the organization. By using the competency-based approach in management, organizations can identify their next generation of managers in a better way and develop the required skills in them. In today's work environment, women face many

challenges in the career field. Some of these include the lack of female role models and mentors, unconscious bias in hiring decisions, and lack of opportunities for senior management roles. Women have natural leadership skills that they use to get things done. They are not afraid to show their emotions and are great at building relationships with their people. Women also have a natural ability to empathize with other people. They can connect emotionally, which is why they often make great leaders. Leadership skills for women often differ from men. The characteristics, skills and styles that make a woman an exceptional leader are often quite different from their male counterparts (Javed et al, 2023).

Almutairi et al, (2022) conducted a study titled Investigating managerial competencies and organizational commitment among female nurses in public hospitals in Saudi Arabia. The results showed that managerial competence and organizational commitment were reported as moderate among the sample. Also, there was a positive and significant relationship between the variables of managerial competence and organizational commitment.

Khodadadi et al, (2022) conducted a study titled identifying the pattern of educational competence of women to hold executive positions in Khuzestan Governorate. The findings of the research show that based on the considered criteria, key components were identified in each variable: and based on related criteria, in order to check the level of importance of each criteria and value these criteria in meeting the needs from the point of view of female employees, these variables were provided to the female employees of Khuzestan governorate to ask for their opinion.

Research methodology

The current research is applicable in terms of purpose and descriptive-exploratory in terms of nature and method. According to the nature and method of the research, the statistical population of this research includes people who have an opinion on the research problem. For this purpose, 10 female managers in the food industry (at different levels) are considered as a statistical population. Selection of people is done by snowball technique. The method of data collection is library and field studies and it has been cross-sectional in terms of time. The collection tool in this research is a semi-structured interview. In order to conduct interviews, two preliminary interviews were conducted with experts, and then ten main interviews were conducted. Data-base method (grounded theory) is used for data analysis.

Research findings

MAXQUADA software was used to analyze the qualitative data of this research. The findings of the research showed that the research model has a suitable fit with the collected data. Also, in order to improve the fit indices of the model, the suggested terms in accordance with the research literature were used and finally the research model was approved. In the background conditions based on the secondary coding results of the research; indicators of change in the traditional attitude governing the society, enjoying equal benefits and facilities, acceptance of women's management by subordinates, women's participation in organizational legislation, and revision of existing laws and regulations for the benefit of women was chosen as background categories in presenting the model of managerial competencies of women in the food industry. Based on the secondary coding results of the research; indicators of analytical and critical thinking, creative thinking, strategic thinking, systemic thinking, general and specialized knowledge, research skills, presenting innovative and scientific ideas, sufficient knowledge and expertise, work commitment, emotional intelligence, responsibility and accountability, self-esteem and self-confidence, self-awareness and insight, order and discipline, confidentiality and solving interpersonal conflicts, criticism and recommendability were selected as categories of causal conditions in presenting the model of managerial

competencies of women in the food industry, and based on the secondary coding results of the research; indicators of the use of information systems, monitoring and control, planning and organizing, guiding and providing advice, problem solving power, increasing the participation of people in teamwork, and conflict management were selected as the central phenomenon category in presenting the model of managerial competencies of women in the food industry. Based on the results of the secondary coding of the research, the indicators of creating a fit between the ability and the assigned task, resolving the conflict between work and family, working experience and mastering one's profession, updating one's knowledge, awareness and expertise were selected as a category of strategies and actions in presenting the model of managerial competencies of women in the food industry. Based on the results of the secondary coding of the research, the indicators of negative attitudes of the society towards women's management, patriarchal rule and gender stereotypes, the absence of women in political groups, the presence of religious prejudices, household responsibilities and family restrictions were chosen as the category of interfering conditions in presenting the model of women's managerial competencies in the industry Food items.

Conclusion

Based on the obtained results, it was found that the "glass ceiling" phenomenon is the most important interfering factor in the development of female managers' competencies. Empowering women was identified as the most important strategy for developing women's managerial competence. Based on the results obtained in this research, it was found that gender equality and career advancement of women are the most important consequences of developing the competence of female managers, which is very important in terms of organization management. The results of this research are in agreement with the results of Almutairi et al, (2022), Khodadadi et al, (2022), Shamshiri & Keshavarzi (2021), Cosentino & Paoloni (2021), Gloor et al, (2020), Kabir (2020), Damm-Ganamet (2020), Soleimani et al, (2020), Cohen et al, (2020), and Sellers & Akers (2018). Gloor et al, (2020) showed that when the gender composition of the management group is male, then the chance of success of female managers decreases, but when the gender composition is more balanced, then female managers get a lot of support. They also showed that the gender of the leader (manager) and the gender composition of the organization's management group interact with each other, which affects the level of trust of employees in the female manager. In total, the results of this research indicate the significant effects of the gender composition of employees on the success of female managers in the organization. Hariri (2020) showed that women have a long and difficult way to express their abilities and worthiness in this field, because despite women's competence in obtaining managerial positions; the society, as it should, have not played a significant role for them at this level. Even in matters related to women, most of the high level managers are men, and middle level management is committed to women.