
The Role of Managerial Competencies in Achieving the Competitive Advantage:

An Applied Study on the Educational Sector

Amany Shahin¹

Mai Shawky²

Remonda Raafat Sobhy³

Abstract

The purpose of this paper is to identify managerial competencies held by effective and successful managers around the world. The study endeavored to understand the role of managerial competencies in achieving competitive advantage.

Approximately 50 research papers have been reviewed, and various articles, books, Web links, etc. have also been consulted. The results of an extensive review of research papers, various articles, books, and web links, etc. indicated that communication skills, team-working, vision, self-management, result-orientation, strategic-orientation, ambition, persistence, decision-making, risk-taking, and creativity are the commonly possessed managerial competencies by successful and effective managers, and managerial performance largely

1 Prof. of Business Administration, Faculty of Commerce & Business Administration, Helwan University.

2 Lecturer of Business Administration, Faculty of Commerce & Business Administration, Helwan University.

3 Masters Researcher, Business Administration Department, Faculty of Commerce & Business Administration, Helwan University.

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depends upon the set of managerial competencies a manager possesses. As signified by the paper, it is very important for the organizations to have unique managerial competencies in order to achieve competitive advantage and to help the organizations develop effective training and development programs to enhance their operational efficiency and effectiveness.

The main objective of this study is to explore the impact of managerial competencies through the competitive advantage of the educational sector.

This study was applied to the educational sector to achieve the objectives of the study, which are: identification of core competencies within the educational sector; investigation of the impact of core competencies in achieving success through competitive advantages; investigation of whether competitive advantages act as a mediator between core competencies and firm success; and investigation of how universities think about sustaining their success. Keeping this and allied issues in view the present paper has been attempted to identify managerial competencies of effective and successful managers, to understand the relationship between managerial competencies and competitive advantages, and to study the approaches, assessment and development of managerial competencies, and the same has been discussed henceforth under separate headings.

Keywords: *capabilities, competency, core competencies, competitive advantages.*

دور الكفاءات الإدارية في تحقيق الميزة التنافسية دراسة تطبيقية على القطاع التعليمي

الملخص

الغرض من هذا البحث هو تحديد الكفاءات الإدارية التي يحتفظ بها المديرون الفعالون والناجحون في جميع أنحاء العالم. سعت الدراسة إلى فهم دور الكفاءات الإدارية في تحقيق الميزة التنافسية.

تمت مراجعة ما يقرب من 50 بحث ، كما تمت مراجعة العديد من المقالات والكتب وروابط الويب وما إلى ذلك. أشارت نتائج المراجعة الشاملة للأوراق البحثية ، والمقالات المختلفة ، والكتب ، وروابط الويب ، وما إلى ذلك ، إلى أن مهارات الاتصال ، والعمل الجماعي ، والرؤية ، والإدارة الذاتية ، والتوجه إلى النتائج ، والتوجه الاستراتيجي ، والطموح ، والمثابرة ، والقرار - صنع ، والمخاطرة ، والإبداع هي الكفاءات الإدارية التي يمتلكها المديرون الناجحون والفعالون ، ويعتمد الأداء الإداري إلى حد كبير على مجموعة الكفاءات الإدارية التي يمتلكها المدير. كما يتضح من البحث ، من المهم جدًا أن تتمتع المنظمات بكفاءات إدارية فريدة من أجل تحقيق ميزة تنافسية ومساعدة المنظمات على تطوير برامج تدريب وتطوير فعالة لتعزيز كفاءتها التشغيلية وفعاليتها.

الهدف الرئيسي من هذه الدراسة هو استكشاف تأثير الكفاءات الإدارية من خلال الميزة التنافسية للقطاع التعليمي.

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تم تطبيق هذه الدراسة على القطاع التعليمي لتحقيق أهداف الدراسة وهي: تحديد الكفاءات الأساسية في القطاع التربوي. التحقيق في تأثير الكفاءات الأساسية في تحقيق النجاح من خلال المزايا التنافسية ؛ التحقيق فيما إذا كانت المزايا التنافسية تعمل كوسيط بين الكفاءات الأساسية ونجاح المنظمة ؛ والتحقيق في كيفية تفكير الجامعات في الحفاظ على نجاحها. الحفاظ على هذه القضايا والمسائل المرتبطة بها في الاعتبار ، لقد حاولت الورقة الحالية تحديد الكفاءات الإدارية للمديرين الناجحين والفاعلين ، لفهم العلاقة بين الكفاءات الإدارية والمزايا التنافسية ، ودراسة المناهج ، وتقييم وتطوير الكفاءات الإدارية ، ونفس الشيء تمت مناقشته من الآن فصاعدًا تحت عناوين منفصلة.

الكلمات المفتاحية: القدرات ، الكفاءة ، الكفاءات الأساسية ، المزايا التنافسية.

1- INTRODUCTION

Competencies are the most effective criteria for being an effective manager, and are the most important resource for helping organization achieves their goals and objectives. Today, all organizations must priorities human resources to increase their managerial efficiencies.

Competencies are a set of concepts, skills, and characteristics that organizations need to be able to select and evaluate effective managers. All organizations need successful managers and have to find more effective ways to train them to achieve a competitive advantage using a combination of financial and human resources. (Prishtina, 2017, P.59).

Competence is one of the most critical characteristics for having good managers. Managers are responsible for ensuring that organizations meet their goals. When evaluating an organization's performance, improved results are increasingly attributed to people resources and their abilities, rather than the organization's material resources; competency development has become one of the organization's top goals.

Because managerial competencies are so important, researchers have tended to measure, analyze, and explain them using a variety of abilities, competences, and attitudes related to employees' success in the workplace. According to numerous researches, competencies are a set of traits linked to employee performance that may be improved through training and development programs.

In today's extremely competitive and dynamic business world, every company requires effective managers to succeed. Identifying, developing, and retaining talented individuals is critical for every firm. Every successful and effective manager

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possesses a set of skills that allow him to work efficiently and effectively at various levels of management. Management takes place in any sort of organization when human and physical resources are merged to meet specific goals.

Because managerial competencies show who is good and who is excellent among managers, there is a strong link between managerial competencies and organizational success today. Because there are various types of businesses and an increasing number of competitors, we can get a competitive edge by developing managerial competencies.

To achieve effective job performance, any successful business requires strong and effective managerial competencies in managerial jobs. To do so, we must consider the existence of manpower with knowledge, skills, abilities, and previous experiences, and each manager is responsible for achieving all of these.

Professional managers are required by today's business companies to demonstrate managerial competencies that vary depending on the required tasks, all of which enable employees to provide successful and effective job performance. Professional managers must also understand that managerial competencies vary depending on the size and type of business. Manager competencies, like corporate core competencies, vary depending on the type of organization and can alter depending on variables such as time, location, and size of firm.

Increasing and enhancing organizational performance, such as increasing productivity and decreasing turnover ratio, is dependent on managerial competencies and is related to the

organizational skills and capabilities that professional managers bring to the organization. (Velu, Manxhari, 2017, pp.59-60)

Nowadays, we can say that the improvement of managerial performance is based on the existence of managerial competencies because both of them are linked together. Organizations must depend on the human element and know their needs from core competencies that differ according to the different jobs and positions in the organization.

The managerial competencies required in any organization must be related to the required jobs. Managerial competencies are used to measure the performance of the organization and its position in the market. (Bucur, 2013, pp.365-366) To improve the competitive advantages of firms, they have to measure and evaluate their managerial competence, which leads to better performance. (Laraa & Vallina, 2017, p.152)

The Managerial competencies include the unique and distinctive capabilities of an organization to articulate its vision and purpose and to enable members of the organization to achieve that vision and purpose (Westley & Mintz-berg, 1989) and the unique capabilities to achieve a beneficial relationship between companies (Hambrick & Mason, 1984; Tushman & Ro-manelli, 1985). These qualities can be for managerial competencies, as they help in the development and dissemination of organizational resources, transforming these organizational resources into valuable products and services, providing value to the owners of companies and the organization, and thus, we can say that they have made a competitive advantage (Castanias & Helfat, 1991; Lado et al. ., 1992). (LADO & WILSON, 1994, pp.699-703)

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Managerial competencies play an essential and important role in the development and improvement of organizations. Managerial competencies not only characterize the managers of the organization but also play a role in the future level of the organization under the auspices of these managers. (Mojar and Depositario, 2020, pp.17)

2- The Problem of the Study

With the increased market competition, there is a need for organizations to be able to easily and rapidly adapt and adjust to changes in markets as well as gain a competitive advantage. To do this, organizations need to increase their managerial competencies to achieve a competitive advantage. Organizations need to identify the most suitable tools or systems that increase their managerial competencies.

A managerial core competency is an organization's strategic strength. Managerial core competencies and the unique resources of an organization affect many services and provide a competitive advantage in the educational sector.

To acquire a competitive advantage in any market, organizations need to be able to provide a set of benefits or provide customers with a bundle of benefits that their rivals cannot provide.

The main problem of this research is:

"There is a need to examine and analyze the details to determine how the following dimensions of core competence (unique resources, managerial competencies, knowledge systems, capabilities, facilities, and processes) affect the achievement of competitive advantage in the educational sector."

3- Significance of the Study

1. THE SIGNIFICANCE OF THE FACTORS UNDER EXAMINATION, WHICH ARE COMPETITIVE ADVANTAGE AND MANAGERIAL COMPETENCE.

2. How do managerial competence factors contribute to achieving competitive advantage factors?

3. The significance of relationships and impact findings among study factors that help decision-makers in the educational sector understand the situation.

4. The findings of this study can give the educational sector a better perspective and give decision-makers more knowledge about the advantages of managerial competence. **(Jamhour, 2010, p.7)**

4- The Hypothesis of the Study

The role of managerial competencies will improve the organizational performance and help organizations to better achieve their objectives and goals with competitive advantages therefore, organizational development.

5- OBJECTIVES OF THE STUDY

THE MAIN OBJECTIVE OF THIS STUDY IS TO INVESTIGATE THE IMPACT OF MANAGERIAL COMPETENCIES ON THE EDUCATIONAL SECTOR THROUGH COMPETITIVE ADVANTAGE THROUGH ACHIEVING THE FOLLOWING OBJECTIVES:

1. Identification of core competencies within the educational sector.
2. Investigating the impact of core competencies in achieving the competitive advantage.
3. Investigating if competitive advantages act as a mediator between core competencies and firm success.
4. Investigating how universities think to sustain their success.

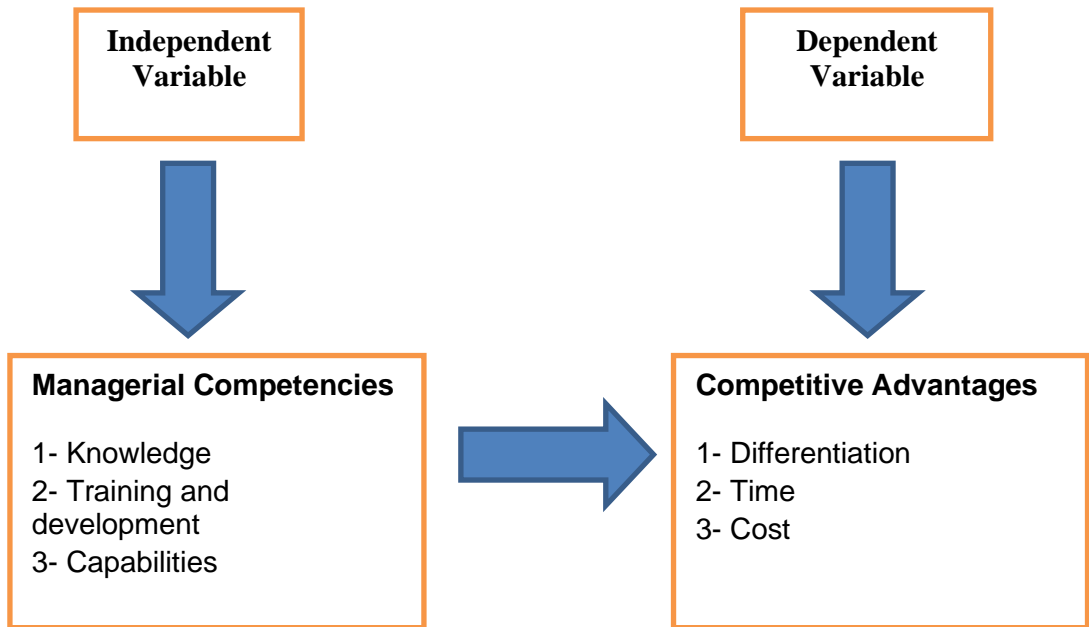
6- Methodology

We will use the methodology to test the hypothesis of the study by searching in the result of the literature review and last studies.

In the current research, the researcher is going to focus on measuring the competitive advantage related to the managerial competencies.

Methodology: A questionnaire was designed to collect the data on the factors related to the role of managerial competencies on competitive advantage.

Structure of study variables:



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7- Literature Review

There is an argument in the literature review, applied and last studies about the role of managerial competencies on competitive advantages as follows:

This study by Manar Salah Jamhour , (2010), The Impact of Core Competence on Organizational Performance: The study came to show high level of importance for the study variables for the companies, and showed significant indirect impact of core competence on performance through competitive advantage.

This study by Daoud Jerab1 Mustafa Alper 2 Atilla Başlar 3, (2019), The Impact of Core Competencies on Competitive Advantages in Istanbul Tourists companies:

Generally, there is a significant impact of core competencies on company success indicators and strategic management focus and key staff skills are the most effective dimensions of core competencies in achieving firm success in Istanbul tourist companies.

Istanbul tourist companies are highly encouraged to develop their strategies focusing on their core competencies to raise their performance and improve their competitive position worldwide.

This study by Terry Meyer* & Paul Semark, (1996), A framework for the use of competencies for achieving competitive advantage: This article set out to explore the

complex notion of competencies and to provide a framework for contextualizing any particular approach at various levels. In discussing the framework, an attempt has been made to understand the context of each category of competence, the importance of each category to the external drivers and some of the key issues associated with it. The importance of competencies as a concept is the centrality of knowledge, skills and abilities for national, organizational and individual competitiveness. Increasingly systems are being created to identify, acquire and assess the competencies which now and in the future will create competitive advantage.

8- Relationship between managerial competencies and the competitive advantage

The competitive advantage of a company depends on the presence of a concept called competencies, which is the most important resource in any company. The existence of this concept helps the organization use its resources effectively, so the concept of competencies has become a source of interest for all managers. (Meyer& Semark, 1996, p.96) Core competencies are the foundation of the company and therefore must be seriously developed. Companies can set their future goals based on the strengths of their competencies to achieve a competitive advantage. (Hafeez, Zhang, & Malak, 2002, p.28)

Competencies are an important source of competitive advantage, so many firms should face difficulties when they decide to identify and evaluate those competencies. An organization's competitive advantage needs costly and

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distinguished managerial competencies. (Choge, Namusonge, Makokha, & Musau, 2018, p.741).

Because management competence adds value to an organization, we must guarantee that human resources have valuable skills, knowledge, and competencies in order to achieve commercial success.

An organization's core competency is one of the organization's strengths that help it deliver a competitive advantage in the market environment as well as products and services to customers. To stay ahead of the competition, businesses must know what their competitors are up to, deploy diverse resources at the proper time and place, and develop unique capabilities with superior talents. All of this necessitates the existence of a strategic plan to assist organizations in achieving their objectives and gaining a competitive advantage.

Managerial competency is an important aspect of developing a strategy because it is a significant source of gaining a competitive advantage in the business environment. According to studies, fundamental competencies are at the heart of any competitive advantage. The concept of core competency was created to help organizations more effectively identify and utilize their strengths.

This research is significant for businesses because it allows them to discover essential capabilities for investment and profitability. Managers learn how to assess the competitiveness of their core competencies and how to use their managerial skills to gain a competitive advantage. The purpose of this study is to determine the relationship between managerial competency and competitive advantage as well as the impact of

core competency on an educational institution's competitive advantage. (SI., AH., & MJA., 2016,p.65)

Organizational managerial competencies are critical to achieving a competitive advantage. Organizations must match their managerial competencies to their strategies in order to achieve their objectives. Goals cannot be implemented and realized successfully without the necessary competencies.

9- Research hypotheses

The sample size assuming infinite population is determined according to the following formula.

$$n_0 = \frac{z_{\alpha}^2 * p * (1 - p)}{e^2}$$

However for finite population correction then final sample size is

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

Where Z_{α} is the critical value of the Normal distribution at α (e.g. for a confidence level of 95%, α is 0.05 and the critical value is 1.96), and p is the percentage of specific phenomena and set to be 0.5 as it gives the highest value for sample size, e is the margin error and set to be 0.07 (this an acceptable margin of error for the researcher). The population size $N = 120$ managers approximately. Then the sample size is at minimum 75 managers, and we collect 83 managers to avoid non response rate.

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This section aims to discuss over the validity and reliability test of the model's independent and dependent constructs, and finally an analysis of each question headed by a variable in the model will be provided in terms of the Mean, min, maximum and Standard Deviation. The total numbers of participants who have accessed the survey are 83responses.

10- Analysis of Constructs Validity and Reliability

Running the Factor Analysis is of great importance for deductive research as it will sort out the most meaningful and valuable constructs stated within the utilized model in the study (Sekaran, 2003).

The internal consistency coefficient (Cronbach's Alpha) reflects the reliability of a scale. It captures the proportion of total variance that is common to all items that form the scale, which presumably corresponds to the underlying construct being measured. Cronbach's Alpha reflects that good reliability of questions as ranged from (0.784 to 0.910). Also, the values of average item correlation indicate the validity of the questionnaire. The results of the Factor Analysis show that all items are loaded in their constructs as suggested in the proposed

model, as the loading of all items are greater than 0.5. Also, AVE values indicate that the created constructs could explain more than 50% of the questions which indicate high internal validity.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Cost	0.881	0.882	0.913	0.677
Differentiation	0.876	0.877	0.910	0.669
Knowledge	0.784	0.847	0.855	0.560
Time	0.797	0.827	0.861	0.561
Training and development	0.813	0.825	0.872	0.580
capabilities	0.910	0.911	0.933	0.735

Table (1): Construct Reliability and Validity

Answering hypotheses

To answer these hypotheses regression analysis will be used, regression analysis aims to select all the independent variables that are believed to have significant effect on the dependent variable to be included in the model. The mathematical representation to the model used to describe the relationship between the dependent variable and other independent variables depend on the nature of the dependent variable. The multiple linear regression models are used when the dependent variable is of ratio scale; the multiple linear regression models are used to test the effect of each of the independent variables on the dependent variable. The estimated model provides the direct effect of each independent variable on the dependent variable.

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Such effect is the net effect after fixing all effects of other independent variables included in the model. This is done by using the ordinary least square (OLS) (Chatterjee and Hadi, 1988). As any model, regression model has assumption, which is:

- a- No Multicollinearity: Multicollinearity defined as a linear relation between explanatory variables, and can be checked through Variance Inflation Factor (VIF). Multicollinearity is suspected if the VIF value is greater than 10.
- b- Linearity is also one of the assumptions of regression model. The linearity can be checked visually by plotting standardized residuals versus predicted values. If the scatter plot is random around zero then the linearity is confirmed. If the scatter points show pattern then the linearity is suspected. **Note that linearity means there is linear relation between dependent and all independent variables, i.e. it does not measure for each independent variable.**

4 models will be estimated:

- **Model 1**

$$\text{Differentiation} = \beta_0 + \beta_1 * \text{Knowledge} + \beta_2 T\&D + \beta_3 \text{capabilitie} + \epsilon.$$

From the following table we can conclude that Independent variables explain around 89.4% of the variation in the differentiation.

- **Model 2**

$$\text{Time} = \beta_0 + \beta_1 * \text{Knowledge} + \beta_2 T\&D + \beta_3 \text{capabilitie} + \epsilon.$$

From the following table we can conclude that Independent variables explain around 79.6% of the variation in the time.

- **Model 3**

$$\text{cost} = \beta_0 + \beta_1 * \text{Knowledge} + \beta_2 T\&D + \beta_3 \text{capabilitie} + \epsilon.$$

From the following table we can conclude that Independent variables explain around 79.9% of the variation in the cost.

- **Model 4**

$$\text{competitive advantage} = \beta_0 + \beta_1 * \text{Knowledge} + \beta_2 T\&D + \beta_3 \text{capabilitie} + \epsilon.$$

From the following table we can conclude that Independent variables explain around 90.8% of the variation in the competitive advantage.

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