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Managers' competence based on large-scale status and areas of competence and decision making in social security organizations

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Abstract:

The purpose of this study was to design a competency model based on the description of competency dimensions and decision making style of managers. The statistical population of this study included senior, basic and middle managers of social security organization (2764 persons). The research method is descriptive-survey and the data collection was done using the questionnaire of macro competencies, dimensions of competencies of managers whose validity were 91.5, 9.9.9 and 0.86, respectively. Data were analyzed using descriptive and inferential statistical methods and tests such as Pearson's correlation coefficient, univariate t-test, Kolmogorov-Smirnov test and exploratory and confirmatory factor analysis using SPSS 21, MINITAB software, Version 17 and LISREL version 8/8 are used. Considering the mean obtained for variables of macro competence, their competency dimensions and decision making style in social security organization, it can be said that these variables are too satisfactory. The results indicate that there is a significant relationship between the areas of high competence with the dimensions of managerial competence in social security organization. It was also found that there is a significant relationship between the components of the individual domain, the technical domain, and the interactive domain with the dimensions of managerial competence in the social security organization.

Keywords: Qualifications of Managers, Large Areas of Qualification, Qualification Dimensions.

Introduction

The foundation of any organization is its human resources, and being the most qualified person in the most appropriate jobs is the key prerequisite for success in organizations. Surveys show that most government agencies did not perform satisfactorily because of lack of meritocracy and meritocracy (Hoshyar & Rahimnia, 2013: 58). Therefore, criteria and criteria are necessary for selecting and appointing managers and selecting the most qualified for the organizational positions. Because achieving sustainable productivity, creativity, innovation and quality of life

depends on efficient, effective, smart and committed management and staff (Barati et al., 2012: 11). Ikrami and Rajabzadeh (2011) conducted a research on the development of components of managers' competency scales. Finally, sixteen factors were extracted that account for 60.2% of the total variance of managers' eligibility. The set of materials that correlate to a single factor that form part of the test are as follows: Understanding individual differences, change management, financial management, group formation, crisis management, understanding the mission of the organization, understanding the realities of the organization, Continuous Learning, Human Resource Management, Planning, Engagement, Customer Orientation, Technical Skills, Continuous Priority, Focus on Organizational Benefits, Focus on Challenging Goals. These factors accounted for 60.2% of the total variance of managerial competence. Ilam Elhadi and Zahedi (2012) examined a study examining the relationship between managers' competence and their major decisions in the Tehran Stock Exchange. The results showed that there is a significant relationship between managers' competence and their major decisions in Tehran Stock Exchange companies. Samadi and Jalehpour (2013) conducted a study to investigate the effect of managers' decision making styles on organizational competencies and organizational empowerment in the Khorasan Razavi Welfare Office. The results showed that managers' decision making styles had a positive and significant effect on organizational competencies and organizational empowerment in Khorasan Razavi Welfare Office. Ghasrizadeh and Reihani (2014) conducted a study to examine the relationship between rational decision making style and IRIB managers' competencies. The results showed that there is a significant relationship between the rational decision making style and the competencies of IRIB managers. Azadri-Nejad (1986) conducted research on the influence of managers' decision-making styles on their organizational competencies. The results showed that managers' decision making styles had a significant and positive impact on their organizational competencies in the Ministry of Industry, Mining and Trade. Oliviera (2006) conducted a study examining the dimensions of managerial competence. The results showed that political intelligence, tactical and strategic skills foresight and innovation, complexity management, adaptation and continuous learning, leadership, emotional intelligence, human resource management, knowledge management, use of ethical values, communication and negotiation, skills. Technically, accepting the new rule of performance management is one of the competencies of managers. Kay and Moon Carres (2007) found that managers' success in managerial positions depends on competencies such as financial management knowledge, personal relationships, communication, leadership, human resource management and other aspects of the job position. Cochran (2009) conducted a study on competency development at Ohio State University: Developing a Competency Model for 21st Century Organizational

Expansion. Fourteen of the key competencies he identified include: communication, learning Continuous, customer service, diversity, flexibility and change, interpersonal relationships, development knowledge, specialization, resource management, teamwork and leadership, application of technology and adaptation, problem solving and thinking, understanding and understanding of others and communities And self-control. Manfred et al. (2012) conducted a study analyzing the competencies of senior executives in the hotel industry. The results of their research provide a framework of competence comprising 18 dimensions of competence in two main dimensions of public competence and technical competence, which comprises a total of 107 subcategories (indices). The most important of these are: leadership competencies, crisis management competencies, problem solving competencies. Doobis et al (2015) conducted a study explaining the relationship between managers' competence with the success of public organizations. So the principle of meritocracy was recognized as a fundamental principle in these organizations. McGuart (2016) conducted a study examining the impact of managers' competence on improving their decision-making styles in Stockholm city government departments. The results of this study showed that managers' competence has a positive and significant effect on improving their decision making styles in Stockholm city government departments. Mulan (2017) conducted a study examining the relationship between decision making styles and their organizational competencies in Indian colleges. The results showed that there is a positive and significant relationship between all managers' decision making styles and their organizational competencies in Indian colleges. David (2018) conducted a study examining managers' decision-making styles with their organizational competencies in Irish administrative affairs. The results of this study showed that there is a positive and significant relationship between rational, intuitive, dependency, immediate and avoidant decision making styles with organizational competencies of Irish business managers. Dessie (2018) conducted a study examining the impact of managers' professional competencies on improving their decision-making styles in Chinese government departments. The results showed that managers' professional competencies had a significant and positive impact on improving their decision-making styles in Chinese government departments.

Research Methodology

The research method is descriptive and correlational. This research is an objective, applied, and developmental study that has collected data through a field research method. The statistical population of the present study includes senior, basic and middle managers of the Social Security Organization (2764 persons), who work in 31 general social security and treatment departments in 31 provinces according to Cochran formula 337 of them They were selected as sample. In this study, in order to

collect the required data, a questionnaire was used. The first questionnaire was used to determine the major areas of competency in social security organization that were answered by senior, middle and middle managers. In this study, to determine the validity of the present questionnaires, the conceptual and conceptual validity of the present questionnaires were evaluated and validated by 15 experts. In this study, 15 areas of competency measuring questionnaire, competency dimensions of managers were determined by 15 experts and university professors. Factor analysis is used to measure construct validity. In this study, Cronbach's alpha was used to investigate the internal consistency of the test. According to results, the reliability of the questionnaire was determined by using Cronbach's alpha (0.86). The alpha‘s coefficient for managers' competency dimensions was (99.1%). Considering that the alpha coefficient of both questionnaires is greater than 0.7, it can be concluded that the questionnaires of macro competencies, managers' competency dimension questionnaire have acceptable reliability. In this study, both field and library methods were used for data collection. In order to compile literature and research background, library method and field method were used to collect data on research variables. In this study, after data editing, coding and data entry, data were analyzed using descriptive and inferential statistics and SPSS software version 21, MINITAB version 17 and LISREL version 8.8.

Research purposes

1- Identify and describe the status of the areas of competence in the Social Security Organization

2- Recognizing and describing the status of managerial competency dimensions in social security organization

3- Identifying and describing the major areas of competence and their relationship with the dimensions of managerial competence in the Social Security Organization

Research Questions

1- What are the components of large areas of competence in the Social Security Organization?

What are the components of the individual domain in the Social Security Organization?

What are the technical components of the Social Security Organization?

What are the components of the management and interactive domain in a social security organization?

2- What is the status of the major areas of competence in the Social Security Organization?

2.1 What is the status of the individual in the Social Security Organization?

What is the status of the technical field in the Social Security Organization?

2-3 what is the status of the management and interactive areas in the social security organization?

What are the components of the dimensions of managerial competence in a social security organization?

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3.1 What Are the General Dimensions of the Components of Managers in a Social Security Organization?
3.2 Social Components What Are the Dimensions of Managers in a Social Security Organization?
3.3 What are the Component Dimensions of Managers' Competitiveness Dimensions in Social Security Organization?
4. What is the status of managers' eligibility dimensions in the social security organization?
4-1 What is the general dimension of managers' social dimension in social security organization?
4.2 What is the Social Dimension of Managers in the Social Security Organization?
4-3 What is the Duty Status of Managers in the Social Security Organization?
5. Is there a significant relationship between the areas of high competency and the dimensions of managerial competence in the Social Security Organization?
5-1 Is there a significant relationship between the individual domain and the managerial competency dimensions in the social security organization?
5.2 Is there a significant relationship between the technical domain and the dimensions of managerial competence in the social security organization?
5-3 Is there a significant relationship between management and interactive domains with the dimensions of managers' competencies in social security organization?

Research findings

The normality test results are presented in Table (1).

Table 1. Testing the normality of the data distribution

Significant variables	(Kolmogorov-Smirnov test) Significance	(Shapiro-Wilk test)	Status
Macro domain of competence	0.058	0.971	Normal
Individual domain	0.070	0.985	Normal
Technical domain	0.065	0.979	Normal
Interactive domain	0.126	0.963	Normal
Directors' competency dimensions	0.127	0.965	Normal
General competence	0.069	0.980	Normal
Social competence	0.171	0.909	Normal
Task Competency	0.104	0.959	Normal

Significant are greater than 0.05 that was obtained in all cases. Therefore, there is no reason to reject the null hypothesis that data is normal.

Correlation matrix between variables

After estimating the measurement model, the second step in estimating the model is testing the significance of the assumed path coefficients in the research model.

Therefore, before calculating the path coefficients, the correlation coefficient was calculated between the variables of the research model. The results of which are presented in Table 2.

Table 2. Correlation matrix between research variables

	Individual	Technical	Interactive Management	General competence	Social competence	Functional competence
Individual	1					
Technical	0.67**	1				
Interactive Management	0.75 **	0.58 **	**1**			
General competence	0.37 **	0.40 **	0.45**	**1**		
Social competence	0.12*	0.11*	0.14**	0.29 **	1	
Functional competence	0.20**	0.20**	0.19**	0.17**	0.52**	1

**P <0/05 * P <0/01 **

Findings

Determining the Components of Large-Scale Areas Based on Expert Poll Results

What are the Components of Large-Scale Areas in Social Security?

The dimensions and components of macro-competence domains are based on the proposed criteria of experts and experts including the individual domain, the technical domain, and the interactive domain. Table 3 shows the average fit of the dimensions with the desired variable and the mean of the fit of the components with the desired dimensions:

Table 3. The average proportion of dimensions of macro-competence domains

variable	Dimension	Average dimension fit to variable
Macro Areas of Competence	Individual	4.651
	Technical	4.159
	Management and Interactive	4.251

What are the components of the individual domain in the Social Security Organization?

The dimensions and components of the individual domain are based on the suggested criteria of experts and experts including responsibility, honesty and commitment, self-esteem, self-awareness, self-management, continuous personal development and work experience. Table 4 shows the average fit of the dimensions with the desired variable and the average fit of the components with the desired dimensions:

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Table 4. Average fit of individual domain dimensions

variable	Dimension	Average dimension fit to variable
Individual Area	Accountability	4.267
	Honesty and Commitment	4.200
	Self-esteem	4.333
	Development of self-awareness	4.533
	Self-management	4.333
	Individual Continuous Development	4.267
	Work Experience	4.200

What are the components of the technical field in the Social Security Organization?
Dimensions and components of the technical field are based on the proposed criteria of experts and experts including knowledge, resource management, guidance and direction, management and service improvement. Table 5 shows the average fit of the dimensions with the desired variable and the average fit of the components with the desired dimensions:

Table 5. Mean Dimensions of Technical Dimensions

variable	Dimension	Average dimension fit to variable
Technical area	knowledge	4.267
	Resource Management	4.200
	Routing and Routing	4.733
	Service Management and Improvement	4.533

What are the components of the management and interactive domain in a social security organization?
The dimensions and components of the management and interactive domain are based on the criteria proposed by experts and experts, including teamwork, networking, communicating with others, and adhering to up-to-date ethics and values. Table 6 shows the average fit of the dimensions with the desired variable and the average fit of the components with the desired dimensions:

Table 6. Average fit of management and interactive dimensions

variable	Dimension	Average dimension fit to variable
Interactive Management and Teamwork Area	Partnership and teamwork	4.600
	Networking	4.667
	Connect with others	4.333
	Adhering to up-to-date ethics and values	4.533

What are the components of managerial competency dimensions in a social security organization?

The dimensions and components of managers' competence based on the proposed criteria of experts and experts include general competence (key / beyond duty), social competence, and task competence (technical and scientific competence). Table 7 shows the average fit of the dimensions with the desired variable and the average fit of the components with the desired dimensions:

Table 7. Average fit of managers' competency dimensions

variable	Dimension	Average dimension fit to variable
Dimensions of Managers Competency	General Competence (Key / Beyond Duty)	4.533
	Social competence	4.667
	Task Competency (Technical and Knowledge Skills)	4.333

Investigating the status of research variables

How is the status of large areas of competence in the Social Security Organization?

H0: The variable status of the large-scale domains is not in the optimal state.

H1: The variable status of the large competence domains is in the optimal state.

Since the significance level of Kolmogorov-Smirnov (KS) test for this variable is p = 0.058 (more than 0.05), the assumption of normality of the "macro-competence domains" is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. As can be seen in Table 8, since the -test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that the variable status of the large-scale constituencies is in a desirable condition.

Table 8. Variable Status of Large Areas of Competence

Mean Basis= 3				
Variable	**means**	**t-test**	**degree of freedom**	**Significant**
Macro Areas of Competence	3.604	17.952	329	0.000

What is the status of the individual in the Social Security Organization?

H0: The individual state variable status is not in the desired state.

H1: The variable status of the individual domain is in the optimal state.

Since the significance level of Kolmogorov-Smirnov (KS) test for this variable is p = 0.070 (more than 0.05), the assumption of

normality of the "individual domain" variable is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. As can be seen in Table 9, since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that the status of the individual domain variable is in a good state.

Table 9. Individual domain variable status

Mean Basis= 3				
Variable	**means**	**t-test**	**degree of freedom**	**Significant**
Individual Areas	3.535	14.918	329	0.000

What is the status of the technical field in the Social Security Organization?
H0: Technical field variable status is not in the desired state.
H1: The variable status of the technical field is in the optimal state.
Significance level of Kolmogorov-Smirnov test (KS) of this variable is p = 0.065 (more than 0.05), assuming the normality of the "technical domain" variable to be confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. As can be seen in Table 10, since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that the status of the technical domain variable is in the optimal state.

Table 10. Technical Status Variable Status

Mean Basis= 3				
Variable	**means**	**t-test**	**degree of freedom**	**Significant**
Technical area	3.589	15.242	329	0.000

What is the status of the management and interactive domain in the Social Security Organization?
H0: The variable status of the management and interactive domain is not in the optimal state.
H1: The variable status of the management and interactive domain is in the optimal state.
Significance level of Kolmogorov-Smirnov (KS) test of this variable is p = 0.126 (more than 0.05), assuming the normality of "management and interactive domain" variable is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. As can be seen in Table 11, since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that

the status of the management and interactive domain variable is in the optimal state.

Table 11. Variable status of management and interactive domains

Mean Basis= 3				
Variable	**means**	**t-test**	**degree of freedom**	**Significant**
Interactive Management	3.762	19.276	329	0.000

What is the status of the dimensions of managerial competence in a social security organization?

H0: The variable status of the dimensions of the competencies of the managers is not in the optimal state.

H1: The variable status of the dimensions of managers' competencies is in desirable condition.

Significance level of Kolmogorov-Smirnov test (KS) of this variable is p = 0.127 (more than 0.05), assuming the normality of the "dimensions of managers' competence" is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. As can be seen in Table 12, since the - test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, considering the average obtained for this variable, it can be said that the status of the variables of managers' competency dimensions is in desirable condition.

Table 12. Variable status dimensions of managers' competence

Mean Basis= 3				
Variable	**means**	**t-test**	**degree of freedom**	**Significant**
Dimensions of Managers Competence	3.922	31.837	329	0.000

What is the status of the general qualifications of managers in a social security organization?

H0: The variable status dimension of the general competencies of managers is not in the optimal state.

H1: The variable status dimension of the general competence of managers is in a good state.

Significance level of Kolmogorov-Smirnov test (KS) of this variable is p = 0.096 (more than 0.05), assuming the normality of the "general competence" variable is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. As can be seen in Table 13, since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, considering the average obtained for this variable, it can be said that the status of the variable is in good condition after the general competence of managers.

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Table 13. Variable status dimension of general competence of managers

Mean Basis= 3				
Variable	**means**	**t-test**	**degree of freedom**	**Significant**
General Competence	3.814	23.487	329	0.000

What is the status of the social competence of managers in a social security organization?

H0: The variable status dimension of managers' social competence is not in optimal condition.

H1: Variable status dimension of managers' social competence is in desirable condition.

Significance level of Kolmogorov-Smirnov test (KS) This variable is p = 0.171 (more than 0.05). Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. As shown in Table -33-4, since - the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, according to the average obtained for this variable, it can be said that the status of the variable is in desirable condition after the social competence of the managers.

Table 14. Variable status dimension of managers' social competence

Mean Basis= 3				
Variable	**means**	**t-test**	**degree of freedom**	**Significant**
Social Competence	3.972	21.680	329	0.000

What is the status of the post of managerial competence in a social security organization?

H0: Variable status dimension of managers' task competence is not in optimal condition.

H1: Variable status dimension of managers' task competence is in desirable condition.

Significance level of Kolmogorov-Smirnov test (KS) This variable is p = 0.104 (more than 0.05), assuming the normality of the "task competence" variable is confirmed. Therefore, one-sample parametric t-test was used to investigate this question. As can be seen in Table 15, since the - test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that the status of the variable is the desirable dimension of the managers' task competence.

Table 15. Variable Status Dimensions of Managers' Tasks

Mean Basis= 3				
Variable	**means**	**t-test**	**degree of freedom**	**Significant**
Functional competence	4.006	26.932	329	0.000

Is there a significant relationship between the areas of high competency and the dimensions of managerial competence in social security organization?

The strength of the relationship between macro-competence domains with the competency dimensions of managers was calculated to be 0.35, indicating a desirable correlation. The t-test statistic was 3.52, which is greater than the critical value of t at the 5% error level (1.96), indicating that the observed correlation is significant. Therefore, the fourth hypothesis of the research is confirmed and it can be said that there is a significant relationship between the areas of high competency with the competency dimensions of managers in social security organization.

Research hypotheses

The relationship between the areas of great competence with the dimensions of managerial competence

The final structural equation model is used to measure the relationship between the dimensions of macro-competence domains and the competency dimensions of managers. The final model is presented in Figure 1. This model is adapted from the output of the LISREL software.

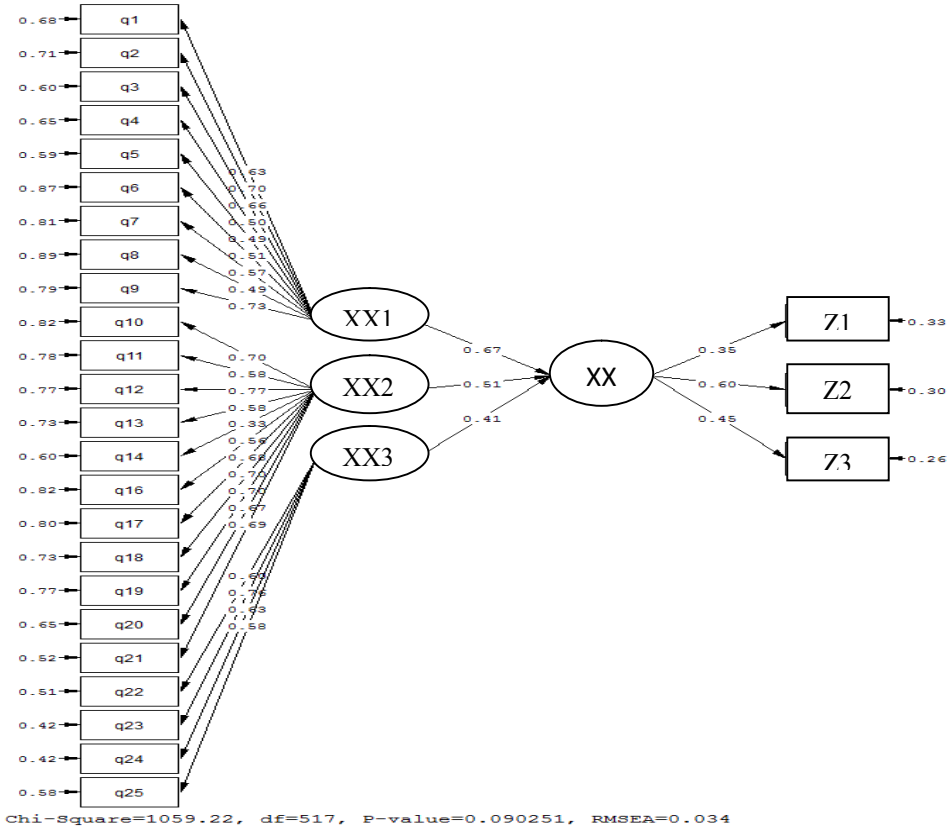

Figure 1: Results of the final model confirmation of the relationship between the areas of macro competence with the competency dimensions of managers[1]

[1] XX: Directors' competency dimensions, XX1:Individual domain, XX2: Technical domain, XX3:Management domain, Z: General competence,Z2:Social Competence: Z3: Duty competence

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The results of significance measurement of model data are presented in Figure 2.

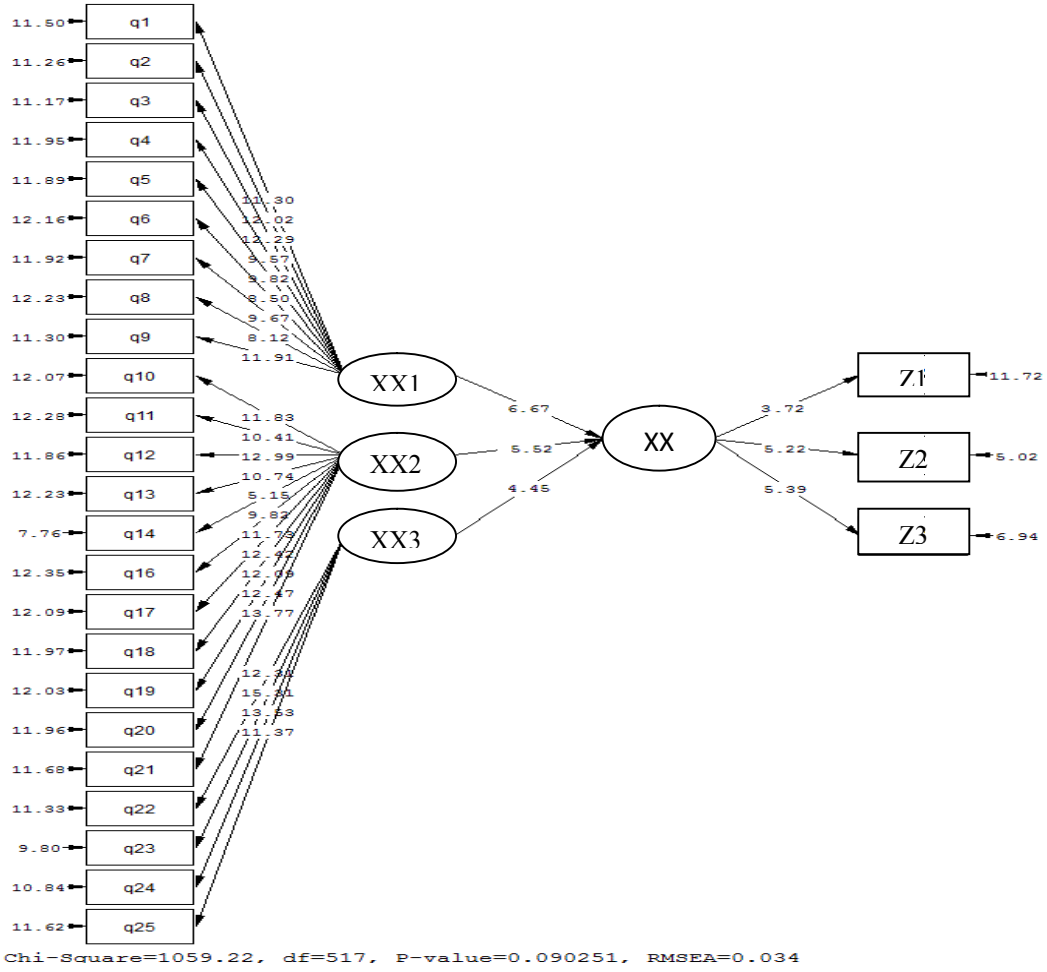

Figure 2: t-value statistic of the final model confirmation of the relationship between macro-competence domains and managerial competency dimensions

There is a significant relationship between the individual domain and the dimensions of managerial competence in social security organization.

Based on Figures 1 and 2, the power relationship between individual domains and managers' competency dimensions was calculated to be 0.67, indicating a desirable correlation. The t-test statistic was also 6.67, which is greater than the critical value of t at 5% error level of 1.96, indicating that the observed correlation is significant. Therefore, this hypothesis is confirmed and it can be said that there is a significant

relationship between individual domain and managers' competency dimensions in social security organization.

There is a significant relationship between the technical domain and the dimensions of managerial competence in social security organization.

The strength of the relationship between the technical domain and the dimensions of managers' competence was calculated to be 0.51, indicating a desirable correlation. The t-test statistic was also 5.52, which is greater than the critical value of t at 5% error level of 1.96, indicating that the observed correlation is significant. Therefore, this hypothesis is confirmed and it can be said that there is a significant relationship between the technical domain and the dimensions of managers' competency in social security organization.

There is a significant relationship between the managerial and interactive domains with the dimensions of managers' competency in social security organization.

The power of the relationship between management and interactive domains with managers' competency dimensions was calculated to be 0.41, indicating a desirable correlation. The t-test statistic was also 4.45, which is greater than the critical value of t at 5% error level of 1.96, indicating that the observed correlation is significant. Therefore, this hypothesis is confirmed and it can be said that there is a significant relationship between the managerial and interactive domains with the dimensions of managers' competency in social security organization.

The LISREL software output also shows the suitability of the proposed research model, so that the root mean square error of estimation (RMSEA) is 0.034, the standardized chi-square value (CMIN / DF) is 0.048. And the goodness of fit index (GFI) is 0.95.

Discussion and conclusion

The dimensions and components of macro-competence domains are based on the proposed criteria of experts and experts including the individual domain, the technical domain, and the interactive domain. The average of all dimensions is between 4 and 5 (between appropriate and perfectly appropriate), which means that according to the experts in this study there is a proportionality between all the dimensions of the large areas of competence based on the proposed criteria.

The dimensions and components of the individual domain are based on the criteria proposed by experts and experts, including responsibility, honesty and commitment, self-esteem, self-awareness, self-management, continuous personal development and work experience. All dimensions are between 4 and 5 (between appropriate and perfectly appropriate), which means that according to the experts in this study, there is a proportionality between all dimensions of the individual domain according to the proposed criteria.

Dimensions and components of the technical field are based on the proposed criteria of experts and experts including knowledge, resource management, guidance and direction, management and service

improvement. The average of all dimensions is between 4 and 5 (between appropriate and perfectly appropriate), which means that according to the experts in this study, there is a proportionality between all aspects of the technical field based on the proposed criteria.

The dimensions and components of the management and interactive domain are based on the criteria proposed by experts and experts, including teamwork, networking, communication with others and adherence to up-to-date ethics and values. There are suggested criteria for proportionality.

The dimensions and components of managers' competence based on the proposed criteria of experts and experts include general competence (key / beyond duty), social competence and functional competence (technical and scientific competence). The average of all dimensions is between 4 and 5 (between appropriate and perfectly appropriate), which means that according to the experts in this study, there is a proportionality between all dimensions of manager competence based on the proposed criteria.

Significance level of Kolmogorov-Smirnov test (KS) of this variable is p = 0.058 (more than 0.05), assuming the normality of the “macro-competence domains” is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. Since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that the variable status of the macro-competence domains is in a good state.

Since the significance level of Kolmogorov-Smirnov (KS) test for this variable is p = 0.070 (more than 0.05), the assumption of normality of the "individual domain" variable is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. Since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that the status of the individual domain variable is in a good state.

Significance level of Kolmogorov-Smirnov test (KS) This variable is p = 0.065 (more than 0.05), assuming the normality of the "technical domain" variable to be confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. Since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that the status of the technical domain variable is in the optimal state.

Significance level of Kolmogorov-Smirnov (KS) test of this variable is p = 0.126 (more than 0.05), assuming the normality of "management and interactive domain" variable is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was

3.00. Since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that the status of the management and interactive domain variable is in the optimal state.

Since the significance level of Kolmogorov-Smirnov (KS) test for this variable is p = 0.127 (more than 0.05), the assumption of the normality of the "dimensions of managers' competence" is confirmed. Therefore, one sample t-parametric test was used to investigate this question and since the range of questions was 5 Likert, the mean baseline was 3.00 to answer this question.

Since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, considering the average obtained for this variable, it can be said that the status of the variables of managers' competency dimensions is in desirable condition.

Significance level of Kolmogorov-Smirnov test (KS) This variable is p = 0.096 (more than 0.05), assuming the normality of the "general competence" variable is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. Since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, considering the average obtained for this variable, it can be said that the status of the variable is in good condition after the general competence of managers.

Significance level of Kolmogorov-Smirnov test (KS) This variable is p = 0.171 (more than 0.05). Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. Since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, according to the average obtained for this variable, it can be said that the status of the variable is in desirable condition after the social competence of the managers.

Significance level of Kolmogorov-Smirnov test (KS) This variable is p = 0.104 (more than 0.05), assuming the normality of the "task competence" variable is confirmed. Therefore, one-sample t-test was used to investigate this question, and since the range of questions was 5 Likert, the mean of the mean was 3.00. Since the test value (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be said that the status of the variable is the desirable dimension of the managers' task competence.

The strength of the relationship between the individual domain and the dimensions of managers' competence was calculated to be 0.67, indicating a desirable correlation. The t-test statistic was also 6.67, which is greater than the critical value of t at 5% error level of 1.96, indicating that the observed correlation is significant. In other words, there is a significant relationship between the individual domain and the dimensions of managerial competence in social security organization. The strength of the

relationship between the technical domain and the dimensions of managers' competence was calculated to be 0.51, indicating a desirable correlation. The t-test statistic was also 5.52, which is greater than the critical value of t at 5% error level of 1.96, indicating that the observed correlation is significant. In other words, there is a significant relationship between the technical domain and the dimensions of managerial competence in social security organization. The power of the relationship between management and interactive domains with managers' competency dimensions was calculated to be 0.41, indicating a desirable correlation. The t-test statistic was also 4.45, which is greater than the critical value of t at 5% error level of 1.96, indicating that the observed correlation is significant. In other words, there is a significant relationship between management and interactive domains with the dimensions of managers' competency in social security organization.

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