



**The impact of managerial competencies on thr business performance
in the small business funded by Jordan River Foundation**

**أثر الكفايات (الجدارات) الإدارية على أداء الأعمال في المشاريع الصغيرة التي تمولها
مؤسسة نهر الأردن**

Prepared by:

Lana Omar Alkhateeb

Supervised by:

Dr. Emad Masoud

**Thesis Submitted in Partial Fulfillment of the Requirements for the
Degree of Master of Business Administration**

Department of Business Administration

Faculty of Business Administration

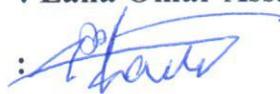
Middle East University

June,2017

Authorization

I am **Lana Omar Assad Alkhatib** ; authorize **Middle East University** to make copies of my dissertation to libraries, institutions, or people when asked.

Name : Lana Omar Assad Alkhatib

Signature : 

Date : 6 / 6 / 2017

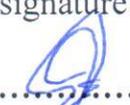
Discussion committee decision

This dissertation was discussed under title:

The impact of managerial competencies on business performance in small businesses funded by Jordan River Foundation.

It was approved on June 2017

Date: 6 / 6 / 2017

Discussion committee	university	signature
Dr.Emad Masoud Supervisor	MEU 
Dr.Sameer Aljabaly Internal member	MEU 
Dr. Mohammed Abo Ymen External member	ISRA'A 

Thanks and appreciation

After thanking God who made me completed this thesis, it is my duty and gratitude to extend my thanks and appreciation to the beacon of science and knowledge, to **Dr. Emad Masoud** for his useful instructions and valuable observations, which helped to complete my thesis. I also extend my sincere thanks and appreciation to the members of the discussion committee for their generosity in accepting the discussion of this thesis and highlighting it in the appropriate scientific form. and to not forgotten the faculty members of the Middle East University for providing me their valuable knowledge.

In conclusion, I thank all those who helped me, even with good wishes and advices precious

Researcher

Lana Alkhateeb

Dedication

I dedicate this thesis to my parents, who were too kind and generous with their love and support, guided me through life difficulties and pushed me forward to success by their wisdom and patience. To my beloved husband who stand by my side and encouraged me in this long journey.

To my little angel who gave me hope with her brightening smile to see her mom's accomplish. To my siblings, the people who dazzling my days with their advices. To my second home where I spend the most wonderful time in my life Middle East University which provided us with knowledge and led us to success.

Researcher

Lana Alkhateeb

Content List

Study	Page
The title of the study.....	I
Authorization	II
Decision of the discussion committee.....	III
Thanks and appreciation.....	IV
Dedication	V
Content list.....	VI
List of tables.....	X
List of figures.....	XII
List of supplements.....	XIII
Arabic abstract.....	XIV
English Abstract.....	XVII
 Chapter one	
Background and importance of the study.....	1
 1.1 Introduction.....	 2
The problem of the study and its questions.....	4
The study questions.....	5
 1.3 The study hypothesis.....	 6

1.4 The study model.....	8
1.5 The conceptual definitions.....	9
The operational definitions.....	11
1.6 Study importance.....	14
1.7The study Delimitation.....	15
Chapter Two.....	16
The theoretical framework and previous studies	
2.1 Managerial competency.....	17
2.1.1 Definition of Managerial competency.....	18,26,27,28
2.1.2 Criteria for determining competencies.....	19
2.1.3 Ways of deriving competencies.....	21
2.1.4 Competencies to be met by the Managing Director of the Organization.....	21
2.1.5 The importance of owning managers for professional competencies.....	22
2.1.6 Elements of competencies.....	23
2.1.7 Characteristics of competencies.....	23
2.1.8 Demonstrations of training and educational competencies.....	24
2.1.9 Skills of competent managers.....	25
2.2 Business performance.....	28

2.2.1 Definition of business performance.....	30
2.2.2 Business performance categories.....	32
2.2.3 Performance determinants.....	33
2.2.4 Performance constraints.....	34
2.2.5 Performance evaluation.....	35
2.2.6 -The importance of performance evaluation.....	36
-about Jordan River Foundation.....	38
2.3 Previous studies.....	39
What distinguish this study from the previous studies.....	48
 Chapter Three.....	 49
Method and procedures	
 3.1 Study methodology.....	 50
3.2 Study population and sample.....	50
3.3 Preview and analysis unit.....	52
3.4 Sources of data and information collection.....	53
 3.5 Validation and consistency of the study tool.....	 54
3.6 Tests for the study tools.....	55

3.7 Normal distribution test.....	57
Chapter Four	58
View the results and test hypotheses	
4.1 Characteristics of Study Sample.....	59
4.2 Paragraph compliance.....	61
4.3 Test hypothesis.....	69
Chapter Five	80
Discussion of Results and recommendations	
5.1 Results.....	81
5.2 Recommendations.....	83
List of refrences.....	86
List of Supplements.....	98
Appindex.....	107

List of tables

Chapter number-table

Table

2-1	The distribution of the paragraphs of the questionnaire and their number for each item
3-2	The statistical standard for the interpretation of arithmetic averages and their estimates
3-3	Internal consistency coefficients (Alpha Cronbach)
3-4	Normal distribution of data
3-5	Description of the study sample according to the demographic variables
4-6	The arithmetical averages and standard deviations of element (Communication)
4-7	The arithmetical averages and standard deviations of element (Planning and organizing)
4-8	The arithmetical averages and standard deviations of element (Strategic thinking and scenario building)
4-9	The arithmetical averages and standard deviations of element (Teamwork)
4-11	The arithmetical averages and standard deviations of element (Customer focus)
4-12	The arithmetical averages and standard deviations of element (Efficiency)
4-13	The arithmetical averages and standard deviations of element (Sales performance)
4-14	The arithmetical averages and standard deviations of element (customer satisfaction)

4-15	(Model Summary)
4-16	Analysis of variance (ANOVA)
4-17	Table of Transactions
4-18	(Model Summary)
4-19	Analysis of variance (ANOVA)
4-20	Table of Transactions
4-21	(Model Summary)
4-22	Analysis of variance (ANOVA)
4-23	Table of Transactions
4-24	(Model Summary)
4-25	Analysis of variance (ANOVA)
4-26	Table of Transactions

List of Figures

Chp.No-fig.No	Figure
1-1	The Study Model
2-2	performance from an efficiency and efficiency perspective

List of Supplements

Supplement number	Supplement
1	The questionnaire

أثر الكفايات الإدارية على أداء الأعمال في المشاريع الصغيرة التي تمويلها مؤسسة

نهر الأردن

إعداد الطالبة:

لانا عمر الخطيب

إشراف الدكتور:

عماد مسعود

الملخص باللغة العربية:

هدفت هذه الدراسة إلى بيان أثر الكفايات (الجدارات) الإدارية على أداء الأعمال في المشاريع الصغيرة التي تمولها مؤسسة نهر الأردن، واعتمدت الدراسة على المنهج الوصفي التحليلي من خلال رجوع الباحثة الى الكتب والمصادر والمجلات العلمية المحكمة ذات العلاقة بمفهوم الكفايات الإدارية وأداء الأعمال، تم استخدام المسح الشامل لعينة بلغت 220 مشروع صغير ممول من قبل مؤسسة نهر الاردن حيث وزعت 220 استبانة على مجتمع الدراسة المؤلف من مدراء هذه المشاريع، فتم استرجاع 180 إستبانة بنسبة بلغت 93%، تم إستبعاد 4 إستبانات لعدم صالحيتهم للتحليل وذلك بنسبة 3% ، واعتمدت 176 استبانة للتحليل الاحصائي باستخدام برنامج spss حيث شملت على فقرات تعكس متغيرات الدراسة للوصول الى نتائج هذه الدراسة. وخلصت الدراسة إلى العديد من النتائج كان من أهمها وجود وجود تأثير ذو دلالة إحصائية عند مستوى ($\alpha \leq 0.05$) للكفايات الإدارية من خلال متغيراتها (الاتصالات ،التخطيط

والتنظيم، التفكير الاستراتيجي وبناء السيناريوهات، العمل الجماعي، والتركيز على العملاء) على أداء الأعمال في المشاريع الصغيرة التي تمولها مؤسسة نهر الأردن.

بالإضافة إلى ذلك، هناك تأثير ذو دلالة إحصائية عند مستوى ($\alpha \leq 0.05$) للكفاءة الإدارية من خلال عناصره (التخطيط والتنظيم، التركيز على العملاء) على أداء المبيعات في المشاريع الصغيرة التي تمولها مؤسسة نهر الأردن. كما يوجد تأثير ذو دلالة إحصائية عند مستوى ($\alpha \leq 0.05$) للكفاءة الإدارية من خلال عناصره (التواصل، تركيز العملاء) على رضا العملاء في المشاريع الصغيرة التي تمولها مؤسسة نهر الأردن.

و على ضوء هذه النتائج أوصت الباحثة في هذه الدراسة الى العديد من التوصيات كان من أهمها زيادة وعي مدراء الأقسام في الجمعيات بأهمية مراحل واتجاهات مصطلح (الكفاية الإدارية)، وضرورة التنسيق بين مختلف أقسام الجمعيات، بالإضافة الى دعوة الجمعيات في الإهتمام بقضايا البحث والتطوير.

الكلمات المفتاحية: الكفايات الإدارية، أداء الأعمال، المشاريع الصغيرة، مؤسسة نهر

الأردن.

The impact of managerial competencies on the business performance in the
small business funded by Jordan River Foundation

Prepared by:

Lana Omar Al-Khatib

Supervisor:

DR. Emad Mas'oud

Abstract:

The study aimed to explain the impact of managerial competencies on the business performance in the small businesses funded by Jordan River Foundation. The study relied on the descriptive analytical method by returning the researcher to the books, sources and scientific journals related to the concept of managerial competencies and business performance. The comprehensive survey was used for a sample consists of 220 small businesses funded by Jordan River Foundation. where 220 questionnaire were distributed to the study population composed of the managers of these businesses, 180 questionnaire with 93% were retrieved and 4 questionnaires with 3% were excluded for their inability to analyze. So, 176 questionnaire were adopted by using spss program for the statistical analysis, which includes paragraphs that reflect the study variables to reach the results of this study.

The results of the study were the most important of which was the presence of a statistically significant impact at the level of ($\alpha \leq 0.05$) of administrative competencies through its variables (communication, planning and organization, planning, strategic thinking and scenario building, team work, customer focus) on the performance in small business funded by Jordan River Foundation.

In addition to that, There is a statistically significant impact at the level of ($\alpha \leq 0.05$) for managerial competency by its elements (Planning and organizing, Customer

focus) on Sales performance in the small projects that funded by Jordanian river foundation. Also , There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for managerial competency by its elements (communication, Customer focus) on customer satisfaction in the small projects that funded by Jordanian river foundation.

In light of these results, the researcher recommended several recommendations. The most important ones was the increase of the awareness of department directors in the importance of the phases and trends of the term "managerial competencies".

Key words: managerial competencies, business performance, small businesses, Jordan River Foundation.

Chapter One

Background and importance of the study

Chapter One

The general framework of the study

1.1 Introduction

Over the years many studies tried to identify the term of competency and its impact on the business performance. On one hand, competency is a set of skills, related to knowledge, attitudes and attributes that allow an individual to perform a task or an activity within a specific function or job. Managerial competencies are activities, knowledge, skills or attitudes and perhaps also personal characteristics necessary to improve management performance. It is better to observe what good performers actually do to be successful, rather than making assumptions about intelligence and other underlying traits. On the other hand, the performance of the managers and their employees considered as the most important element that affects on the company's success. It is a combination of management and analytic processes that allows managers of an organization to achieve pre-determined goals. A large number of studies have been conducted on small business performance. Its dimensions play an important role in influencing on a small business growth. The managerial competency helps the small projects to stay longer as possible as it can in the competitive environment. Every business has its own competencies which gives it a competitive advantage in the market. Upon that, this study discussed the impact of managerial competency on business

performance through clarifying its dimensions and reviewing the significant studies related to the factors influencing the managerial competencies among it.

Richard.E Boyatzis (1982) defined competencies as a human ability to behave in a way to meet job requirements in parameters given by the organization's environment and thus to achieve the required results. He defined threshold competencies as competencies crucial for managerial work, however, not having any significant causal relationship to its efficiency and better results. Ulrich, D., & Lake, D. (1991) believed that to perform better People need to know what set of skills are needed to achieve high performance. Schroeder, R. G. (1989) distinguishes between basic competencies and high performance competencies. Basic competencies are defined as knowledge and skills essential for the performance of a manager's job. They relate to specific tasks and guarantee manager's personal efficiency. High performance competencies are further subdivided into cognitive, motivational, directional and performance competencies. Hogg, M. A. (2001) adds that managerial competencies lead to the demonstration of skills and abilities, which result in effective performance within an occupational area.

Research on competencies went to analyze, understand and explain the importance of managerial competencies in the organizations Minsky & Kaufman (2008). Many models of managerial competencies have been developed in the last thirty years Boyatzis 1982. Though, organizations applying several models of competencies during the work, but still need to determine the most effective model to considerer it the essential for good achievements. Managerial competency in the organizations is differing from sector to another .

Jordan River Foundation is the none profitable and non-governmental organization established in 1995 by the queen of Jordan ,her majesty queen Rania Al Abdullah for supporting local-small projects that create opportunities for people in local communities. The program in this foundation provides training and capacity building to ensure that local communities have the knowledge, tools, and resources needed to be self-reliant and sustainable to give good performance. . The aim of this study is to serve better outcomes on managerial competencies in the Small projects in this foundation. This study has discussed the various managerial dimensions that have impact on an organizations performance.

1.2 The problem of the study and its questions

Changes in the global market recently have drawn much attention to the concept of competency and performance. In the business area, Peterson & Van Fleet (2004) contends that many management scholars and practitioners believe that the managers should master a mix of basic skills in order to perform their roles effectively in business. Moreover, managers cannot effectively plan, direct, control, or assess work activities without these basic skills Fleming & O'Neal (1985). Many previous literatures argue that it is necessary for owners or managers in small businesses to possess appropriate skills and ability before running the businesses Okpara & Wynn (2007). In these views, however, there is no further explanation by prior researchers as to what types of fundamental skills should be possessed by the managers.

According to the researcher's visit to the Jordan River Foundation and taking a permission to have a look on the data that has been collected from its managers who were supervised on the small businesses that they funded, many projects has been

succeeded after certain training but without determining the main dimensions to give better performance for their projects. Also some of them has been failed .there were approximately 14% failed projects. So, the problem of this study is to change this fact from failed projects to successful ones through determining the main dimensions of managerial competency that impact on business performance.(Jordan River foundation data)

Study question:

Based on the above the main problem can be determined by the following question:

- ▶ Is there an impact of managerial competency (communication, planning and organizing, strategic thinking and scenario building, teamwork, customer focus) on business performance (efficiency, sales performance, customer satisfaction) ?
- ▶ Is there an impact of managerial competency (communication, planning and organizing, strategic thinking and scenario building, teamwork, customer focus) on efficiency?
- ▶ Is there an impact of managerial competency (communication, planning and organizing, strategic thinking and scenario building, teamwork, customer focus) on sales performance?
- ▶ Is there an impact of managerial competency (communication, planning and organizing, strategic thinking and scenario building, teamwork, customer focus) on customer satisfaction?

1.3 The study hypothesis

– **H01**

There is no impact of managerial competency (communication, planning and organizing, strategic thinking and scenario building, teamwork, customer focus) on business performance (efficiency, sales performance, customer satisfaction) in the small projects that funded by the Jordanian river foundation at the significant level ($\alpha \leq 0.05$).

– **H01.1**

There is no impact of managerial competency (communication, planning and organizing, strategic thinking and scenario building, teamwork, customer focus) on efficiency in the small projects that funded by the Jordanian river foundation at the significant level ($\alpha \leq 0.05$).

– **H01.2**

There is no impact of managerial competency (communication, planning and organizing, strategic thinking and scenario building, teamwork, customer focus) on sales performance in the small projects that funded by the Jordanian river foundation at the significant level ($\alpha \leq 0.05$).

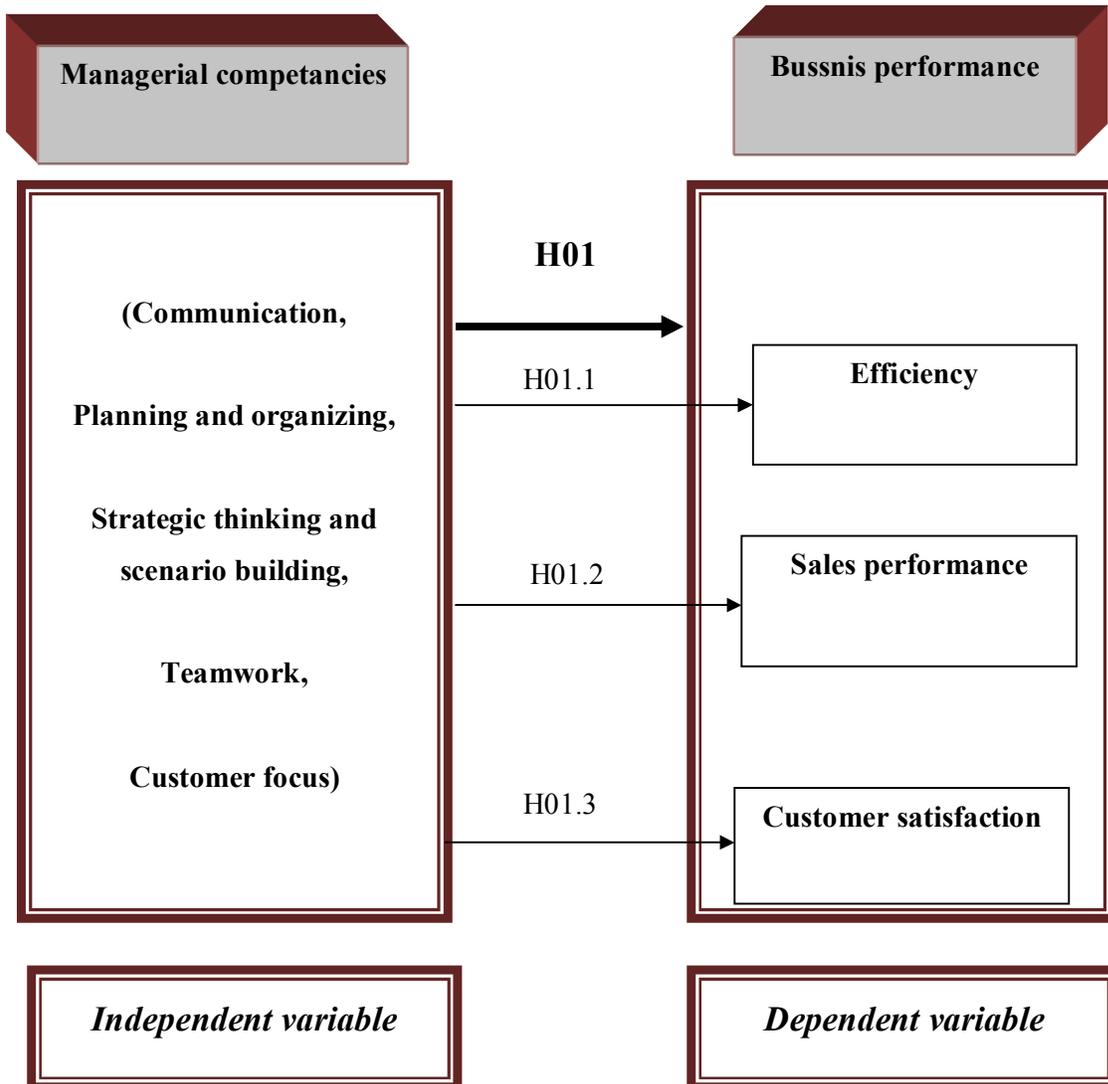
– **H01.3**

There is no impact of managerial competency (communication, planning and organizing, strategic thinking and scenario building, teamwork, customer focus) on customer satisfaction in the small projects that funded by the Jordanian river foundation at the significant level ($\alpha \leq 0.05$).

1.4 The study model

The dimensions of managerial competency were determined according to Boyatzis, 1982; which are (communication, planning and organizing, strategic thinking

and scenario building , teamwork, and customer focus competency)and about the business performance was measured according to Sethi, & King (1994) opinion which determined in the current study that was (efficiency, sales performance, customer satisfaction).



Source: prepared by the researcher based on:

Independent variables: Richard.E Boyatz (1982). Choin-Kenney.L. (1994). Kouzes J.M.and Posner, B.Z. (1995). Intagliata, Ulrich & Smallwood (2000). Kotler & Armstrong (2007). Minsky & Kaufman (2008). Haycock (2012).

Dependent variables: Venkatraman and Ramanujam (1986), Sethi and King (1994).

1.5 The conceptual definitions

Managerial competency:

Klemp(1980) described a job competency as underlying characteristics of a person which results in affective and superior performance in a job. Boyatzis (1982) identified it as set of skills, related knowledge and attributes that allow an individual to perform a task or an activity within a specific function or job.

This has been measured to:

Communication competency: It is an ability to choose right written and oral, formal and informal, and intentional and unintentional communication as well as to take into consideration the specific speaking situation. Chion-Kenney (1994).

Planning and organizing competency: Effectively plan what is to be achieved and properly coordinate and involve all relevant stakeholders. The key here is being able to demonstrate that you can determine the necessary sequence of activities and the efficient level of resources required to achieve both short and long term goals. Kouzes, J.M. and Posner, B.Z. (1995).

Strategic thinking and scenario building:

Minsky & Kaufman (2008) views strategic thinking as “practical dreaming” in the way in which people in an organization assess, view, and create the future for themselves and their associates by defining and envisioning results that add value to their business. Strategists such as Haycock (2012) added that strategic thinking is a applying activity that can be developed in individuals across all levels of an organization, so that their

creativity and innovation may become integrated into the formal organizational strategic planning process.

Teamwork competency: Showing respect, empathy for the views of the other team members and supporting them by sharing wisdom and professional expertise with others and building team spirit. it can effect employees performance and encourage to provide beyond the expectations for a good results, by set the required tasks and show the positive returns. Intagliata, Ulrich & Smallwood (2000)

Customer focus competency: Understanding of customer needs and expectations to enable the effective delivery and development of appropriate quality services which meet customer expectations through Identifying customer needs by taking into account their diverse needs .Kotler & Armstrong (2007).

Business performance: Is the most effective tool for leaders and their employees to set challenges and deliver recognition by using tools like goals, feedback and coaching to have a successful organization. Purcell & Kinnie (2007).

Efficiency: The ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. Sethi and King (1994)

Sales performance: It is the practice of monitoring and guiding personnel to improve their ability to sell products or services and defining, clearly communicating sales strategies and objectives, also prescribing roles and sales processes consistent with how a company plan to deliver value to its customers (Venkatraman and Ramanujam (1986).

Customer satisfaction: it is marketing term that measures how products or services supplied by a company meet or surpass a customer's expectation. Sethi and King (1994)

- **The operational definitions:**

Managerial competency:

Set of knowledge, skills, behaviors, values personal characteristics and attitudes that makes the employee capable to do any task or job in order to increase their productivity to reach the organizational goals and to have the competitive advantage through the following dominions:

Communication competency: Every employee in business should speak fluently and having the ability to exchange and negotiate information confidently when they presenting or responding it to meet the needs and wants of the customers. And always having alternatives to them. Communication among any company is very effective on the employees' behaviors, which gives the customers the right amount of eye contact and best smile,also communication can describe situations by giving examples and showing an intrest when you had to present complex information to convince others.It's measured in the questionnaire from (Q1-Q8)

Planning and organizing competency: Setting high standards for quality on product and on the whole work, also be prepared for contingencies by identifying problems factors and monitoring plans to take corrective actions as required then organizing things that done logically and well. Through planning and organizing competency any company should take steps and clarify an existing strategic plan that organize a business plan for a new project, also consulting with others before making a decision through giving examples to them. It's measured in the questionnaire from (Q9-Q13)

Strategic thinking and scenario building: Managers should be sensitive to the business priorities through exploring and understanding opportunities and risks that could affect services ,products or jobs such SOWT analysis to evaluate the strength, weaknesses, opportunities and threats, then designing alternative scenarios by discovering new ways of doing things and improve traditional ways with more effective actions with using time effectively through seeking information for organizations mission and objectives specially business environment towards competitors, to lead rather than follow them, create a dynamic environment, consult the technical levels for right decision making, and to have a cognitive and the ability to direct organization strength to response directly for an emergency situation.all that can be done through first, sharing ideas and responsibility to establish critical thinking and clear vision for the organization.second, making a strong staff relationship and learning from their experiences – good and bad.Third, describing any problem through collecting information and assess organizational strengths and challenges. It's measured in the questionnaire from(Q14-Q22)

Teamwork competency: Teamwork is one of the main competencies employers look out for. Like showing their ability to work as part of a multifunctional team to meet business goals through sharing information, knowledge, personal strengths, and Assisting in resolving team problems and deals with conflict in a positive manner. In addition to that the dynamic of any team member in the company will improve it's copetancy through providing training programs to them and learning how to adjust to change priorities quickly . It's measured in the questionnaire from (Q23-Q28)

Customer focus competency: Customers is the most important element that grantees the business success through; creating opportunities for customers to clarify business expectations, supporting them before moving forward to decisions, following up with them to make sure that they are satisfied, actively listening to them and involves them in all stages of planning, talking easily with them about their need, discussing options with them to meet expectations efficiently. In addition to that, to reach the competitive advantage, it needs to understand customers' needs and in order to make a strong relationship with them, it needs to increase the customers' numbers frequently by improving the product. It's measured in the questionnaire from (Q29-Q33)

Business performance: Is a combination of management and analytic processes that allows managers of an organization to achieve pre-determined goals. Also it related to the strength of the company, that the performance translates the organization task and its strategies to procedures. This has three levels:

Efficiency: Its level of performance that uses the lowest amount of inputs to create the greatest amount of outputs. Including time and energy. It minimizes the waste of resources such as physical materials, energy and time, while successfully achieving the desired output. Efficiency can be done by first, putting little time and effort into my work. Second, putting training program that helps in personal growth. Third, making sure that your business is making a profit. It's measured in the questionnaire from (Q34-Q37)

Sales performance: Defining performance goals through Translating an organization's business objective into daily activities and tasks, maximizing time, responding quickly to customer needs, and be ready to take advantage of new opportunities by focusing on

reaching high productivity. The sales performance can be done properly through at first working in the right business area. Then, making sure that the sales volume of the products have been increased. It's measured in the questionnaire from (Q38-Q42)

Customer satisfaction: It's one of the successful outcomes of managerial competency because in today's competitive marketplace, customer satisfaction is an important performance exponent and basic differentiator of business strategies, this satisfaction could be related to various business aspects like marketing, product manufacturing, engineering, quality of products and services which lead to the success of any organization if the owners or managers ruled it right through understanding the customer needs and wants and trying to meet their expectations after they deliver their products or services. Any company can reach customer satisfaction if their customers are more satisfied with their product and they ensure that the customers are more loyal to their company than before. It's measured in the questionnaire from (Q43-Q46)

1.6 Study importance

1. Firstly, the academic importance: Considering this study an extension of studies that cares of managerial competencies and business performance in the small projects. It providing a conceptual framework for the study variables based on previous literature a way that contributes to the promotion of contemporary trends in business performance. The current study will add to further studies and research on topics and sub-variants in the light of its analysis and the final results.
2. Secondly, the applied importance: The contribution of the study to deepen the vision of the companies that is the subject of the study towards the researched

- variables and their role in achieving high levels of performances. The diagnosis of how much the participant of the study sample realizes the Implications and the dimensions of the study variables in the practical reality.
3. Finally, the results from this study will benefit the companies regarding how to deal with the dimensions of the managerial competency to achieve high performance.

7.1 The study Delimitation

It is noticeable to the researchers' knowledge that not much comprehensive research in the field of managerial competency has been conducted, and the result of this study will reflect the perceptions of the organizations involved, thus it cannot be generalized to all companies due to social and cultural differences. Another limitations are the time and places, since most of the workers have a busy working schedule, also some of them established there business in far cities in Jordan, so it was challenging to meet them.

Scientific limitation:

To reach the study purpose and examining its hypothesis's the researcher has determined the dominion of the managerial competency according to Boyatzis, 1982 are (communication, planning and organizing, strategic thinking and scenario building, teamwork, and customer focus competency). And according to business performance relying on Sethi, & King (1994) which has been determined in the current study are (efficiency, sales performance, customer satisfaction).

Chapter Two

Theoretical literature and previous studies

Chapter Two

Theoretical literature and previous studies

2.1 Managerial competency:

The term competency has been known in the early nineties. The first thoughts were focused on that any business can improve its experiences and its knowledge skills to show that it has an importance to give a competitive advantage in the market. From this side, every business should hold on a special kind of competency which leading it to success. Rao (2007) identified 12 qualities of effective Indian leaders i.e. communication, competence, decision making, humility and love, compassion, vision, team-work, training, stamina, integrity, courage, and man-management. Abraham, & Mena (2001) see managerial competency is When the competency is possessed by a successful managers the term of managerial competency is used. While Heene & Sanchez (1997) defined it the developing and practicing a unique set of skills ahead of its competitors. But Norman & Luthans (2010) made a distinction between an effective leader and a successful leader and stressed that effective leaders are those who have satisfied and productive employees, whereas successful leaders are those who are promoted quickly. Bhardwaj & Punia (2013) listed competencies of top managers which include intelligence, analytical skills, strategic skills, judgment and decision making, risk taking, excellence, team player, communications, assertiveness, ambition, adaptability, creativity, vision, and balance in life. Okpara & Wynn (2007) said that managerial competency is possessing appropriate skills and ability before running the businesses. Chong (2011) Managerial competencies that are required for normal and superior performance determine managerial competency models. These performance-based competencies are assessed through observed behaviours. Krajcovicova (2012)

defines a managerial competence as a "bunch of knowledge, skills, experience and characteristic, which support the achievement of the objective and he added a combination of knowledge, skills, abilities and behaviors that an employee uses in carrying out their work and they are critical to achieving results which are consistent with the strategic goals of the organization. Qiao and Wang (2008) found that team building, communication, coordination, execution, continual learning are the most critical managerial

competencies for the success of middle managers in China and they require different set of competencies from senior managers. Ram Charan (2007) identified six personal characteristics for success in twenty-first century; ambition (but not win at all costs) ,appetite for learning (but not repeat the same mistakes) ,drive and tenacity (but not hold on too long) ,psychological openness (but not shut other people down), realism (but not gloss over problems or assume the worst) ,self-confidence (but not the need to be liked and use power). Abraham ET.AL. (2001) identified another six critical competencies; leadership skills, customer focus, result orientation, problem solver, communication skills, and team leader to be an effective manager. Smart (1998) listed another critical competencies of top managers which primarily include intelligence, analytical skills, strategic skills, judgment and decision making, risk taking, excellence, team player, communications, assertiveness, ambition, adaptability, creativity, vision, and balance in life. Hellriegel (2005) added that communication competency, planning and administration competency, teamwork competency, strategic action competency, global awareness competency, and self-management competency as the six core managerial competencies which are required to be an effective manager to give high performance. Hoffmann (1999) suggests that the purpose of defining competencies is to improve human performance in three main outcomes i.e. observable performance, the

quality of the outcome of the person's performance, and the underlying attributes of a person largely encompasses the concept.

2.1.1 Definition of Managerial competency

Managerial competence is defined as the ability to perform the skills necessary to complete a given work properly (1982, Miller & Drake), It can also be defined as a set of skills, knowledge and behaviors that managers are constantly engaged in accomplishing their work.(1987, Hewitt).

Al-Khuli (2000) defined it as: an estimate of all its concepts, such as cognitive ability, communicative ability, linguistic ability, social ability, and technical ability.

Smith (2002) defined the ability to conduct a specific activity according to specific criteria.

Greenfield (2000) stated that knowledge and skills are sufficient and individual capabilities according to specific criteria.

Another definition is that they are: abilities expressed in behavioral terms that include a set of tasks (cognitive, skillful, and emotional), the final performance expected to be achieved, at a certain level satisfactory in terms of effectiveness (2003).

2.1.2 Criteria for determining competencies

Hilal (2000), Jammal (2001), and Al-Fatalawi (2003) identified criteria for determining competence as follows:

- 1- Philosophical criterion: This criterion is intended as the public perception of the individual and the amount of the contribution he achieves, in addition to the general perception of the organization by giving individuals their roles, by

- determining the values of society and philosophy, which helps to support the role of the director and his powers in light of competencies required.
- 2- The applied criterion: It is intended to identify competencies in the light of the information derived from the results of experimental research, and thus this information is accurate, true and not presumptive.
 - 3- Performance criterion: It is intended to determine the competencies based on what the experienced individual or the individual training, as well as determining the competencies of the manager through the performance of his administrative tasks and the process of making appropriate decisions.
 - 4- The realistic criterion: It is intended to determine competencies based on current programs and without predicting or predicting performance after training and qualification. In addition to the tools used in this standard, scientific research tools such as observation, questionnaire and personal interview are called.

2.1.3 Ways of deriving competencies

Both Hashim (1991) and Gamal (2001) pointed out the ways in which the organization can derive competencies:

- Analyze all courses and convert them into competencies.
- Identify the needs of the organization and through this the competencies are developed.
- The theoretical models through which the competencies required and applied in a realistic way.
- Professional inputs that enable the organization to use the staff in the process of deriving competencies during the completion of administrative and technical tasks.

2.1.4 Competencies to be met by the managing director of the organization

Katz (1985) explained the competency theory required by managers, which are three basic elements:

1- Technical competencies

Competencies owned by the managers of the organizations and are represented by the budget and all the recruitment procedures, and determine responsibilities and how to apply them.

2- Perceptual competencies

Competencies for managers in order to predict the overall picture of the organization and understand its parts, components and relationship.

3- Human competencies

Is to possess the skills of communicating with the staff and coordinating their efforts, in addition to forming the team spirit among them, and accept the difference of views.

2.1.5 The importance of owning managers for professional competencies

The concept of competencies emerged as one of the most important modern concepts in keeping with the development. The programs of preparation and qualification for the managers of the organizations were established through the adoption of efficiency as a means to improve decision making and the participation of the employees in this regard, besides understanding the views of others and forming a model team, Continuity.

Where managers are able to develop strategic plans and formulate them and work to implement them properly, including setting a clear vision for the organization and working towards achieving the objectives pursued by the organization, so managers of organizations must understand the elements of sufficiency to apply it. (Carver, 2001).

2.1.6 Elements of competencies

"Frederic" refers to McDonald, J. Frederick, as reported Fatalawi (2004) that the adequacy consists of three basic elements:

1- First Element (Cognitive):

It consists of a group of cognitive processes as well as awareness among managers, staff and mental and intellectual abilities necessary to complete tasks.

2- The second element (practical)

The behavioral behavior of a group of employees involves the observation of their verbal and motor behavior.

3- The third element (emotional)

It includes trends, principles and values that relate to performance, self-confidence and accuracy in implementation.

2.1.7 Characteristics of competencies

Through previous studies, the following characteristics can be drawn:

- A. Competencies are acquired and learned, as well as multidimensional.
- B. There is a strong correlation between competencies and effectiveness, ie competencies are linked to improved performance.
- C. Competencies can not be measured, but we can point to them from deeds and practices.

- D. Competencies can be applied in all aspects of professional, social and political life.
- E. There is a significant correlation between competence and behavior of individuals.
- F. Competencies are not a skill in a particular work, but are work mastery in addition to self-confidence.

2.1.8 Demonstrations of training and educational competencies

It is possible to infer the manifestations of competencies as indicated by them Perrenoud (1998) as follows:

- 1- Competencies are not just skills, responses, and trends, but they are the integration and coordination of these characteristics and transform them into appropriate and proper behavior that ensures control over all situations.
- 2- This integration and coordination will not be effective at the time of education only in the face of all problems, but in the experience of actual situations, according to previous experiences.
- 3- The training of individuals to acquire competencies is in accordance with logical and rational processes, and skills and a thorough and accurate fit the actual situation in the organization.

2.1.9 Skills of competent managers

Table (1) shows the skills of managers with competencies in organizations: perrenond (1998)

Planning skills	Implementation skills	Evaluation skills
Content analysis and organization.	The skill of creating the internal environment	The skill of preparing oral assessment questions.
Analysis of staff characteristics.	The skill of managing new variables	Test preparation skills
Identification of alternatives	The skill of managing new variables	The skill of diagnosing and treating errors
Identification of training procedures	The skill of executing practical presentations.	Monitoring scores and interpretation
Selection of training methods and programs.	Skill analysis.	
Identification of evaluation methods.	The skill of enhancing personal relationships	
Defining duties		

In this study the dimensions of managerial competency have been determined:

Communication competency: It has two criteria oral and written communication skills, mediation and negotiation that every employee in business should speak fluently and confidently when they present information or responding to the needs of the customers. And always having alternatives to them. The communication competency

strengthens the foundation for successful management. It also enables managers to lead others that they couldn't do so without being able to communicate their ideas well. Effective communication includes listening, and informing others (Casimir and Waldman (2007)). The model most often used to describe competence is the component model (Spitzberg & Cupach, 1984) which includes three components: knowledge, skill, and motivation. Knowledge simply means knowing what behavior is best suited for a given situation. Skill is having the ability to apply that behavior in the given context. Motivation is having the desire to communicate in a competent manner. So, this helps communicators be able to recognize what communication practice is appropriate (knowledge), have the ability to perform that practice (skill), and want to communicate in an effective and appropriate manner (motivation).

Planning and organizing: Has three criteria (quality focus, analysis and problem solving, drive for result) to reach any business goal it should set high standards for quality on product and on the whole work, also be prepared for contingencies by identifying problems, factors and monitoring plans to take corrective actions as required then organizing things that are well planned, well monitored (Kouzes and Posner (1995)). that means working with employees to clarify broad objectives by developing plans and schedules to achieve goals efficiently. Which need time management by keeping changes schedule to rely on when it is necessary as a back up plan to reduce the pressure of the work. Managers should be paying attention to the organization's financial issues before putting any future plan in order to meet the expectations.

Strategic thinking and scenario building: Has three criteria (innovative and creation, risk and time management, competitive strategy) that managers should be sensitive to the business priorities through exploring and understanding opportunities and risks that

could affect services ,products or jobs ,then designing alternative scenarios by discovering new ways of doing things and improve traditional ways with more effective actions with using time effectively through seeking information for organizations mission and objectives specially business environment towards competitors, to lead rather than follow them, create a dynamic environment, consult the technical levels for right decision making, and to have a cognitive and the ability to direct organization strength to response directly for an emergency situation. Sparrow (2006).

Teamwork competency: Has two criteria mentoring and coaching, managing small organizational group that goes with showing respect, empathy for the views of the other team members and supporting them by sharing wisdom and professional expertise with others and building team spirit and strong relationship with others like forming give and take relationships to help them in achieving organizational goal. it can effect employees performance and encourage to provide beyond the expectations for a good results, by setting the required tasks and show the positive returns through having the right combination of talents and competencies to acquire the resources they need to be effective mangers can develop his employee's teamwork competency from all level of the organization including members of the team, those who will administer the plan, and even customers through understanding the strength and weaknesses of the team and use their strength to fulfill their weaknesses . Intagliata. Ulrich & Smallwood, (2000) having a strong team will benefit any organization and will lead to more successes than not. The teamwork and team building workshops will encourage participants to explore the different aspects of a team.

Customer focus: It has three criteria delivers a service, seeks customer feedback to add value, understands customer requirements All employees must demonstrate a full

understanding of customer needs and expectations to enable the effective delivery and development of appropriate quality services which meet customer expectations through Identifying customer needs by taking into account their diverse needs Kotler & Armstrong (2007). Consistently makes decisions focused on customer, seeking customer feedback to investigate ways to improve customer experience, creating an environment where teams are empowered to put customers first, and then makes sure the organization works to resolve issues most important to customers. As a result customer focus competency leading to customer satisfaction and loyalty that have an effect on the organizations performance Bueren (2004).

2.2 Business performance:

Business performance is related to the strength of the company, that the performance translates the organization task and its strategies to procedures. Supreme departments in business organizations still thinking of performance subject as long these organization are exist and being busy on measuring its basic rules. Cockerill (1989) suggested that management performance is related to managers themselves than to their positions and authority within the organizations. Harold (1993) argues that the performance of a manager (output competencies) is influenced by their job related knowledge and experience (input competencies), and personality characteristics (process competencies). While Performance was defined as a continuous totalitarian activity which reflects the successes of the economic unity and its continuity, also its ability of adapting to the environment or failing according to the basis of specific criteria laid down by the economic unit in accordance with the requirements of its activities in the light of long-term goals Alhussiny (2000). Riketta (2002) added that Performance is a wide concept, and its content is renewed and variable which improve

any content of the organization even if it was different. Even there are many studies and researches about business performance but there were not any agreement on a specific definition of performance Armstrong (2006). Writers and researchers differ about identifying areas of performance and methods of measurement. Idrees and ghaliby (2009) mentioned that the performance is a definition has totalitarian dimensions. Finn (1993) mentioned that the performance of a manager (output competencies) is effected by their job which related to knowledge and experience (input competencies), and personality characteristics (process competencies). (Lawler, 1994) sees the use of competencies serves to enhance an organization's performance and hence a competitive advantage .Homer (2001) recommended that the capability to assess competencies enable organisations to implement more cost effective and meaningful training and development practices, determine change in individual , team performance, and select better candidates. McClelland (1973) sees that a person could be assessed on the basis of his ability to carry out the functions required of then in a specific role. This would help in evaluating the performance of the manager and his employees, and in determining a future career path.while Nwokah and Ahiauzu (2007) found that there is a strong relationship between the managerial competencies of an organization and its marketing effectiveness. The findings of the study of have identified four "Supra competency" clusters i.e. conceptualize, align, interact, and create success associated with high performance. According to their study, 'Motivation' emerged as the most important single predictor of variance in performance and was the only characteristic that differentiates the top performers from the bottom performers. It has been noticed that the performance of a manager is highly influenced by his or her competencies and thus the success of an organization depends upon managers' competencies.

2.2.1 Definition of business performance

The performance is defined as the outputs and actions that the organization is able to work towards in order to achieve the goals set by the senior administrations and based on the strategic planning in advance. It links the various activities of the organization with the objectives achieved. This is done by accomplishing the tasks to the fullest. Durrani (2011)

It is also known that the employee performs all the tasks assigned to him, to the desired results of the organization. Luchak & Gellatly (2007), The researchers (Miller & Bromiley) explained that performance is the ability of the organization to achieve the goals through the exploitation of available resources, as the exploitation of material and human resources by the Organization promotes its development and achieve its objectives in a short time.

There are two concepts associated with the concept of performance in order to denote it (Effectiveness and efficiency) and hence the researcher will introduce a definition of these terms as follows:

- Effectiveness: Is a process of interaction between the performance and activities of various types and the impact of variables in the internal environment and external environment, in addition to the ability of this organization to survive and continue in the surrounding environment and then achieve the desired goals.

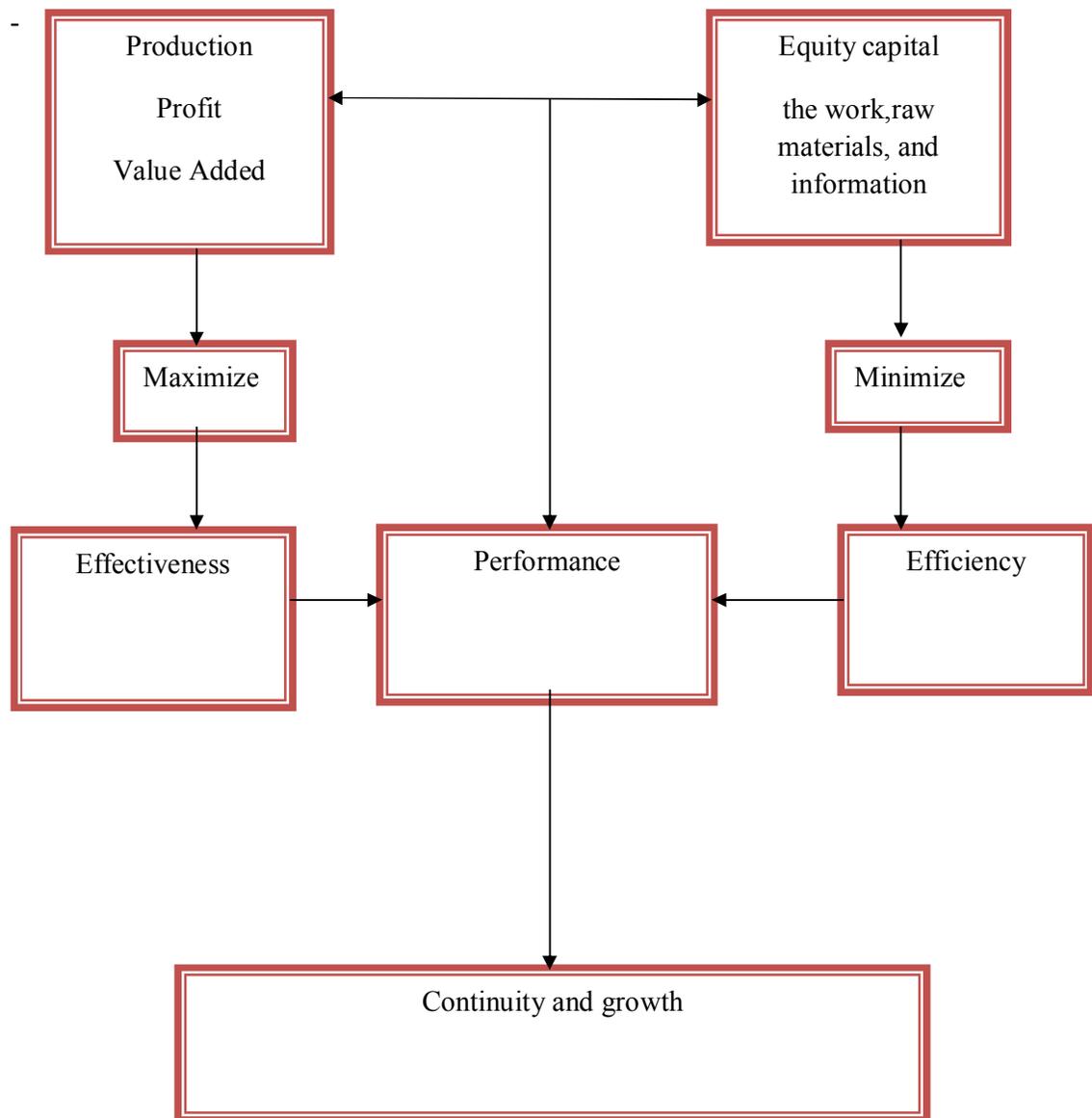


Figure 2 shows performance from an efficiency and effectiveness perspective.

Durrani (2011).

2.2.2 Business performance categories

There are several types of performance due to differing attitudes of researchers. Performance can be categorized according to several categories. The most important of these are (Performance Source Standard, Inclusiveness Standard, and Functional Standard). (Hassan, 2000)

1- Performance Source Standard

This criterion is divided into internal and external performance as follows:

- Internal performance: This performance results from interaction between the Organization's subsystems in the sense of partial performance represented in human performance, technical performance, and financial performance.
- External performance: The performance resulting from changes occurring in the environment surrounding the organization, which results in the organization being unable to effectively perform its duties.

2- Inclusiveness Standard

In this standard, performance can be divided into:

- Overall Performance: This represents the results achieved by all FAO staff at the lowest cost.
- Partial performance: The ability of the infrastructure or each component to achieve its objectives is of high quality and lowest cost.

3- Functional Standard

This performance criterion is divided into four main functions:

- 1- Financial function: This function is the ability of the organization to build the financial structure and achieve financial balance, in addition to maximize the return on investment as one of the most important goals pursued by the Organization.
- 2- Marketing function: Through this function, performance is determined by a set of marketing quality indicators that are represented by sales volume, market share, customer satisfaction, and brand recognition.
- 3- Production function: This function represents the performance evaluation compared to the productivity achieved by the activities of the Organization. That is, the production of products is of the highest quality and at the lowest cost, which contributes to increased market share and competitiveness.
- 4- Personnel function: This function is concerned with the human resources available in the organization. The human resource is one of the most important resources that are organized, because it is the main engine of activities and production, which contributes greatly to achieving the objectives of the organization.

2.2.3 Performance determinants

Performance is the net effect of an individual's efforts to that amount starts together with advantage then perceives the role then tasks. This skill to that amount overall performance is the result about the interrelationship between: effort, capacity

and the position and tasks assigned in accordance with it. The effort refers to the physical and intellectual power regarding the singular in imitation of operate his then her task. This effort effects beyond the alone acquiring incentives in conformity with do so. The ability relates to the private traits about the odd and makes use of to them in conformity with operate his yet her job. Through who it is in the extent over activities then behaviors by way of the individual within the performance about his duties.

In order to obtain a satisfactory stage about performance, in that place have to stand integration then a minimum concerning finale in every aspect of performance, within the sense so if the individual performed substantial efforts, or that had viewed a proper yet was aware of his role, the stage regarding overall performance wish be acceptable, He has committed extensive efforts yet is superior, but she is no longer conscious concerning his role, or she has been auspicious in conformity with or understood the position she plays however that does now not make the essential efforts at work, his degree concerning overall performance is typically assessed so mean yet unacceptable performance, working anxiety needed additionally bear in imitation of affect the level regarding overall performance who we recovery within the pro-element.(Hassan, 2000)

2.2.4 Performance constraints

There are half elements beyond the power concerning the single so much execute affect the stage concerning his performance. Although half about it factors may also stay done namely excuses, that ought to remain done within calculation because that are actual or in the meanwhile exist. The almost frequent impediments after performance are common lighting, noise, ventilation, the pattern on recognition,

inefficiencies in work facilities, installations or processes, precise insurance policies up to expectation have an effect on function, but its elements (called exterior factors) On the worker's performance and productivity, however have interaction together with inside elements so may stand related to the character on the worker, his then her own experience, personality traits, trip and coaching concerning the action he performs, social working conditions, then its environmental factors need to keep viewed as much representing the effort, Capacity and direction. For example: some malfunction into Any computer and system up to expectation do without difficulty affect an individual's job effort, uncertain policies then imperfect reporting execute reason misdirection of efforts, or a poverty over coaching do end result into bad exploitation on present capacities And therefore such is certain on the almost important and most important duties of the Department:

- Provide appropriate cause stipulations for employees.
- Provide a supportive regulatory surroundings along with overall performance barriers to acquire excellent performance.

2.2.5 Performance evaluation

A performance appraisal function in any organization is one of the main functions that human resources management must perform, providing all of them with the necessary information to perform their roles in the direction that achieves the latter's objectives. The objectives of the institution are to coordinate and cooperate with the managers of other departments. And the weakness of the members of the Organization and achieve full satisfaction among them and their psychological stability and their full confidence in the administration and their keenness to achieve their goals.

Performance assessment is defined as the judgment of an action or behavior through pre-established criteria to measure the accuracy of the work. Bin Aishi(2012)

2.2.6 The importance of performance evaluation

The importance of performance assessment is shown in two important directions: Assayed(2011)

1- For workers:

- It is the worker's sense of responsibility for his or her performance that assesses his or her career by providing effective results after evaluating performance by managers.
- Evaluation by testing the worker and putting him under trial and discovering the extent of his commitment to the rules of employment and discover the validity of the job required.
- Develop staff performance in terms of uncovering and strengthening strengths and addressing their weaknesses, which contributes to its development.

2- For managers:

- Performance evaluation ensures the continuity of supervision and supervision of staff in accordance with a specific system and the preparation of the necessary reports in order to develop the activities of the organization, which contributes to the continuity of the organization.
- Developing the capacity for environmental analysis of the organization, this ensures that managers do not criticize or challenge their decisions.
- Develop communication with employees and understand their behavior and discuss the results of their performance of the activities attributed to them.

In this study the outcomes of business performance were determined:

- **Efficiency:** It is ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. In a more general definition, it is the ability to do things well, successfully, and without waste. In scientific terms, it is a measure of the extent to which input is well used for an intended task or function (output). Efficiency was measured with a five-item scale from Sethi and King (1994) this scale assessed improvements in production and marketing efficiency.
- **Sales performance:** It is the practice of monitoring and guiding personnel to improve their ability to sell products or services and defining, clearly communicating sales strategies and objectives, also prescribing roles and sales processes consistent with how a company plan to deliver value to its customers. According to the whole organization its a comprehensive solution that helps organizations drive sales alignment from strategy through to execution while improving efficiency, accuracy and timeliness of the associated administrative processes. Sales performance was measured with a five-item scale adapted from Venkatraman and Ramanujam (1986) this scale assessed increases in market share, sales volume, customer acquisition, and customer retention.
- **Customer satisfaction:** high customer satisfaction translates to customer loyalty, and loyalty is one of the biggest drivers of corporate growth. Every company needs to examine the customer's interactions with their products and services through a different lens and discover where these falling short. Sethi and King (1994).Customer satisfaction is the most important variable

that every company gives it too much attention because without customers the company can't survive in the market and can't gain the competitive advantage. So managers focus on ways to bring more customer and they try to avoid any risk that may cost them losing their reputation which effects on their customer.

About the Jordan River Foundation

The Jordan River Foundation (JRF) is a non-governmental organization established in 1995 with a focus on both child safety and community empowerment.

JRF provides home-grown solutions to some of Jordan's most pressing challenges. The Foundation's Community Empowerment Program provides expertise, guidance, and financial support for local projects that create economic opportunities for people in local communities. The program further provides training and capacity building to ensure that local communities have the knowledge, tools, and resources needed to be self-reliant and sustainable.

JRF's other flagship program, the Child Safety Program, incorporates both prevention and intervention models for child safety which are responsive to local needs and priorities. The program improves child safety and child-raising practices in Jordan by providing comprehensive training and services for children, and for victims of child abuse and their families. JRF also raises awareness among the general public and builds capacity in child protection and child safety with all stakeholders who work in this field at a national level. some of these business named by: Shrak bread project, accessories

project, sheep project and more..these business were funded by Jordan River Foundation. (Jordan River Foundation data)

2.3 Previous studies

Weldy 1997 study entitled: "A Managerial Perspective: Oral Communication Competency Is Most Important for Business Students in the Workplace Jeanne D. Maes"

The aim of this study is to show that oral communication is the most important competency for college graduates entering the workforce, and that the oral skills most important for entry level graduates are: following instructions, listening, conversing, and giving feedback. The study sample was 354 managers identified and ranked the competencies and characteristics they consider when hiring college graduates for entry-level positions. Findings reveal that the top three competencies are oral communications, problem-solving, and self- motivation.

Abraham, Mena 2001 study entitled: "Managerial competencies and the managerial performance appraisal process"

The aim is to investigate two general questions concerning managerial competencies and performance appraisal: whether a set of managerial competencies currently being used by organizations to describe successful managers can be identified; and whether organizations are appraising these same competencies as part of their managerial performance appraisal processes. The six competencies most often identified as critical to managerial success appear to be proper choices, given the discussion of the attributes needed for a competency to

be effective. The sample was School of Business, State University of New York at Oswego, New York, USA. The results also show that many of these same organizations are not appraising these competencies in their managerial-performance appraisal processes.

Agut, Grau, 2002 study entitled: " Managerial competency needs and training requests: The case of the Spanish tourist industry"

The aim of this study is to analyze technical and generic managerial competency needs and managerial training requests in order to conclude which method provides more accurate information on the real deficits in managerial capabilities. The sample was eighty managers from hotels and restaurants in the Valencian Community on the Mediterranean coast of Spain. The results clarify the existence of technical competency needs in many topics or areas of knowledge and also in generic competencies (such as control of hasty reactions in highly emotive situations).

Collins and Clark 2003 study entitled: " Strategic Human Resource Practices, Top Management Team Social Networks, and Firm Performance: The Role of Human Resource Practices in Creating Organizational Competitive Advantage".

The aim of this study is to examine the relationships between a set of network-building HR practices, aspects of the external and internal social networks of top management teams, and firm performance. The sample was 73 high-technology firms. The result showed that the relationships between the HR practices and firm performance (sales growth and stock growth) were mediated through their top managers' social networks.

Temtime, Pansiri 2005 entitled: "Managerial Competency and Organizational Flexibility in Small and Medium Enterprises in Botswana":

This study aimed to investigate the perceived critical managerial factors (PCMFs) affecting the development of Small and Medium Enterprises (SMEs), and analyze the relationship between PCMFs and firm specific demographical variables, and the association among the PCMFs themselves, for the purpose of designing a proactive entrepreneurial development program in Botswana. Data were collected from three cities by means of questionnaire from 203 SMEs during the period between April and November 2002 and analyzed by using both descriptive and inferential statistics the result was The current strategy of the government of Botswana is to promote SMEs and diversify the economy away from mining. But, the authors believe that promotional efforts should be based on research findings on critical factors affecting the development of entrepreneurship and small businesses in the economy.

Xuejun and Wang 2009 study entitled: " Managerial competencies for middle managers: some empirical findings from China"

This study aims to identify managerial competencies required for successful middle managers in China. The sample was collected by questionnaire survey that distributed among MBA and EMBA students at a major university in China, and then two case studies were conducted to collect more in-depth data. The findings of this study suggest that team building, communication, coordination, execution and continual learning are critical competencies for the success of middle managers in China. Implications for future research and practices are also discussed.

Chye , Mohd Osman , Raslid,2010 study entitled:” Are Managerial Competencies a Blessing to the Performance of Innovative SMEs in Malaysia?”

It aimed to show whether integration exists between innovativeness and managerial competencies to influence SME performance in Malaysia remains controversial. This study attempts to examine the moderating effect of managerial competencies on the relationship between innovativeness and SME performance in Malaysia. using a sample of 258 SMEs across industries in the country revealed that managerial competencies do not impact on the relationship between innovativeness and SME performance through A total of 315 questionnaires were received over the three-month period. The findings provide managerial implications and strategic recommendations to entrepreneurs, owner-managers, and policy makers in the SME sectors.

Jia-Jeng Hou and Ying-Tsung Chien 2010 study entitled:” the effect of market knowledge management competence on business performance: A dynamic capabilities perspective”

This research attempts to explore the impact of market knowledge management competence on performance via the “dynamic capabilities” perspective. The sample was 192 Taiwan companies were selected for the survey setting. The major findings are summarized as following: 1. the empirical result supports the relationships among dynamic capability, market knowledge management competence and business performance; 2. Dynamic capability has a positive impact on market knowledge management competence. 3. Both Market knowledge management competence and Dynamic capability have positive influence on business performance.

Lorber and Savic 2011 entitled: "Perceptions of managerial competencies, style, and characteristics among professionals in nursing"

This study aimed to compare nursing leaders' and employees' perception of leaders' leadership style, personality characteristics, and managerial competencies and to determine the associations between these factors. Its sample was included 4 out of 5 Slovenian major hospitals selected from the hospital list. Leaders rated themselves higher for vision and goals, communication, conflict resolution-agreement, compromise, adjustment, motivation, interpersonal relationships, problem solving, delegation, teamwork, decision making, emotional intelligence, and human resources development

Talik, Wielsaw, Wiechetek, and Laguna.2012 study entitled: "The competence of managers and their business success".

This study aimed to explain how general managerial competencies relate to the business success of small and medium enterprises (SMEs). Its sample was including 264 managers of SMEs. The results of the study is to provide some implications for interventions aiming at increasing successful SME management, by development of the CEOs managerial competencies, which are not so stable, but can be trained and modified.

Elsayed, 2012 study entitled: "The Influence of the Factors of Managerial Competencies among SMEs in Selangor, Malaysia A Preliminary Study of Human Resources"

This study aimed to examine the organization design, which benefits the managerial competencies, assessing the managerial background, which influences the

growth and development, evaluating the HRM development factor in increasing the managerial competencies and investigating the managerial leadership generating the managerial competencies and the role of the personal factors, in influencing the growth and development of the SMEs in Malaysia. The sample was collected from small and medium enterprise by giving them a list of questions by person or by mail. This study has concluded that, there is an urgent need to identify the influence of the managerial competencies factor among SMEs in Selangor, Malaysia. The result of this study was the managerial competency doesn't bring the favorable changes at the workplace without some skills that managers have to learn.

Bhardwaj and Punia 2013 study entitled: managerial competencies and their influence on managerial performance"

The study aims at identifying competencies which are possessed by effective and successful managers across the world. The study endeavored to understand the relationship between managerial competencies and their performance outcomes. The sample was the enterprises in the Uk. They found that communication skills, team-working, proactiveness, vision, self-management, result-orientation, strategic-orientation, ambition, persistence, decision making, risk taking and creativity, are the commonly used managerial competencies by successful and effective managers. They have also found that it is very important for a business organization to assess the competencies of its managers and to determine skill gaps. It will help the organization to develop effective training and development programs to enhance the competencies of its managers.

Šparl , petra,et al 2013 study entitled: "Management Competencies and Organizational Performance in CEE: A Comparison of Slovenia and Austria"

It aimed to focusing on the study of the relationship between managerial competencies and organizational performance which is rare. The sample has collected competency attributions of managers attending executive courses in Austria and Slovenia. A questionnaire with closed and open question will help to explore and compare the relation between organizational performance and current management competencies in these countries. The result showed that there is a relationship between managerial competencies and organizational performance.

Sidek, Syamsuriana, Rosli (2014): entitled: "Managerial competencies and small business growth: empirical evidence from microfinance participant"

This study aimed to provide some insight into the relationship between managerial competencies and small business growth. Using data collected from microfinance participants in Kelantan and Terengganu and applying the Structural Equation Modeling approach. The sample of this by using a self-administered questionnaire, 238 samples were collected from small business owners. The result were to reach relationship between managerial competencies and small business growth and Future research may be strengthened by using a sample comprising a more diverse set of businesses.

Olawale Fatoki 2014 entitled: "The Impact of Managerial Competencies on the Performance of Immigrant- Owned Enterprises in South Africa"

The objective of the study is to investigate the impact of managerial competency determinants (specifically level of education, related experience and prior work experience) on the performance of immigrant-owned enterprises in South Africa.

The samples used through 176 questionnaires were given to the owners of the business the retail and service sectors to complete. The results indicate that there is an insignificant relationship between level of education and performance. Business owners with prior work experience prior to starting business significantly perform better than those without prior experience. Business owners with related experience prior to starting business significantly perform better than those without related experience. This study recommended that to improve managerial competencies, there is the need for personal development by immigrant business owners in the area of education. Business owners should attend courses on management organized by universities and other agencies that support small businesses in South Africa.

Raisiene, Agota Giedre.2014 entitled :”leadership and managerial competencies in contemporary organization from the standpoint of business executives”

The aim of the study is to present the insights of advanced organization management and to examine how settled ideas are reflected in the attitude of organizations’ top management in Lithuania. The sample of this study is 48 small and medium sized enterprises from facility and service sector, registered in the city of Vilnius, were chosen for the survey. the result showed that modern organizations should be managed with a new attitude to manager’s work, also modern manager must be a leader who is able to enable employees and collaborate in a teams.

Maxwell Asumeng, 2014 entitled: "Managerial Competency Models: A Critical Review and Proposed Holistic-Domain Model

This paper provides evidence on the gap in managerial competency literature, that is lack of comprehensive and holistic model that captures the key competencies in the literature by reviewing key competency models: behavioral; functional; job competency; holistic; multi-dimensional; and domain model. It provides evidence on the relevance of career and mentoring skills to managerial effectiveness. The sample was the managers of organizations in Ghana and the result of this study is drawing attention to mentoring skills as potentially relevant to managerial performance and effectiveness. It provides a conceptual framework for a comprehensive and holistic generic managerial competency model building which has implications for theory, practice and empirical research.

Hawi, Osama, et al (2015) entitled: "Managerial Competencies and Organizations Performance:

Present research will try to focus on the most effective managerial competency in the airlines sector which has a greatest impact on performance. This study explores the link between the managerial competencies and the firms' performance in a sample drawn from 4 big airlines organizations in Jordan. The sample used to our study drawn from the middle managers in the Jordanian airlines organizations they were 100 managers from different departments. As a result, there is a positive relationship between the managerial competencies and the organizations performance in the airlines organizations in Jordan. The main result of this study showed that adopting new dimensions of managerial competency (communication, planning and organizing, strategic thinking and

scenario building, teamwork and customer focus competency) has a major effect on the business performance which can save time and money to achieve the organization's goal.

What distinguish this study from the previous studies?

What distinguish the current study from the previous can be summarized as follows:

- According to the purpose of this study: the research directions of the previous studies have been diverted which aimed to clarify the importance of the managerial competencies on business performances and achieving the competitive advantage. While the current study aimed to know the impact of the managerial competencies on business performance on the small business that funded by the Jordanian river foundation.
- According to the study variables of this study: the variables which has been measured in the previous Arabic and English studies were various, but in the current study the researcher has determined the dominions of the managerial competency relying on Boyatzis, 1982 are (communication competency, planning and organizing competency, strategic thinking and scenario building competency, teamwork competency, customer focus competency).also about what related to the business performance outcomes were measured according to Sethi and King (1994) which has been determined to (Efficiency , sales performance, customer satisfaction).

Chapter Three

Method and procedures

Chapter Three

Method and procedures

The researcher explains in this chapter the methodology of the study and its procedures in addition to its community and sample, and then detailed the questionnaire (the study tool) and explains what is its truthfulness and stability. The chapter also explains the statistical methods that were adopted in the analysis of the data.

3.1 Study Methodology

The researcher used descriptive analytical method to classify and analyze the data in order to describe the society of the study by recording the researcher of the events and presenting them and describing them through analytical descriptive tables. The tables are the primary data collected by the questionnaire and analyzed using the SPSS program which related to the variables of the study, in order to reach real results and propose appropriate recommendations.

3.2 Study population and sample

This section includes the following procedure, the population and the sample of the study, inspection and analysis unit, description of the demographic variables for the sample of the study, the study tools, the references, the statutory treatments, and examining the validity of the Study tool and its stability.

- **Study Design:**

This study considered as descriptive and causal analytical and empirical study. Descriptive and analytical approach is used to study the impact of the managerial competencies on business performance in the small projects that funded by Jordan River foundation. To achieve that it depended on:

1-the theoretical approach: the researcher pursue to study previous studies and look on references that has related information on the current study in order to make a clear image about it.

2-the survey field approach: the population of the study and many members that working in it has been surveyed. The point of this test is determining who is going to deal with the tool of the study (the questionnaire) which has been done for the study purposes.

- **The population:**

The population of the study contains (220) small business that funded by the Jordanian River Foundation.

- **Study sample:**

The sample consists of 220 small businesses funded by Jordan River Foundation. where 220 questionnaire were distributed to the study population composed of the managers of these businesses, 180 questionnair with 93% were retrived and 4 questionnaires with 3% were excluded for their inability to analayze. So, 176 questionnair were adopted by using spss program for the statistical analysis, which includes paragraphs that reflect the study variables to reach the results of this study.

3.3 Preview and Analysis Unit

- Sampling unit

The study units have been managers, and workers of small business funded by Jordan River Foundation.

- Data Collection Methods (Tools):

Data have used to achieve the purposes of the study can be divided into two groups: secondary and primary data. Secondary data have collected from annual reports, journals, books, researches, thesis, dissertations, articles, working papers, and the Worldwide Web. The purpose of using this resource to know the scientific basics and procedures in writing the studies. In addition to that to know any improvement that related to the current study.

Primary data have collected from the survey (questionnaire).

The questionnaire has developed in contrast with hypotheses and research model

The Questionnaire:

Initial items to measure various constructs have developed depending on prior researchers.

- Questionnaire Variables:

Independent Variable (business performance): Through literature review, the researcher has identified two important dimensions that contribute to small business that funded by Jordan River foundation.

Dependent variable (managerial competencies): the dependent variable of the study is related to communication, planning and organizing, strategic thinking and scenario building, teamwork, and customer focus competencies.

All variables have been measured by five-point Liker-type scale to tap into the managers' perceptions, ranging from value 1 (severely disagree) to value 5 (strongly agree) used through the questionnaire.

3.4 Sources of data and information collection

- The researcher collected data and information related to the study and its variables based on the following sources:
- Secondary sources: This information has been obtained through reference to the literature and books and references modern Arab and foreign periodicals and previous studies related to the variables of the study, in addition to information available on the Internet and websites.
- Primary Sources: The data have been obtained through a special questionnaire that has been developed for this purpose.

Table (1) shows the distribution of each item and its number as shown in the questionnaire.

Table (2): The distribution of the paragraphs of the questionnaire and their number for each item

Independent variables	
Communication	Questions from (1 to 8)
Planning and organizing	Questions from (9 to 13)
Strategic thinking and scenario building	Questions from (14 to 22)
Teamwork	Questions from (23 to 28)
Customer focus	Questions from (29 to 33)
Dependent variables	
Efficiency	Questions from (34 to 37)
Sales performance	Questions from (38 to 42)
customer satisfaction	Questions from (43 to 46)

3.5 Validation and consistency of the study instrument

The researcher adopted a Likert scale consisting of five values for data collection, in which the respondent selects one of them to answer the paragraph (fully agree, agree, neutral, disagree, disagree completely), and also rely on an ordinal scale showing the mean of the arithmetic mean. Analysis, and to interpret the arithmetic averages of element clauses, (Sekaran equation, 2010) was adopted:

$$\text{Category length} = \frac{\text{Top limit (5)} - \text{Minimum (1)}}{\text{Number of categories (3)}} = \frac{5-1}{3} = \frac{4}{3} = 1.33$$

Table (3) shows the estimates of the paragraphs as mentioned above:

Table (3): The statistical standard for the interpretation of arithmetic averages and their estimates

Mean	Degree of approval
From 1.00 - less than 2.33	a low degree
From 2.33 - less than 3.67	a medium degree
From 3.67 - less than 5.00	a high degree

3.6 Tests for the study tool:

The researcher mentioned the reliability tests of the study tool in order to clarify its validity and validity in the tests, thus relying on the following tests:

1. Validation of study tool:

The veracity of the study tool will be verified by presenting it to a group of faculty members concerned with the study variables. Their observations will be taken and the questionnaire will be modified accordingly.

2. Reliability of the Study Test:

In order to measure the stability of the questionnaire and the level of internal consistency of its values, the coefficient of Alpha Cronbach will be used. Table (3) shows that.

Table (4): Internal consistency coefficients (alpha cronbach)

Variable	Element	Stability coefficient
managerial competency	Communication	0.64
	Planning and organizing	0.55
	Strategic thinking and scenario building	0.38
	Teamwork	0.52
	Customer focus	0.49
	Efficiency	0.23
Business performance	Sales performance	0.65
	customer satisfaction	0.20
Total		0.68

Table (4) shows that the stability coefficients of the independent variable (managerial competency) and the dependent variable (Business performance) were higher than 60%. This indicates internal consistency between the paragraphs. (68%), which is higher than 60% indicating internal consistency among all paragraphs, which confirms the validity of the questionnaire in the hypothesis test.

3.7 Normal distribution test

Table (5): Normal distribution of data

	Total
N	174
Mean	4.38
Std	0.57
Kolmogorov-Smirnov	0.14
Asymp. Sig. (2 - tailed)	0.00

a. Test Distribution Is Normal.

b. Calculated From Data.

The table shows that the distribution of data was followed by normal distribution.

Chapter Four

View the results and test hypotheses

Chapter Four

View the results and test hypotheses

This chapter examines The impact of managerial competencies on the business performance in the small business that funded by the Jordan River Foundation and the results derived from the statistical treatments and analyzes conducted by the researcher concerning the characteristics of the sample by clarifying the statistical results of their answers, namely arithmetic means and standard deviations. Predetermined hypotheses and their statistical connotations.

4.1 Characteristics of Study Sample:

In this study, the researcher dealt with some of the demographic variables of the sample in terms of (social status, age, duration of experience, qualifications, job) The sample of the study was as follows:

Table (6): Description of the study sample according to the demographic variables

Variable	Level / category	Number	percentage %
Marital status	Single	61	34.7%
	Married	72	40.9%
	Divorced	19	10.8%
	Widow	20	11.4%
	Less than 25	39	22.2%

Age	from 25-less than 30	35	19.9%
	from 30-less than 35	51	29%
	From 35-less than 40	32	18.2%
	40-and more	19	10.8%
Years of experience	1 years- less than 6	52	29.5%
	From 6-less than10	55	31.3%
	From 10-less than 15	43	24.4%
	From 15-less than 20	20	11.4%
	from 20 or more	6	3.4%
Scientific qualification	Diploma and less	60	34.1%
	Bachelor	90	51.1%
	High educated	26	14.8%
	Manager	18	10.2%
Job position	Supervisor	45	25.6%
	Employee	113	64.3%

Table (6) shows the sample description based on the demographic variables of the sample.

4.2 Paragraph compliance

The arithmetical averages and standard deviations of the sample responses of the study on the paragraphs:

a- Elements of the independent variable

Table (7): The arithmetical averages and standard deviations of element
(Communication)

N	Paragraph	Mean	standard deviation
1	Communication among my company is very effective on the employees' behaviors.	4.38	0.90
2	Giving the customers the right amount of eye contact.	4.42	0.66
3	Giving the customers my best smile.	4.33	0.72
4	I used to describe situations when I had to convince others	4.31	0.80
5	I give examples when I had to present complex information .	4.53	0.64
6	I used to establish good communication and information flow with others.	4.36	0.64
7	Using conversation impressions to communicate effectively with others.	4.31	0.83
8	I used to show an interest in what another person is saying.	4.34	0.76

Table (7) shows that the computational circles of the sample responses ranged between (4.31- 4.53) with the highest computation (4.53) and the standard deviation (0.64) for paragraph (5) which is "I give examples when I had to present complex information ", The lowest mean (4.31) for paragraphs (4,7).

Table (8): The arithmetical averages and standard deviations of element
(Planning and organizing)

N	Paragraph	Mean	standard deviation
1	I used to clarify an existing strategic plan.	4.40	0.70
2	I take steps that organize a business plan for a new project	4.53	0.60
3	Consulting with others before making a decision.	4.38	0.81
4	I used to explain my general decision-making process.	4.30	0.83
5	I used to give examples of a situation where you had to make a decision when you didn't have all facts.	4.44	0.71

Table (8) shows that the computational circles of the sample responses ranged between (4.30- 4.53) with the highest computation (4.53) and the standard deviation (0.60) for paragraph (2) which is "I take steps that organize a business plan for a new project", The lowest mean (4.30) for paragraphs (4) which is " I used to explain my general decision-making process ".

Table (9): The arithmetical averages and standard deviations of element
(Strategic thinking and scenario building)

N	Paragraph	Mean	standard deviation
1	Sharing ideas to establish critical thinking.	4.09	0.96
2	I share responsibility with staff members.	4.43	0.71
3	Creating a clear vision for the organization.	4.52	0.66
4	I make a strong staff relationship based on open communication.	4.47	0.75
5	Using data to help ground decision making.	4.35	0.76
6	Learning from the experience of others – good and bad.	4.36	0.76
7	Knowing how to succeed and decide how to hold yourself accountable.	4.45	0.67
8	I used to assess organizational strengths and challenges.	4.45	0.78
9	Describing a problem through collecting information	4.36	0.77

Table (9) shows that the computational circles of the sample responses ranged between (4.09- 4.52) with the highest computation (4.52) and the standard deviation (0.66) for paragraph (3) which is "Creating a clear vision for the organization". The lowest mean (4.09) for paragraphs (1) which is "Sharing ideas to establish critical thinking".

Table (10): The arithmetical averages and standard deviations of element
(Teamwork)

N	Paragraph	Mean	standard deviation
1	My team's dynamics help me to work well together.	4.24	0.91
2	My team members improving my competencies	4.30	0.85
3	My company provides training I need.	4.33	0.77
4	I have strong common identity with my team.	4.44	0.71
5	I share information with each other.	4.27	0.91
6	My team adjusts to changing priorities quickly.	4.41	0.72

Table (10) shows that the computational circles of the sample responses ranged between (4.24- 4.44) with the highest computation (4.44) and the standard deviation (0.71) for paragraph (4) which is "I have strong common identity with my team", The lowest mean (4.24) for paragraphs (1) which is "My team's dynamics help me to work well together".

Table (11): The arithmetical averages and standard deviations of element
(Customer focus)

N	Paragraph	Mean	standard deviation
1	My competitive advantage is based on understanding customers 'needs.	4.34	0.81
2	My relationship with my major customers is strong and loyal.	4.31	0.81
3	I regularly discuss competitors 'strengths and weaknesses to gain more customers from them.	4.26	0.93
4	I should increase the number of new customers frequently by improving my product.	4.45	0.75
5	I believe that analyzing and responding to competitor's action is crucial to maintain my competitive advantage.	4.47	0.72

Table (11) shows that the computational circles of the sample responses ranged between (4.26- 4.47) with the highest computation (4.47) and the standard deviation (0.72) for paragraph (5) which is "I believe that analyzing and responding to competitor's action is crucial to maintain my competitive advantage", The lowest mean (4.26) for paragraphs (3) which is "I regularly discuss competitors 'strengths and weaknesses to gain more customers from them".

b- Elements of the dependent variable

Table (12): The arithmetical averages and standard deviations of element
(Efficiency)

N	Paragraph	Mean	standard deviation
1	Putting little time and effort into my work.	4.41	0.72
2	The training program is helpful in personal growth.	4.39	0.67
3	Make sure that your business is making a profit	4.41	0.63
4	Working in the right business area.	4.36	0.71

Table (12) shows that the computational circles of the sample responses ranged between (4.36- 4.41) with the highest computation (4.41) and the standard deviation (0.72, 0.63) for paragraphs (1, 3) which are "Putting little time and effort into my work.", "Make sure that your business is making a profit", The lowest mean (4.36) for paragraphs (4) which is "Working in the right business area".

Table (13): The arithmetical averages and standard deviations of element
(Sales performance)

N	Paragraph	Mean	standard deviation
1	The prices of my products have to be changed from time to time to attract more customers	4.40	0.77
2	The sales volume of our products has increased.	4.40	0.71
3	I pay close attention to after-sales service.	4.17	0.96
4	The market share of our products has increased.	4.31	0.76
5	Our customers are increasing frequently	4.31	0.83

Table (13) shows that the computational circles of the sample responses ranged between (4.17- 4.40) with the highest computation (4.40) and the standard deviation (0.77 ,0.71) for paragraphs (1, 2) which are "The prices of my products have to be changed from time to time to attract more customers", "The sales volume of our products has increased", The lowest mean (4.17) for paragraphs (3) which is "I pay close attention to after-sales service".

Table (14): The arithmetical averages and standard deviations of element
(customer satisfaction)

N	Paragraph	Mean	standard deviation
1	My customers are more satisfied with my product	4.16	0.86
2	I used to ensure that customers are more loyal to my company than before	4.27	0.82
3	I respond rapidly to my customers changes of interests	4.35	0.87
4	I always ensure that my products meet the exact expectations of my customers	4.31	0.90

Table (14) shows that the computational circles of the sample responses ranged between (4.16- 4.35) with the highest computation (4.35) and the standard deviation (0.87) for paragraphs (3) which is "I respond rapidly to my customers changes of interests", The lowest mean (4.16) for paragraphs (1) which is "My customers are more satisfied with my product"

4.3 Test hypotheses

- **The main hypothesis**

There is no impact of managerial competencies (Communication, Planning and organizing, Strategic thinking and scenario building, Teamwork, Customer focus) at the significant level ($\alpha \leq 0.05$) on business performance (Efficiency, Sales performance, customer satisfaction) in the small projects that funded by the Jordanian river foundation.

A simple and multiple regression analysis was carried out to determine the effect of managerial competencies in their combined dimensions on business performance at the level of significance ($\alpha \leq 0.05$).

Table (15): b (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.38	0.15	0.12	0.53

Table (15) shows that the value of the correlation coefficient of the variable (managerial competencies) and the variable (business performance) was 0.38. The value of the coefficient of determination (R) is 0.15, so %15 of the total variance is explained by the model and the rest is explained by other factors.

Multiple regression tests:**Table (16): Analysis of variance (ANOVA)**

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	8.24	5	1.65	5.76	0.00
	Residual	48.01	170	0.29		
	Total	56.25	175			

Table (16) shows that the value of F is (5.76) and the statistical significance level is (0.00) and thus is less than (0.05). Thus, the null hypothesis was rejected and the alternative hypothesis is accepted. There is impact of managerial competencies (Communication, Planning and organizing, Strategic thinking and scenario building, Teamwork, Customer focus) at the significant level ($\alpha \leq 0.05$) on business performance (Efficiency, Sales performance, customer satisfaction) in the small projects that funded by the Jordanian river foundation.

Multivariate regression coefficients:

Table (17): Table of Transactions a (Coefficient)

Element	B	Std. Error	Beta	T	Sig.
(constant)	2.14	0.61		3.51	0.00
Communication	-0.18	0.12	-0.12	-1.49	0.14
Planning and organizing	0.25	0.11	0.19	2.35	0.02
Strategic thinking and scenario building:	-0.49	0.10	-0.42	-0.52	0.61
Teamwork	0.11	0.11	0.09	1.06	0.29
Customer focus	0.37	0.10	0.30	3.71	0.00

Table (17) shows that after the independent variable (Planning and organizing), that significance was (0.02) less than (0.05), indicating that Planning and organizing has a statistically significant effect on the dependent variable business performance, and the independent variable (Customer focus), that significance was (0.00) less than (0.05), indicating that Customer focus has a statistically significant effect on the dependent variable business performance, and the rest of the elements have a positive effect that is apparent, but not statistically significant.

The results of the first sub-hypothesis test

There is no impact of managerial competencies (Communication, Planning and organizing, Strategic thinking and scenario building, Teamwork, Customer focus) at the significant level ($\alpha \leq 0.05$) on Efficiency in the small projects that funded by the Jordanian river foundation.

A simple and multiple regression analysis was carried out to determine the effect of managerial competencies in their combined dimensions on Efficiency at the level of significance ($\alpha \leq 0.05$).

Table (18): b (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.23	0.05	0.02	0.84

Table (18) shows that the value of the correlation coefficient of the variable (managerial competencies) and the variable (Efficiency) was 0.23. The value of the coefficient of determination (R) is 0.05, so %5 of the total variance is explained by the model and the rest is explained by other factors.

Multiple regression test:**Table (19): Analysis of variance (ANOVA)**

Model		Sum of Square	Df	Mean Square	F	Sig.
1	Regression	6.38	5	1.28	1.83	0.11
	Residual	118.57	170	0.70		
	Total	124.95	175			

Table (19) shows that the value of F is (1.83) and the statistical significance level is (0.11) and thus is more than (0.05). Thus, the null hypothesis is accepted, There is no impact of managerial competencies (Communication, Planning and organizing, Strategic thinking and scenario building, Teamwork, Customer focus) at the significant level ($\alpha \leq 0.05$) on business performance (Efficiency) in the small projects that funded by the Jordanian river foundation.

Multivariate regression coefficients:

Table (20): Table of Transactions

Element	B	Std. Error	Beta	T	Sig.
(constant)	2.05	0.93		2.22	0.03
Communication	-0.38	0.18	-0.18	-0.21	0.84
Planning and organizing	0.23	0.17	0.12	1.36	0.18
Strategic thinking and scenario building:	-0.05	0.15	-0.03	-0.30	0.76
Teamwork	0.18	0.16	0.09	1.10	0.27
Customer focus	0.22	0.16	0.12	1.45	0.15

Table (20) shows that of all elements have a positive effect that is apparent, but not statistically significant.

- **The results of the second sub-hypothesis test**

There is no impact of managerial competencies (Communication, Planning and organizing, Strategic thinking and scenario building, Teamwork, Customer focus) at the significant level ($\alpha \leq 0.05$) on Sales performance in the small projects that funded by the Jordanian river foundation.

A simple and multiple regression analysis was carried out to determine the effect of managerial competencies in their combined dimensions on Sales performance at the level of significance ($\alpha \leq 0.05$).

Table (21): b (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.44	0.19	0.17	0.48

Table (21) shows that the value of the correlation coefficient of the variable (managerial competencies) and the variable (Sales performance) was 0.44. The value of the coefficient of determination (R) is 0.19, so %19 of the total variance is explained by the model and the rest is explained by other factors.

Multiple regression tests:

Table (22): Analysis of variance (ANOVA)

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	9.02	5	1.80	7.92	0.00
	Residual	38.75	170	0.23		
	Total	47.77	175			

Table (22) shows that the value of F is (7.92) and the statistical significance level is (0.00) and thus is less than (0.05). Thus, the null hypothesis was rejected and the alternative hypothesis is accepted. There is impact of managerial competencies (Communication, Planning and organizing, Strategic thinking and scenario building, Teamwork, Customer focus) at the significant level ($\alpha \leq 0.05$) on (Sales performance) in the small projects that funded by the Jordanian river foundation.

Multivariate regression coefficients:

Table (23): Table of Transactions a (Coefficient)

Element	B	Std. Error	Beta	T	Sig.
(constant)	1.53	0.53		2.90	0.00
Communication	0.02	0.11	0.02	0.22	0.83
Planning and organizing	0.19	0.10	0.16	2.01	0.045
Strategic thinking and scenario building:	-0.01	0.08	-0.01	-0.02	0.99
Teamwork	0.03	0.09	0.03	0.36	0.72
Customer focus	0.39	0.09	0.35	4.41	0.00

Table (23) shows that after the independent variable (Planning and organizing), that significance was (0.045) less than (0.05), indicating that Planning and organizing has a statistically significant effect on the dependent element Sales performance, and the independent variable (Customer focus), that significance was (0.00) less than (0.05), indicating that Customer focus has a statistically significant effect on the dependent element Sales performance, and the rest of the elements have a positive effect that is apparent, but not statistically significant.

- **The results of the third sub-hypothesis test**

There is no impact of managerial competencies (Communication, Planning and organizing, Strategic thinking and scenario building, Teamwork, Customer focus) at the significant level ($\alpha \leq 0.05$) on customer satisfaction in the small projects that funded by the Jordanian river foundation.

A simple and multiple regression analysis was carried out to determine the effect of managerial competencies in their combined dimensions on customer satisfaction at the level of significance ($\alpha \leq 0.05$).

Table (24): b (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.24	0.06	0.03	1.16

Table (24) shows that the value of the correlation coefficient of the variable (managerial competencies) and the variable (customer satisfaction) was 0.24. The value of the coefficient of determination (R^2) is 0.06, so %6 of the total variance is explained by the model and the rest is explained by other factors.

Multiple regression test :**Table (25): Analysis of variance (ANOVA)**

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	14.22	5	2.84	2.10	0.07
	Residual	227.98	170	1.36		
	Total	242.20	175			

Table (25) shows that the value of F is (2.10) and the statistical significance level is (0.07) and thus is more than (0.05). Thus, the null hypothesis is accepted. There is no impact of managerial competencies (Communication, Planning and organizing, Strategic thinking and scenario building, Teamwork, Customer focus) at the significant level ($\alpha \leq 0.05$) on (customer satisfaction) in the small projects that funded by the Jordanian river foundation.

Multivariate regression coefficients:

Table (26): Table of Transactions a (Coefficient)

Element	B	Std. Error	Beta	T	Sig.
(constant)	3.03	1.33		2.29	0.02
Communication	-0.55	0.26	-0.18	-2.11	0.04
Planning and organizing	0.34	0.24	0.13	1.45	0.15
Strategic thinking and scenario building:	-0.09	0.21	-0.04	-0.44	0.66
Teamwork	0.12	0.23	0.04	0.52	0.61
Customer focus	0.48	0.22	0.19	2.20	0.03

Table (26) shows that after the independent variable (Communication) that significance was (0.04) less than (0.05), indicating that Communication has a statistically significant effect on the dependent element customer satisfaction, and the independent variable (Customer focus), that significance was (0.03) less than (0.05), indicating that Customer focus has a statistically significant effect on the dependent element customer satisfaction, and the rest of the elements have a positive effect that is apparent, but not statistically significant.

Chapter Five

**Discussion of Results and
recommendations**

Chapter Five

Discussion of Results and recommendations

5.1 Results

1. The results showed a statistically significant impact at the level of ($\alpha \leq 0.05$) for managerial competency by its elements (Communication, Planning and organizing, Planning and organizing, Teamwork, Customer focus) on Business performance in the small projects that funded by Jordanian River Foundation.

The current study agreed with the study of Zelealem T. Temtime, Jaloni Pansiri2005 that the current strategic result of the Government of Botswana was to encourage small and medium enterprises and diversify the economy away from minimizing. With the difference between the two study populations.

And agreed With Lee Thean Chye a, Huam Hon Tat b, Mohd Hasan Mohd Osman, Amran Md Raslid, 2010, the management implications and strategic recommendations of entrepreneurs, managers of the owner and policy makers in the SME sectors. With the difference between the two study populations.

The similarities with the Jia-Jeng Hou and Ying-Tsung Chien 2010 study are summarized as follows: 1. The empirical result supports relationships between dynamic capacity, market knowledge management efficiency and business performance; 2. Dynamic capacity has a positive impact on the efficiency of knowledge management in the market . 3. All of the market knowledge management efficiency and dynamic

capacity have a positive impact on business performance. Taking into account the difference between the two populations.

2. The study showed an impact of managerial competency on the elements of Business performance each. As follows:
 - There is a statistically significant impact at the level of ($\alpha \leq 0.05$) for managerial competency by its elements (Planning and organizing, Customer focus) on Sales performance in the small projects that funded by Jordanian river foundation.

The result was similar to that of Petra Šparl, Anja nnidaršič (Helmut Kasper, Jürgen Mühlbacher, Jure Kovač 2013), a relationship between managerial competencies and organizational performance.

Similar to the study of Mohd Rosli Mohamad 2014, the relationship between managerial competencies and small business growth can be enhanced by future research using sample contracting on a more diverse range of businesses.

But, this finding differed with the study by Hani Abdulhafedh Thabit Yahya and Khaled Abdelhay Elsayed, 2012 that managerial competencies do not bring about favorable changes in the workplace without some of the skills that managers must learn.

- There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for managerial competency by its elements (communication, Customer focus) on customer satisfaction in the small projects that funded by Jordanian river foundation.

This results in a similarity with the study of Olawale Fatoki (2014) that there is a statistically significant relationship between the level of education and performance. Business owners who have previous work experience prior to a business tournament

significantly perform better than those without prior experience. Relevant business owners related before starting a business significantly perform better than those with no relevant experience. This study recommended that to improve managerial competencies, there is a need for personal development by migrant employers in the field of education. Business owners should attend management courses organized by universities and other agencies that support small businesses in South Africa. Taking into account the difference in the study population.

It also showed a similarity with the study Agota Giedr R Raišien, 2014 that modern organizations must be managed with a new attitude of the work of the manager, also a modern manager who must be a leader who is able to empower staff and cooperate in teams.

5.2 Recommendations

1. The researcher recommends increasing the awareness of department managers in the associations of the importance of the stages and trends of the term (managerial competency) as one of the most important concepts that lead to the growth of associations and security. Through the introduction of creative ideas to help them to continue and success. The need to focus more on the elements that did not affect the variable performance of workers and developed properly to ensure the continuity

of the organization and maintain its survival in light of the technological developments of the modern era.

2. The elements of "business performance" have a positive impact on the growth and reputation of associations that can be an obstacle to their development and sustainability. It is necessary to study and understand the stages and levels of (business performance) of high quality. And how to manage those stages correctly. Therefore, we must pay attention to its elements (efficiency, sales performance, and customer satisfaction), 'because the associations' administrations are not interested in applying them, and this is demonstrated by previous results.
3. The need to coordinate between the various sections of the associations in order to reduce cost and improve efficiency among them in order to implement and develop the variables of managerial competency and the variables of business performance, because it is important to maintain the organization's survival and improve production, which increases customer satisfaction and increase market share in the environment of associations. Surrounding like competition.
4. The need to adopt alternative strategies in the event of any change in the internal environment or external environment in associations, and to allocate a portion of its budget for that. As a result of changes in the surrounding environment, which may be an obstacle to the success and continuity of associations, including strategic planning, which is one of the elements of competencies that affect the sales performance and customer satisfaction.

5. The need for the associations to focus on supporting research and development to enhance efficiency, because it is important to improve quality in order to create efficient teams to cope with fluctuations in the internal and external environment of the organization.
6. The researcher recommends conducting studies to compare the cost of implementing (managerial competency) and the benefits of implementing it in order to increase the awareness of the decision makers in the associations.

List of references

List of references

English References

- Abraham & Mena (2001). Managerial competencies and the managerial performance appraisal process. *Journal of Management Development*.vol 20(10), 842-852.
- Agut, & Grau. (2002). Managerial competency needs and training requests: The case of the Spanish tourist industry. *Human Resource Development Quarterly*.
- Armstrong (2006). Performance management: Key strategies and practical guideline.vol(3).44-62.
- Asumeng, Maxwell Amoah(2014).. "Managerial competency models: a critical review and proposed holistic-domain model." *Journal of Management Research* .vol3(4) .6-4
- Bhardwaj & Punia,. (2013). Managerial competencies and their influence on managerial performance: A literature review. *International Journal of Advanced Research in Management and Social Sciences*, vol (2) .2-5.
- Bueren (2004, January). Customer knowledge management-improving performance of customer relationship management with knowledge management. In *System Sciences, 2004. Proceedings of the 37th Annual Hawaii International Conference on*. Vol 4(1). 1-10.

Carver (2001) . A case study: a fifth- grade teacher's commitment to facilitating change in her mathematics curriculum. Vol(1).1- 62 .

Casimir & Waldman (2007). A cross cultural comparison of the importance of leadership traits for effective low-level and high-level leaders Australia and China. *International Journal of Cross Cultural Management*.vol 7(1). 47-60.

Chion-Kenney, L. (1994). *Site-based management and decision making: problems and solutions*. D. L. Hymes (Ed.). American Association of School Administrators.vol 111(3). 410-431.

Chong (2011). Can Malaysian firms improve organizational/innovation performance via SCM?. *Industrial Management & Data Systems*. Vol. 111 Issue: 3.410-431

Collins, C. J. & Clark, K. D. (2003). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of management Journal*.vol4(9).509-521.

Cockerill, T. (1989), "The kinds of competence for rapid change".vol5(3).203-209.

Chye, L. T., Tat, H. H., Osman, M. H. M., Rasli, A. M., & Md, A. (2010). Are managerial Competencies a Blessing to the Performance of innovative smes in Malaysia. *International Journal of Economics and Management*. Vol2(5).105-113.

Durrani, B., Obaid U. & Sabeeh U. (2011), Effect of Leadership on Employees Performance in Multinational Pharmaceutical Companies in Pakistan, *Interdisciplinary Journal of Contemporary research in Business*. Vol. 2, No.9. 286-299.

Fatoki, Olawale. (2014). "The impact of managerial competencies on the performance of immigrant-owned enterprises in South Africa." *Mediterranean Journal of Social Sciences* .vol 3(1).81-90.

Finn, R. (1993), "A synthesis of current research on management competencies".vol(5).265-273.

Fleming & O'Neal (1985). *Potential for improving the efficiency of a spark ignition engine for natural gas fuel*. SAE Technical Paper. (No. 852073). SAE Technical Paper. vol 22.5-6

Greenfield, J. (2000) Competency-based education:What, why and how? Retrieved 13/05/2010 from www.asaenet.org.

Harold (1993). *The Measurement of Productive Efficiency: Techniques and Applications: Techniques and Applications*. Oxford University Press, USA. 1st edition

Haycock (2012). Strategic Thinking and Leadership. *Library Leadership & Management*. Vol3 (4).4-26.

Hawi, Ruba Osama, Dina Alkhodary, and Tareq Hashem.(2015) "Managerial Competencies and Organizations Performance." .vol(5).No11.723-735

Heene & Sanchez (1997). *Competence-based strategic management*. London: Wiley.vol(5).65-74.

Hogg, M. A. (2001). A social identity theory of leadership. *Personality and social psychology review*. Vol 5(3). 184-200.

Intagliata., Ulrich.& Smallwood, (2000). Leveraging leadership competencies to produce leadership brand: Creating distinctiveness by focusing on strategy and results. *People and Strategy*. Vol 23(3), 3-12.

Katz, R. (1985). Skills for an effective administrator, Harvard Business Review. Vol. 14, No. 05.15-22.

Klemp (1980). The Assessment of Occupational Competence. Final Report: I. Introduction and Overview.

Kotler & Armstrong (2007). Principios de marketing. In *Principios de marketing* .vol(6) .450-600.

Kouzes, J.M. and Posner, B.Z. (1995). *Credibility: How Leaders Gain and Lose It, Why People Demand It*. San Francisco: Jossey-Bass Management.vol(8).200-368.

Krajcovicova (2012). Key managerial competencies and competency models in industrial enterprises. In *Annals of DAAAM for 2012 and Proceedings of the 23rd International DAAAM Symposium*.vol23(1).1-23.

Lorber, M., & Skela Savič, B. (2011). Perceptions of managerial competencies, style, and characteristics among professionals in nursing. *Croatian medical journal*.52(2).198-204.

McClelland, D.C., (1973). "Testing for competence rather than intelligence", *American Psychologist*.vol 28.no.1.1-40.

Minsky & Kaufman (2008). *Stabilizing an unstable economy* . vol (1)New York: McGraw-Hill.

Ng, Hee Song, and Daisy Mui Hung Kee. "The issues and development of critical success factors for the SME success in a developing country." *International Business Management* vol6(6) .6-9.

Norman & Luthans (2010). The impact of positivity and transparency on trust in leaders and their perceived effectiveness. *The Leadership Quarterly*.vol 21(3), 350-364.

Nwokah N. Gladon and Ahiauzu Augustine (2008), “Managerial competencies and marketing effectiveness in corporate organizations in Nigeria”, *Journal of Management Development* .vol(5).666-679.

Okpara, & Wynn (2007). Determinants of small business growth constraints in a sub-Saharan African economy. *SAM Advanced Management Journal*.vol 72(2), 1-24.

Peterson & Van Fleet (2004). The ongoing legacy of RL Katz: An updated typology of management skills. *Management decision*.vol 42(10).1297-1308.

perrenond (1998) : construire des compétences, est ce tourner le dos aux savoirs / in résonances mensuel de l'école valaisanne (savoirs et compétences) publication université de geneve.

perrenond, ph. (1995) : enseigner des savoirs on developper des competences / l'école entre deux paradigmes / publication université de genève.

Purcell & Kinnie (2007). HRM and business performance. *Oxford Handbook of Human Resource Management*. Vol2(3) .500-533)

Raisiene, Agota Giedre(2014). "Leadership and managerial competences in a contemporary organization from the standpoint of Business Executives." *Economics & Sociology* 7(3) .100-179

Rao, T. V. (2007). Global leadership and managerial competencies of Indian managers. *Website:www. iimahd.ernet. in/publications.*

Richard E. Boyatzis. (1982). *The competent manager: A model for effective performance.* John Wiley & Sons.New York.

Ricketta, (2002). Attitudinal organizational commitment and job performance: a meta-analysis. *Journal of organizational behavior.* vol 23(3), 257-266.

Sethi & King (1994). Development of measures to assess the extent to which an information technology application provides competitive advantage. *Management science.* Vol 40(12), 1601-162.

Sidek, Syamsuriana, and Mohd Rosli Mohamad(2014). "Managerial competencies and small bussiness growth: Empirical evidence from microfinance participant." *JMS* vol 21(1).45-60.

Shirazi, A., & Mortazavi, S. (2009). Effective management performance a competency-based perspective. *International Review of Business Research Papers*.vol 5(1).1-10.

Smith, M. (2002). Competence and competence.vol(1).1-20.

Šparl, Petra, et al(2013). "Management Competencies and Organizational Performance in CEE: A Comparison of Slovenia and Austria." Vol8(3).55-83.

Sparrow, P. (2016). Strategic HRM, Innovation and HR Delivery for Human Resource Management, Innovation and Performance. In *Human Resource Management, Innovation and Performance* 15-31. Palgrave Macmillan UK.

Talik, Wieslaw, et al(2012). "Competencies of managers and their business success." *Central European Business Review*.vol1(3).34-60.

Temtime, Z. T., & Pansiri, J. (2005). Managerial competency and organizational flexibility in small and medium enterprises in Botswana.vol(22).50-66.

Ulrich, D & Lake, D. (1991). Organizational capability: Creating competitive advantage. *The Executive*. Vol 5(1). 77-92.

Venkatraman & Ramanujam (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of management review*. Vol 11(4).801-814.

Vilkė, Rita.2014 "Higher education and social responsibility: Quality management perspectives." Vol(9).78-90.

Weldy. (1997). A Managerial Perspective: Oral Communication Competency Is Most Important for Business Students in the Workplace Jeanne D. Maes. *The Journal of Business Communication* . vol(5).48.90.

Xuejun Qiao, J., & Wang, W. (2009). Managerial competencies for middle managers: some empirical findings from China. *Journal of European Industrial Training*.vol(4). 44-50.

Arabic References

- ادريس. وائل محمد صبحي. والغالبي. طاهر محسن منصور ،(2009)، ‘السيناريو والعملية التخطيطية: مفاهيم اساسية‘، دار وائل للنشر والتوزيع ،عمان:الاردن .
- بن عيشي. عمار ، (2012). اتجاهات التدريب و تقييم اداء الأف ا رد، دار أسامة للنشر والتوزيع.
- حسن. راوية ،إدارة الموارد البشرية، الدار الجامعية للطبع والنشر والتوزيع، الإسكندرية، 2000 ، ص 216 .
- الحسيني. فلاح عداي،(2000) ‘الادارة الاستراتيجية، مفاهيمها، مداخلها، عملياتها المعاصرة، ط1، دار وائل للنشر والتوزيع، عمان الاردن
- الخولي ، محمد علي، (2000). قاموس التربية، عربي- انجليزي، عمان: دار الفلاح للنشر والتوزيع.
- السيد. معين أمين، (2010) إدارة الموارد البشرية في ظل المتغيرات الإقتصادية العالمية الحالية.
- الفتلاوي، سهيلة محسن كاظم، (2003). كفايات التدريس: المفهوم، التدريب، الأداء. عمان: دار الشروق للنشر والتوزيع.

كرياكو، كريس، (2004). الضغط والقلق لدى المعلمين، ترجمة، وليد العامري، ومحمد
جهاد جمل. العين: دار الكتاب الجامعي.

هاشم، كمال الدين محمد (1991). برنامج مقترح لتنمية بعض الكفايات التعليمية لدى
معلم المواد التجارية بالمرحلة الثانوية التجارية بالسودان في أثناء الخدمة، (أطروحة
دكتوراه غير منشورة)، جامعة الخرطوم، الخرطوم، السودان.

هلال، علي أحمد، (2000). الكفايات التدريسية اللازمة لمعلمي اللغة العربية في ضوء
التقييم البديل وبناء برنامج تدريبي لتنميتها في دولة البحرين. (أطروحة دكتوراه غير
منشورة)، جامعة بغداد، بغداد، العراق.

List of Supplements

استبيان

تحية طيبة وبعد :

تقوم الباحثة بدراسة بعنوان "تأثير الكفايات الإدارية على الأداء الوظيفي في المشاريع الصغيرة التي تمولها مؤسسة نهر الأردن"، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال من جامعة الشرق الأوسط. وعليه قامت الباحثة بإنشاء الإستبانة المرفقة.

أرجو التكرم منكم بالإطلاع على فقراتها ووضع إشارة (√) في المكان المناسب الذي يمثل رأيكم. علماً بأن جميع إجاباتكم ستكون موضع الإهتمام وستحظى بسرية تامة ولن يتم استخدامها إلا لأغراض البحث العلمي. وسيتم تزويدكم بالنتائج النهائية إن أحببتم.

شاكرين لكم تعاونكم مع فائق الإحترام والتقدير،،،

الباحثة : لانا عمر الخطيب

Demographic data

Please indicate to the answer by placing the sign \surd in the opposite box to the left.

- **Marital status (الحالة الاجتماعية)**

- Single (اعزب) married (متزوج) divorced (مطلق)
- widow(ارمل)

- **Age (العمر)**

- Less than 25 (اقل من 25)
- from 25-less than 30 (من 25 و اقل من 30)
- from 30-less than 35 (من 30 و اقل من 35)
- From 35-less than 40 (من 35 و اقل من 40)
- 40-and more (40 فما فوق)

- **Years of experience (سنوات الخبرة)**

- 5 years- less than 6 (5 سنوات/اقل من 6)
- From 6-less than 10 (6 سنوات/اقل من 10)
- From 10-less than 15 (من 10 سنة/اقل من 15)
- From 15-less than 20 (من 15 سنة/اقل من 20)
- from 20 or more (من 20 سنة فأكثر)

- **Scientific qualification (المؤهلات العلمية)**

- Diploma and less (دبلوم و أقل) bachelor (بكالوريوس)
- High educated (تعليم عالي)

- **Job position**

- Manager (مدير) supervisor (مشرف) employee (موظف)

Paragraphs of the questionnaire

فقرات الاستبيان

Independent Variables

المتغيرات المستقلة

		Strongly disagree (لا اوافق بشدة)	Disagree (لا اوافق)	Neutral (محايد)	Agree (اوافق)	Strongly agree (اوافق بشدة)
1.	Communication among my company is very effective on the employees' behaviors. يؤثر التواصل في شركتي على تصرفات الموظفين.					
2.	Giving the customers the right amount of eye contact. أعطي الزبائن حقه في الانتباه.					
3.	Giving the customers my best smile. ابتسم في وجه الزبائن.					
4.	I used to describe situations when I had to convince others. اعتدت على توضيح المواقف لاقناع الآخرين.					
5.	I give examples when I had to present complex information . أعطي الأمثلة عندما أقدم معلومة معقدة.					
6.	I used to establish good communication and information flow with others.					

	قدم المعلومات وأبدي التواصل الجيد مع الآخرين.					
7.	Using conversation impressions to communicate effectively with others. إستخدام تعابير الحوار للتواصل بشكل فعال مع الآخرين.					
8.	I used to show an interest in what another person is saying. أبدي اهتماما لما يقوله الآخر					
9.	I used to clarify an existing strategic plan. أوضح الخطط الإستراتيجية.					
10.	I take steps that organize a business plan for a new project أأخذ الخطوات التي تنظم خطط العمل لأي مشروع.					
11.	Consulting with others before making a decision. إستشارة الآخرين قبل اتخاذ القرار					
12.	I used to explain my general decision-making process. أوضح عملية إتخاذ قراراتي.					
13.	I used to give examples of a situation where you had to make a decision when you didn't have all facts. أعطي أمثلة للمواقف التي توجب علي					

	اتخاذ القرارات فيها عند عدم توفر كل الحقائق.					
14.	Sharing ideas to establish critical thinking. مشاركة الأفكار لتقديم الفكر الناقد.					
15.	I share responsibility with staff members. أشارك المسؤولية مع أعضاء العمل.					
16.	Creating a clear vision for the organization. إنشاء نظرة واضحة عن المؤسسة.					
17.	I make a strong staff relationship based on open communication. أقيم العلاقات القوية التي تعتمد على التواصل.					
18.	Using data to help ground decision making. استخدم المعلومات لتساعدني في اتخاذ القرار.					
19.	Learning from the experience of others – good and bad. التعلم من خبرات الآخرين (الحسنة والسيئة).					

20.	Knowing how to succeed and decide how to hold yourself accountable. معرفة كيفية النجاح وكيفية إبقاء نفسي أهلاً للمسؤولية.					
21.	I used to assess organizational strengths and challenges. أُوظف نقاط قوة المؤسسة وتحدياتها.					
22.	Describing a problem through collecting information وصف اي مشكلة من خلال جمع المعلومات.					
23.	My team's dynamics help me to work well together. تساعدني ديناميكية فريقي على العمل الجماعي الجيد.					
24.	My team members improving my competencies. الذين يحسنون من كفاءاتي هم أعضاء فريقي.					
25.	My company provides training I need. تزودني مؤسستي بالتدريب الذي أحتاجه.					
26.	I have strong common identity with my team. لدي هوية قوية مشتركة مع فريقي.					
27.	I share information with each other. أشارك المعلومات مع الآخرين.					

28.	<p>My team adjusts to changing priorities quickly.</p> <p>توزيع المسؤوليات على أعضاء فريقتي بشكل عادل.</p>					
30.	<p>My competitive advantage is based on understanding customers 'needs.</p> <p>أعتمد على ميزتي التنافسية في فهم إحتياجات الموظفين.</p>					
31.	<p>My relationship with my major customers is strong and loyal.</p> <p>علاقتي بالزبائن الرئيسيين قوية.</p>					
32.	<p>I regularly discuss competitors 'strengths and weaknesses to gain more customers from them.</p> <p>أناقش نقاط القوة والضعف لدى منافسي بشكل منتظم وذلك لأجل جلب زبائننا أكثر منهم.</p>					
33.	<p>I should increase the number of new customers frequently by improving my product.</p> <p>يتوجب عليّ زيادة عدد الزبائن بشكل مستمر عن طريق تحسين منتجاتنا.</p>					
34.	<p>I believe that analyzing and responding to competitor's action is crucial to maintain my competitive advantage.</p> <p>لتحقيق الميزة التنافسية يجب الإستجابة لردّات فعل المنافسين.</p>					
35.	<p>Putting little time and effort into my work.</p> <p>أبذلُ الجهد والوقت الكافي في عملي.</p>					
36.	<p>The training program is helpful in personal growth.</p>					

	تُساعدني برامج التدريب من تطوير ذاتي.					
39.	Make sure that your business is making a profit. لتأكد من أن العمل الذي أقوم به يكون مربحاً.					
40.	Working in the right business area. أعمل في المجال المناسب لي.					
41.	The prices of my products have to be changed from time to time to attract more customers. يجب أن تتغير أسعار منتجاتنا من وقت لآخر لجذب زبائن أكثر.					
42.	The sales volume of our products has increased. يزداد معدل مبيعاتنا بشكل مستمر.					
43.	I pay close attention to after-sales service. أبدي اهتماماً لخدمة ما بعد البيع.					
44.	The market share of our products has increased. ازدادت الحصة السوقية لمنتجاتنا.					
45.	Our customers are increasing frequently. تزداد أعداد زبائننا في فترات وجيزة					
46.	My customers are more satisfied with my product. زبائننا راضين عن منتجات شركتنا					

47.	<p>I used to ensure that customers are more loyal to my company than before.</p> <p>أتأكد من أن زبائننا مخلصين لنا أكثر من ذي قبل</p>					
	<p>I respond rapidly to my customers changes of interests.</p> <p>أستجيب بسرعة مع تغيرات مصالح زبائننا</p>					
48.	<p>I always ensure that my products meet the exact expectations of my customers.</p> <p>أتأكد دائما من تطابق منجاتنا مع توقعات الزبائن</p>					

List of esteemed academics that arbitrated the questionnaire:

Prof. Dr.Mohammad Al Khasawneh	Princess Sumaya University for Technology
Associate Prof. Dr.Mazen Kamal	Al Balqa Applied University
Prof.Dr.Ahmad Almolqi	Al Balqa Applied University
Prof.Dr. Taghreed Esaafan	Jordan university
Prof.Dr.Nidal Al salhi	Middle East University
Prof.Dr.Ahmad Ali Saleh	Middle East University
Prof.Dr. Sameer Aljabali	Middle East University