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Identification of the Influential Factors and the Consequences of the Manager's Growth in the Red Crescent Society of Tehran, Iran

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Original Article

Abstract

INTRODUCTION: This study aimed to investigate the influential factors and the consequences of managers' growth in the Red Crescent Society of Tehran, Iran.

METHODS: This is a practical quantitative and qualitative study. The statistical population in the qualitative part of the study included experts and specialists (n=20) working in the Red Crescent Society of Tehran, Iran, who were selected using a non-random sampling method and interviews. The quantitative part of the study included 257 employees working in the Red Crescent Society of Tehran, of whom 152 were selected using a random cluster sampling method.

FINDINGS: According to the results, seven factors were recognized as the requirements for designing the maturity model of the managers of the Red Crescent Society in Tehran.

CONCLUSION: Based on the obtained results in this study, organizational factors were considered causal conditions, which consisted of seven components (managerial, structural, organizational culture, organizational training, organizational justice, organizational sociability of managers, and psychological contracts of managers with the organization). Moreover, five effective dimensions of managers' growth led to employees' participation, employees' commitment, the organization's productivity, the organization's performance, and the manager's self-efficacy.

Keywords: Competence, Growth, Managers' growth.

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Introduction

Today, organizations are working in a turbulent and evolving environment and are confronted with many challenges caused by the forthcoming waves of change and evolution. Accepting the reality of change and transformation, as a fundamental principle of professional life, is of key importance for managers. Likewise, successful organizations are those that quickly respond to environmental changes. In this regard, managers must be the agents of change; otherwise, they will pay a heavy price for it. The main decision-makers in each organization should design and implement the appropriate responses through the analysis and interpretation of the threats, opportunities, and limitations of the environment. Accordingly, successful organizations are those that create opportunities out of threats and make maximum use of the opportunities. If organizations are supposed to undergo change, their managers and members should truly believe that the change is both vital and indispensable.

The survival and effectiveness of each organization depend on its sensitivity and proper reaction to environmental changes. Organizations must recognize and feel the changes in their environment and create necessary measures for growth in the organization according to these changes (1). Organizational growth is a long-term and planned effort to implement a transformative

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program by mobilizing the existing forces and resources. The focus of organizational growth programs is on change in attitudes and behaviors, and the aim is to pay more attention to the attitudes, behaviors, and performance of people within the organization (2).

According to Burke (2017), from a structural point of view, growth is a process in which a leader or manager shares power with his/her subordinates, and here the emphasis is on organizational authority and discretion. The second approach includes a motivational approach that aims to empower the person through the strategy of self-confidence improvement. Based on this approach, empowerment is the process of strengthening the competence of the individuals in the organization by determining the conditions that cause a feeling of powerlessness and the effort to resolve these problems through increasing one's self-sufficiency through official measures and unofficial information provision techniques. (3)

The third approach involves a cognitive approach, which defines empowerment more broadly as a state of internal motivation related to the job and is associated with four internal images, including the images of signification, competence, autonomy (self-determination), and effectiveness. It also expresses one's desire to take different roles in their work. This approach aims to increase the internal motivation for tasks by strengthening the four mentioned internal images. In examining the key factors of success in one's empowerment, each expert adopted one of the growth approaches and considered some factors important and influential considering the objectives of the given approach.

Some factors facilitate the transformation of an organization into an empowering group. One of these factors is the creation of internal changes or individual characteristics in managers and members of the organization. Rapp-Ricciardi et al. (2018) also emphasize the creation of internal changes and their effect on one's empowerment. On the other hand, some experts assert that there are other factors, such as organizational factors that have a significant impact on one's empowerment (4). Sharma & Bhati (2017) confirm this and state that factors such as participation, access to resources and information, comprehensive support, and collaborative atmosphere have a significant impact on growth. This study investigated the factors that influence the growth of managers and are influenced by them (5). To keep up with the global competition in the current changing world, organizations must be involved in a continuous process of change so that they can use the opportunities in the complex and changing environment around them in order to reduce faults while confronting organizational challenges. On the other hand, the optimal performance of any organization depends on its human resources. Organizations need to continuously improve their performance in order to survive and thrive, and human resources are considered the most valuable assets of each organization and the origin of any transformation and innovation (6).

According to the World Bank report (2012), the investment of the countries of the Economic Cooperation and Development Organization and companies in non-material resources such as employees, research and development, and knowledge has increased significantly. Therefore, investments in the development of human resources are one of the main prerequisites for the survival of both societies and organizations. (7)

Despite the many efforts that have been made during the past years to describe the necessity and explain the concept of development in its various dimensions and forms, the functional essence of "management development and growth" as the foundation of the comprehensive development in the Islamic Republic of Iran is still wrapped in a halo of ambiguity and superficiality.

While the concept of management growth mostly invokes the idea of "managers' growth" and "development of organizations within the system" in the mind of many authorities, the real scope of this concept has wider connotations. The development of managers is one of the most important prerequisites of development in the Red Crescent Society. Therefore, the Red Crescent Society should pay special attention to the development of its managers in order to pave the way for organizational development. However, the busy working schedule of these managers keeps them away from participating in the process of education and growth and makes them inattentive to this key issue. Obviously, the investigation of the influencing factors on the managers' growth and implementation of this strategy will provide the basis for career growth and advancement, improves the performance of managers and employees, and increases their efficiency and effectiveness.

Sonaz (2019), in the research entitled

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"investigation of the relationship between job involvement and job enthusiasm with the organizational growth of school principals in Konark city" found that the current state of all these three variables is at a higher level than the hypothetical average. The relationship among all three variables, organizational growth, job enthusiasm, and job involvement was positive and significant. Moreover, the mediating role of organizational growth was confirmed in the relationship between job enthusiasm and job involvement (8).

Al-Hinai et al. (2020), in a study entitled "An Innovative Framework to Measure the Maturity Level of Core Soft Skills and Competencies (SSCM) Needed by Project Managers in Oil and Gas Industry" found a relationship between the soft skills (e.g., human relations) and competencies of a project manager and the success of a project. However, the level of association between each soft skill and project success is different in the four different project stages as well as different factors of project success (9)

The sustainable supply chain management (SSCM) framework can be used in recruiting and hiring project managers. It can also be used to assess the strengths and weaknesses of managers and hence determine areas requiring further development and improvement. In addition, it can be adopted for career promotion and advancement. The authors are optimistic that this study will provide organizations and individuals alike with key soft leadership skills for the successful implementation of projects.

Serikov and Luhova (2019), in the study entitled "Creation of a Pedagogical Model for Development of Managers' Management Competences", found that the theoretical foundations of managerial competence are considered to be methodological approaches and educational principles. It has been proven that a motivational-volitional block is the most important element of the managerial competence of enterprise managers (10).

The main motivations for professional development, which motivate employees for continuous training, should also be considered. The nature of the basic methods and motivation is determined. A toolbox is provided to obtain information about the manager's level of managerial competence by functional and personal components. Organizational and educational conditions for the development of managerial competence are confirmed using forms, methods, educational tools, education, and development. It has been proven that the creation of educational and scientific environments is necessary for the development of managers' functional and personal competencies. The effective block of the model has shown the necessity of providing a diagnostic device to determine the level of managerial competence development through functional and personal components (high, medium, low) and the typology of managers to set the method of developing managerial competence (real self, temporarily competent, temporarily incompetent, incompetent).

Methods

Considering that the present study examines the effective factors and consequences of the managers' growth in the Red Crescent Society of Tehran, the study method is retrospective, decision-oriented, practical, analogical and inductive, cross-sectional, quantitative-qualitative, library-based, descriptive-correlational, and extensive in terms of the time of occurrence, the results, objectives, logic of implementation, time of research, type of data, research environment, data collection, the nature and method of study, and degree of focus on the given phenomenon, respectively.

The statistical population in the qualitative part included experts and specialists working in the Red Crescent Society of Tehran. The study samples included 20 experts who were selected using non-random purposeful sampling. The second group of the statistical population in this study included all the employees working in the Red Crescent Society of Tehran (n=257), of whom 152 people were selected using the clustered random sampling method.

The data collection tools included interviews in the qualitative part and a researcher-made questionnaire based on a five-option scale in the quantitative part. The validity of the questionnaire in terms of form and content was confirmed by several experts. Eventually, the convergent and divergent validity was confirmed by calculating the average variance extracted (AVE) and the square root of AVE, respectively.

The reliability of the questionnaire was obtained at 0.968 by calculating Cronbach's alpha for the entire questionnaire. The data were analyzed using Cronbach's alpha, AVE, matrix

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square root AVE, Kolmogorov-Smirnov, and confirmatory factor analysis using LISREL software. Based on the obtained data, the reliability of the dimensions was confirmed by Cronbach's alpha and composite reliability coefficient above 0.7 and AVE>0.5, respectively. Convergent validity was confirmed since CR>0.7; CR>AVE; AVE>0.5. Divergent validity was also confirmed since MSV<AVE and ASV<AVE.

Findings

The following table in this section presents the demographic characteristics of the study, and the study variables are assessed from the perspective of central tendency indices, dispersion indices, and distribution shape indices. In order to identify the factors affecting the managers' growth in the Red Crescent Society of Tehran, interviews with 20 experts (specialists and experts working in Tehran Red Crescent Society) were analyzed using MAXQDA software, which is a professional software for analyzing the data collected using qualitative and mixed methods. The interviews were analyzed and the components were determined after open, selective, and axial coding.

The results of the factor analysis showed that after the content analysis and interviews with the experts, the factors influencing the growth of managers in the Red Crescent Society included managerial and structural components, organizational culture, organizational training, organizational justice, organizational sociability of managers, and psychological contracts of managers with the organization. The effective factors (consequences) were categorized into five components, including employee participation, employee commitment, organization productivity, organization performance, and the manager's self-efficacy.

According to the descriptive findings of the study, 49% and 51% of the study individuals were female and male, respectively. Moreover, 23%, 41%, 27%, and 9% of these persons were less than 30 years old, 30-40 years old, 40-50 years old and older than 50 years old, respectively. In addition, 17%, 67%, and 16% of the surveyed individuals had work experience of fewer than 10 years, between 10 and 20 years, and more than 20 years, respectively.

The mean and standard deviation of all components have been determined. Based on the data in Table 1, the elongation statistic in all components is between -5 and 5, indicating that data distribution is normal and the shape of the distribution is not quite horizontal or vertical. Likewise, the skewness statistic in all components is between -3 and -2 and even between -2 and -2, suggesting that the data distribution is normal in this aspect too, and the shape of the distribution does not have positive or negative skewness.

According to the above table, considering the significance level of higher than 0.05 and the confidence level of 95%, the assumption of data normality is confirmed.

Influential factors

Based on the investigations, the relationships between the levels of the model were investigated using the structural equation model. The results are as follows:

Based on the obtained results, the factor loading is higher than 0.4 for all indicators, suggesting the strong intensity of the relationship. Moreover, a significance level higher than 1.96 indicates that all relationships are significant. Therefore, the construct validity of the study has been confirmed (Figures 1-4).

Table 1. Data related to the description of the variables in the quantitative section

Dimensions	Components	Mean	Standard deviation	Variance	skewness	Elongation
Influential factors	Managerial	3.789	0.466	0.217	0.090	-0.036
	Structural	3.836	0.471	0.222	0.099	0.510
	Organizational culture	3.806	0.549	0.301	0.063	0.873
	Organizational training	3.732	0.333	0.111	0.256	1.617
	Organizational justice	3.771	0.381	0.145	0.746	0.216
	organizational sociability of managers	3.743	0.789	0.622	0.514	0.128
	Psychological contracts of managers with the organization	3.738	0.443	0.196	0.010	0.226
Consequences	Employee's participation	3.752	0.417	0.174	0.885	1.499
	Employee's commitment	3.746	0.381	0.145	0.385	0.534
	Organization's productivity	3.800	0.336	0.113	0.246	0.016
	Organization's performance	3.775	0.400	0.160	0.847	0.215
	Manager's self-efficacy	3.759	0.371	0.138	0.563	0.215

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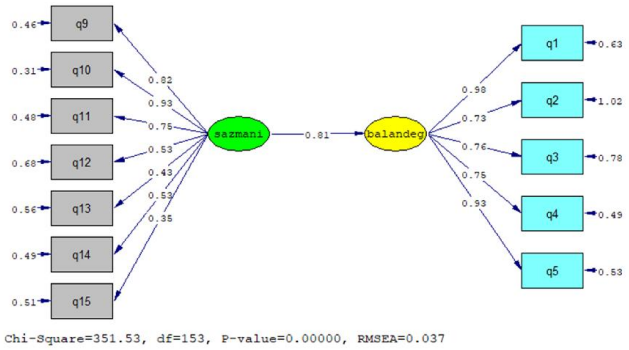


Figure 1. The main research model in the state of standard coefficients (causal conditions and the key phenomenon)

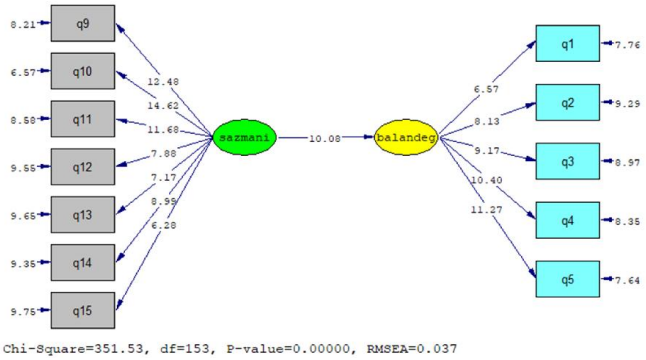


Figure 2. The main research model in the state of significant coefficients (causal conditions and the key phenomenon)

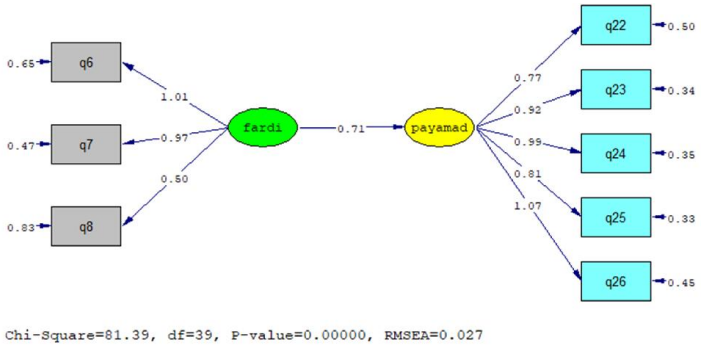


Figure 3. The main research model in the state of standard coefficients (strategies and consequences)

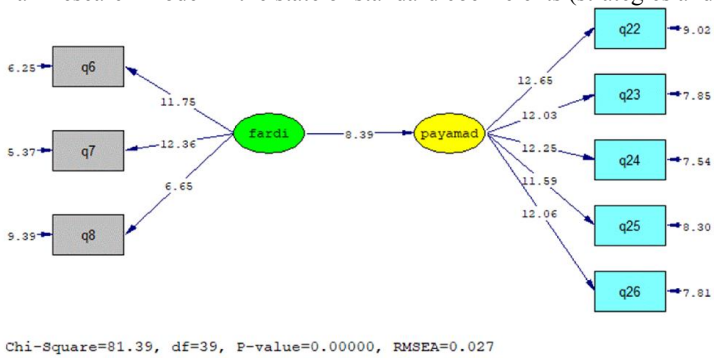


Figure 4. The main research model in the state of significant coefficients (strategies and consequences)

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Discussion and Conclusion

The current study aimed to identify the influential factors and consequences of the managers' growth in the Red Crescent Society of Tehran, through investigation, identification, and analysis of the indicators of managers' growth in the Red Crescent Society of Tehran, Iran. This study discussed the factors influencing the growth of the Red Crescent Society managers and the consequences of this growth. The dimensions of this growth were identified and the influencing factors were investigated based on reviewing theoretical foundations and interviews with the experts. Based on the obtained results, the indicators, components, and dimensions of the growth of managers in the Red Crescent Society of Tehran consisted of five components: the sense of competence, sense of independence, sense of effectiveness, sense of job meaningfulness, and sense of trust among colleagues. The current study investigated the factors influencing managers' growth in the Red Crescent Society of Tehran, Iran, and the consequences. Different dimensions of managers' growth and the influencing factors were identified based on the review of theoretical foundations and interviews with experts. Based on the study findings, the factors influencing the managers' growth in the Red Crescent Society included structural factors, psychological contracts of managers with the organization, organizational culture, organizational training, organizational sociability of managers, organizational justice, and management factors.

Eventually, based on the obtained results, the consequences of the manager's growth in the Red Crescent Society could be observed in employees' participation, employees' commitment, organization productivity, organization performance, and the manager's self-efficacy.

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Conflict of Interests

The authors declare that there is no conflict of interest in this study.

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