

## **The Effect of Employees' Individual Characteristics on Contextual Ambidextrous Behaviors**

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### **1-INTRODUCTION**

One of the main challenges for businesses to achieve better and higher performance is to discover new opportunities in addition to taking advantage of existing opportunities and resources. organizational ambidexterity is defined as balancing the conflicting activities of exploration (identifying new ideas and opportunities) and exploitation (making the best use of existing resources and opportunities). empirical results show that ambidextrous organizations have higher performance than their competitors. According to the organizational ambiguity literature, organizations use different mechanisms to achieve organizational ambidexterity. One of the most common ways is structural separation (structural ambidexterity) in which the organization creates a separate unit (such as a research and development unit) to carry out exploratory activities. however, there are problems such as reducing the possibility of knowledge integration between units and agency costs due to structural separation. Recently, researchers have pointed out the importance of synchronizing exploration and exploitation behaviors at the individual level. The so-called contextual ambiguity refers to ambidextrous behaviors performed by employees in the organization. In other words, instead of creating separate structural units, employees are encouraged to perform exploratory behaviors while doing their daily work. However, the challenges of innovative behaviors discourage employees from undertaking ambidextrous behaviors. Research on contextual ambidextrous is emerging and mainly focused on

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the effects of contextual ambiguity as well as the favorable organizational environment for such behaviors. There is little knowledge about individual factors affecting employees' ambidextrous behaviors, especially in developing countries like Iran. Therefore, the main purpose of this study is to identify the individual affecting factors of contextual ambidexterity as well as the individual moderators.

## **2-THEORETICAL FRAMEWORK**

The current study integrates the entrepreneurial orientation theory and the ethical orientation literature to suggest that employees with higher levels of entrepreneurial and ethical orientations are more likely to get engaged in contextual ambidexterity behaviors and that there is a synergetic effect between these two orientations in shaping individual ambidextrous behaviors. The entrepreneurial orientation theory suggests that not all people are equally inclined to innovate and take the risks of entrepreneurial actions. Researches on intra-entrepreneurship also show that one of the main reasons for employees' low entrepreneurial behaviors is the risks associated with them such as dismissal and job loss. Therefore, employees with a more entrepreneurial orientation are expected to be more involved in individual ambidextrous behaviors. The second theoretical basis is based on research on ethics and moral orientation suggesting the values and ethical standards guide individuals' behaviors. It is suggested that the opportunistic behaviors resulting from having authority for innovation and creativity are less likely in individuals with low moral orientation and, as a result, morality increases the employees' ambidextrous behaviors. Since entrepreneurial and ethical orientation can shape employees' innovative behaviors, it seems that they reinforce each other and have a synergistic effect on ambidextrous behaviors.

## **3-METHODOLOGY**

The food industry in Iran is one of the most dynamic industries and employees' ambidextrous behaviors are more likely to happen in such contexts. Therefore, the current research was accomplished in this industry and surveyed the employees of food companies in Tehran. Needed data was gathered by distributing a questionnaire and 203 well-qualified ones were finally returned. After investigating the measurement models, the reliability

and validity of variables were confirmed. The conceptual model was estimated using regression analysis.

#### **4-RESULTS & DISCUSSIONS**

The results indicated that both the entrepreneurial and ethical orientation positively influenced employees' ambidextrous behaviors. However, contrary to the prediction, the synergetic effect of these orientations was not confirmed, implying that they independently affect contextual ambidexterity in organizations.

#### **5-CONCLUSIONS & SUGGESTIONS**

While the literature on ambidexterity research is growing, there is little knowledge about its individual-level antecedents. Therefore, the main purpose of this study was to investigate the effect of entrepreneurial and ethical orientations on employees' ambidextrous behaviors. The results confirmed the first hypothesis that employees' entrepreneurial orientation has a positive effect on their ambidextrous behaviors. In other words, employees who tend to be more innovative, proactive, and risk-taker are more likely to engage in exploratory behaviors while doing their daily work. The findings also confirmed that employees with more professional ethics are more likely to engage in exploratory and innovative behavior. These results provide new insights for linking ethical variables to individual and organizational outputs. While previous research has focused on applying mechanisms, such as performance management, to control opportunistic behaviors resulting from employee authority, this research shows that internal control due to ethics can encourage employees to undertake ambidextrous behaviors. This is particularly important in the moral and cultural context of Iran. However, contrary to expectations, the third hypothesis representing the synergistic effect of entrepreneurship and ethics on contextual ambidexterity was not confirmed. It seems that each of these variables independently affects ambidextrous behaviors. Future research can identify potential moderators and other predictors by examining this relationship in other fields and industries, and especially by conducting in-depth exploratory qualitative research.

**Keywords:** Contextual Ambidexterity Entrepreneurial Orientation, Ethical Orientation, Exploration, Exploitation

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## **Investigating the difference between work generations in the banking sector in terms of procrastination**

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### **Extended abstract**

#### **1- INTRODUCTION**

The human resources of organizations are composed of different generations. one of the most important factors affecting the efficiency of employees from different generations is their procrastination. procrastination acts as an obstacle to the organization's productivity. The current study is to examine the procrastination of employees as one of the most important generational differences in the private banking sector. the research questions are as follows: 1) are different generations of employees in private banks similar in terms of the level of procrastination? 2) is there a significant difference between the dimensions of procrastination?

#### **2- THEORETICAL FRAMEWORK**

Procrastination of employees is a global problem. field observations of researchers approve that this phenomenon also exists in iranian public and private organizations. procrastination, also called tomorrow syndrome, has some symptoms as follows: time-consuming and time-wasting behavior, feeling overwhelmed by responsibilities, inability to achieve important life goals, doing things very quickly in the last minutes, daydreaming instead of doing things, and lack of ongoing planning for life. Generation means a group of people who have experienced social or historical events in a similar way. Those born in the 1930s and 1940s, which make up the first generation

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are considered baby boomers. those born in the 1950s are the x generation. and those born in the 1960s and 1970s are the next generation.

### **3- METHODOLOGY**

The present research is an applied study in terms of orientation, it is a quantitative study regarding the type, and it is an inductive study in regard to approach. The purpose of this cross-sectional research was to describe a phenomenon by three dimensions of energy loss, distraction, and lack of emotional perseverance, and collected needed data using a questionnaire. Therefore, it is a descriptive study in terms of nature and purpose. the statistical population of the study was the employees and managers of private banks in tehran, among which a sample size of 410 was selected. Cronbach's alpha coefficient was used to evaluate the questionnaire's internal consistency. One-way ANOVA was used to examine the mean difference in procrastination and its dimensions between the four generations. Since the ANOVA is not able to exactly determine which two samples are different, the Bonferroni post hoc test was also utilized.

### **4- RESULTS & DISCUSSION**

Analysis of respondents' age indicated that the number of people born in the 1930s and 1940s as the first generation is 127, those born in the 1950s as the second generation is 144, and those born in the 1960s and 1970s as the third generation is 128. among these three generations, there was a significant difference between at least two generations in terms of procrastination and its components. Therefore, it is concluded that all the research sub-hypotheses are confirmed. that is, different generations are different from each other in terms of the degree of procrastination, and generations are significantly different in terms of the three components of procrastination.

### **5- CONCLUSIONS & SUGGESTIONS**

Data analysis indicated that the degree of procrastination varies from generation to generation. generation three had the highest amount of procrastination. generations one and two were not significantly different in terms of procrastination, but both had less procrastination than the third generation. Generation three also had the highest amount of energy which was predictable considering the age and youthful excitement of this

generation. generations one and two were also not significantly different in terms of lack of energy. In terms of distraction, the third generation was higher than the second. According to the results of the bonferroni post hoc test, some generations were not significantly different from each other in terms of procrastination and its dimensions. therefore, it was found that there exist other variables over and above generation affecting the employees' procrastination.

**Keywords:** Generational Differences, Procrastination, Lack of Energy, Distraction, Emotional Perseverance.

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## Analyzing the Phenomenon of Employees' Job Demotion by a Meta-synthesis Approach

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### Extended abstract

#### 1- INTRODUCTION

One of the most important concerns of developing countries is the change in the form of products and services. due to the increasing facilities, communication, and innovation in the environment around organizations, these communities have been persuaded to act more intelligently in human resource process engineering (including selection and employment, appointment, career planning, etc.) than in the past. considering the great importance and at the same time keeping silent about the phenomenon of job demotion in organizations, this study seeks to provide different models in this field and summarize them in order to identify the dimensions, predictors, and outcomes of job demotion. in this way, organizations will be able to plan in more detail to achieve their excellent goals, which also leads to employee excellence.

#### 2- THEORETICAL FRAMEWORK

Job demotion includes various concepts, the most important and clear definition of which is going back or moving downward. in an organizational context, it means an employee's movement to a less important position. job demotion has different dimensions such as salary reduction. Job demotion factors are at macro, intermediate, and micro levels. macroeconomic recession leads to reorganization or devaluation of the organization. Employers are forced to move back to work to maintain the experience and knowledge of employees in order to recover from the economic downturn.

Mergers, reorganizations, and redundancies are among the measures that can be taken at the intermediate level to implement job rotation.

### **3- METHODOLOGY**

The present study has a qualitative approach accomplished using a hybrid strategy. Hypertext is one type of meta-study. Meta-synthesis approach is a qualitative strategy to examine the information and findings extracted from other qualitative studies related to the same subject. Therefore, the sample for meta-synthesis consists of selected qualitative studies based on their relevance to the research question.

### **4- RESULTS & DISCUSSION**

In this study, the job demotion phenomenon and its determinants were investigated to make them more clear in the organization context. After reviewing 32 related studies, in regard to job demotion factors, four categories, 18 concepts, and 53 codes were identified. The identified categories are titled individual, organizational, intermediate, and environmental. In regard to its dimensions, five categories, 10 concepts, and 53 codes were extracted. The identified categories are titled organizational hierarchy reduction, organizational authority reduction, job content weakness, work path dismissal, and compensation weakness.

### **5- CONCLUSIONS & SUGGESTIONS**

Management of any phenomenon requires correct knowledge and understanding of that phenomenon. Thus, after reviewing the literature, we concluded that job demotion is a complex and multifaceted phenomenon. No systematic effort has been done regarding this forgotten process in organizations, and accordingly, it has not been well recognized for many years. Therefore, it is necessary to consider the outcomes of job demotion. Job demotion, if it is desired by employees, has few positive outcomes for the organization and its employees. Instead, if job loss is desired by the organization and employees do not interfere, it will have many negative consequences for both the organization and employees. Thus, it is important to act intelligently in the field of career path, appointment, and promotion. Career promotion may create satisfaction and motivation in a limited period of time, and if the adopted policy for an employee is not appropriate and timely, it will go back after a while. In the long term, it may cause job

depression, improper performance, absence and delay, dissatisfaction and lack of motivation, etc.

In order to facilitate the mental condition of the employees, the organizations should provide the possibility of organizational or extra-organizational movement in order to release the person from the previous stressful atmosphere. employees and their attitudes towards the organization's processes, missions, and goals should be strengthened because it is suspected that being oppressed by the organization may lead to treacherous behaviors by victims. reducing burnout for employees due to relieving themselves of the burden of responsibility and the large volume of tasks assigned, maybe a positive burden for employees who voluntarily choose job demotion. this is a sign for organizations to constantly monitor employees. employees should not be left with heavy responsibilities because after a while they will suffer from this organizational complication. in some cases, employees lose the motivation and mobility to play the assigned role and become the source of the virus of despair and hopelessness in the organization. Accordingly, it is recommended the options of parallel relocation or even degradation. one type of determinant of this phenomenon is disciplinary factors. It is recommended that the choice of job demotion be the last resort in decision making. structural or formal processes like horizontalizing the structure or downsizing are other factors for the occurrence of job demotion. therefore, it is suggested that virtual structures be designed and used effectively and continuously in the organization. Another factor is the weak social capital that forces the employees to build trusted, positive, and useful communication to prevent job demotion. due to the economic conditions prevailing in organizations, the organizations should try to keep employees away from economic shocks. They should seek to create horizontal structures by doing so job losses will be reduced.

**Keywords:** Job Demotion, Job Demotion Model, Job Transition, Career Mobility

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## **The effect of functional conflict and knowledge sharing on marketing capabilities moderated by communication quality and conflict intensity**

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### **Extended abstract**

#### **1- INTRODUCTION**

Nowadays, organizations have to be ready to react to the increasingly competitive environment in order to understand and meet the customers' needs and prevent them from switchover to rivals. Therefore, many organizations have utilized strategies that make them capable of improving marketing capabilities. according to the above mentioned, the aim of the present study is to investigate the effect of functional conflict and knowledge sharing on marketing capabilities as well as the moderating effect of communication quality and conflict intensity in the 5-star darvishi hotel.

#### **2- THEORETICAL FRAMEWORK**

Conflict is the outcome of political behaviors. functional or good conflict can be beneficial for the organization by inspiring the organization's innovation and increasing its potential to face the customers' ever-changing needs. Functional conflicts are, in fact, the differences among viewpoints and can transform the tacit knowledge into explicit knowledge and help the knowledge to be shared more and more effectively. Conflict management is a positive indicator of an organization's health. Moreover, establishing communication of high quality may affect the type and intensity of conflict and, also, can play an important role in knowledge sharing desirability. The

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more conflict intensity and qualified communication, the more the effect of functional conflict on knowledge sharing will be.

### **3- METHODOLOGY**

The current research is an applied study in terms of purpose, and it is a descriptive survey in terms of the data collection method. The statistical population was comprised of 335 employees of darvishi hotel among which 179 people were selected by conducting stratified random sampling. a pre-made questionnaire was used to gather field data. The obtained data was analyzed by conducting partial least squares structural equation modeling in smartpls software.

### **4- RESULTS & DISCUSSION**

Research results showed that functional conflict has a positive and significant effect on knowledge sharing. the moderating effects of conflict intensity and communication quality on the relationship between functional conflict and knowledge sharing were also confirmed. Furthermore, the results indicated that knowledge sharing has a positive and significant effect on responsiveness and innovation capability. also, the moderating role of communication quality on the association of knowledge sharing with responsiveness and innovation capability was statistically confirmed.

### **5- DISCUSSION & CONCLUSION**

According to research findings, if the organization's managers determine and eliminate the obstacles of knowledge sharing and its employees transform tacit knowledge into explicit knowledge the conflict between the staff will change from destructive to functional. by enhancing teamwork through encouragement and motivation, managers can create and expand sympathy among staff which leads to enhancing the quality of communication and, consequently, improving knowledge-sharing. Today managers are well aware of the fact that owning a competitive advantage depends on empowering the organization's responsiveness to customer and environmental needs. therefore, documenting the staff experiences and knowledge and clever planning lead to competitive advantage and, consequently, improve the organization's functional performance.

**Keywords:** Functional Conflict, Marketing Capability, Knowledge Sharing, Communication Quality, Conflict Intensity

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## **Providing a framework for the acquisition of experts' tacit knowledge to identify environmental opportunities and threats**

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### **Extended abstract**

#### **1- INTRODUCTION**

The topic of knowledge management is of the most important ones for today's companies and organizations. Today's competitive world has forced organizations to work harder to succeed and survive in competition and manage their knowledge more effectively. Tacit knowledge can be considered as a set of experiences, skills, work perspectives, and value and mental systems within the individual that is gained through professional and personal experiences. Examining the external environment and recognizing the factors of this environment to take advantage of opportunities and avoid threats is seriously related to the method of tacit knowledge acquisition. Therefore, the acquisition of tacit knowledge of experts is one of the key needs for gaining a competitive advantage and the organization's success. In doing so, it is necessary to identify the experts' mental patterns, ideas, beliefs, and attitudes toward the future.

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## **2-THEORETICAL FRAMEWORK**

While there is a lot of foreign research on environmental scanning, few domestic studies have been done on internal scanning. In the field of acquisition of experts' tacit knowledge, there have also been very limited domestic studies. Foreign studies have more studied the effect of tacit knowledge acquisition on various dimensions, but not the identification of strategic factors. Therefore, the purpose of the present study is to provide a framework for acquiring the experts' tacit knowledge to identify organizational opportunities and threats. This study is based on an interpretive approach and used content analysis as the data analysis strategy.

## **3-METHODOLOGY**

After identifying the key categories extracted from the theoretical literature, in-depth interviews were conducted with experts, and based on the opinions expressed by the interviewees; related codes and categories were extracted. In this phase, data were analyzed by interpretive approach, which is a method for mentally interpreting the content of the interview data. In general, based on theoretical foundations and experts' opinions and by conducting a qualitative content analysis, this study addressed the shortcomings of the current patterns for identifying the external strategic factors i.e., the organizational opportunities and threats. In the first step of the analysis, the initial or open coding was performed. To do so, the data were broken down into smaller units to shape bigger concepts. Then, all the extracted sentences and phrases were compared continuously and similar ones were grouped. After that, the specific concepts mentioned in all the sentences were extracted and assigned a specific code. In this way, the concepts were extracted from the heart of the interviews as the output of the content analysis.

## **4- RESULTS & DISCUSSION**

After introducing the suggested solutions and tools for each defect expressed by the experts, the current study conducted an interpretive analysis on interviews to prevent the occurrence of defects in the proposed framework. In this framework, the proposed solutions and tools were used in three stages: pre-interview, interview, and post-interview. The proposed framework introduces solutions and tools to realize the expert tacit knowledge and identify the external environment at each phase. Therefore,

the tacit knowledge of experts can be achieved to identify opportunities and threats by applying the proposed framework.

## 5- CONCLUSIONS & SUGGESTIONS

The framework proposed in the present study can be considered by organizational planners to provide better scanning of the environment and take advantage of opportunities with proper planning and full awareness of shortcomings in identifying opportunities and avoiding threats. the results indicated that there are some tools and solutions in each step of the proposed framework to eliminate the identified defects. these solutions must be implemented continuously over time as a basis for identifying opportunities and threats in regard to both the environmental monitoring and the acquisition of knowledge from experts. in the authors' opinion, the proposed framework can be used to increase the quality of environmental scanning. For example, each stage suggests a solution to make the expert's mind more focused on the future in line with drawing a long-term viewpoint.

**Keywords:** Tacit Knowledge, Environmental Scanning, Opportunity, Threat, Interpretive Analysis

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## **Designing a Model of Center for Evaluation and Development of Managers' Competencies to Achieve the Desired System of Organizational Performance Improvement: A Qualitative Approach**

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### **Extended abstract**

#### **1- INTRODUCTION**

Many forward-thinking organizations seek to educate managers to assess and meet their future needs. Obviously, the implementation of these programs requires the use of reliable assessment techniques that can accurately assess the desired capabilities. One of the mechanisms used in large companies in the world to address this issue is to exploit the center for evaluation and development. these centers are also utilized in iran for several years.

#### **2- THEORETICAL FRAMEWORK**

Evaluation centers are used to achieve various goals. the most important reasons for using evaluation centers are recruitment, appointment, retention, and development of employees. successful organizations employ middle and senior managers and even experts based on feedback received from the evaluation center. Evaluation centers have been an important tool in selecting managers for the past 25 years. One of the most important reasons for this success is that they have very high predictability.

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### **3- METHODOLOGY**

To identify and model the performance factors, first, related university professors and administrators were identified and organized as delphi experts. then, using a questionnaire tool, the desired dimensions and components were identified during three delphi rounds.

### **4- RESULTS & DISCUSSION**

The results indicated that the dimensions and components of the center for evaluation and development of managers' competencies include organizational value (6 components), insight and attitude (5 components), personality traits (6 components), personal communication (3 components), interpersonal communication (6 components), leadership (5 components), professional credibility (3 components), technological knowledge (3 components), self-management (4 components), managing the others (4 components), business management (7 components), emotional ability (3 components), mental ability (3 components), empirical ability (3 components), academic ability (4 components), physical ability (3 components), and personality traits and skills of evaluators (11 components). also, the important dimensions and components of the system to improve the organizational performance include human resources (4 components), knowledge management (4 components), external factors (6 components), internal factors (4 components), and organizational management (7 components).

### **5- CONCLUSION & SUGGESTIONS**

Considering the role of the evaluation center in assessing the competence of managers, it is suggested to senior officials take the necessary measures to design, establish, utilize, and support evaluation centers to evaluate the competencies of their staff and provide a basis for meritocracy. On the other hand, the expansion of the evaluation center in the country and its acceptance by organizations and senior managers requires formulating and implementing a culture at the national level in line with the country's perspective. thus, researchers are advised to implement evaluation centers in organizations even in the form of research projects. It should be noted that, in the present study, the dimensions and components were designed in the municipality. The other organizations should design the appropriate model

based on their specific tasks and managerial competencies. there are common roles and responsibilities for a manager. The evaluation center should accordingly evaluate the common tasks and competencies as well as tailor them to each organizational position.

**Keywords:** Evaluation and Development Center, Managerial Competencies, Organizational Performance Improvement System, Model Design

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## **Investigating the mediating role of social entrepreneurship for social and human capital to affect operational performance**

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### **Extended abstract**

#### **1-INTRODUCTION**

Today's situations have made entrepreneurial activities a necessary issue for organizations. social entrepreneurship includes innovative programs to improve the livelihoods of those who lack business and financial resources or who have limited access to social service opportunities. Human capital is the tacit or explicit knowledge of employees as well as their ability to produce knowledge from individual behaviors and attitudes, education, experiences, skills, and abilities. On the one hand, human capital is the most important capital for organizations. On the other hand, researches show that, by improving the employees' attitudes and behaviors, the proper use of social and human capital has an impact on improving employees' job performance. Accordingly, the purpose of the current study was to investigate the effect of human and social capital on the operational performance of the shahid chamran university of ahvaz through its social entrepreneurship.

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## **2-THEORETICAL FRAMEWORK**

Social entrepreneurship is a concept derived from entrepreneurship but has different goals and objectives than entrepreneurship. The purpose of social entrepreneurship is to solve or encourage a social issue in order to create a sustainable solution. Social entrepreneurship refers to businesses that solve critical social problems in a sustainable and different way with charities and non-profit organizations. In other words, it creates products and services that improve the lives of low-income and disadvantaged people, while also earning an income to maintain and grow themselves. social capital is the sum of material and spiritual resources that allow employees to have a stable network of institutionalized relationships resulting in mutually beneficial cooperation. Social capital has three dimensions: structural, cognitive, and communicative. Human capital is a set of entrepreneurial and managerial skills like employees' creativity and leadership. organizations with much human capital act more innovatively and solve customer problems faster. Operational performance is the basis for evaluating progress toward achieving predetermined goals and helping the organization identify its strengths and weaknesses and take effective actions. this approach potentially enables the organization to compete effectively in today's competitive business environment.

## **3-METHODOLOGY**

The present research is a descriptive correlational study in regard to nature and is an applied study in terms of purpose. The library method was used to review related literature and theoretical basis, and a questionnaire was used to collect field data. The statistical population of the study was comprised of staff, experts, and managers of shahid chamran university. based on morgan's table, a sample size of 400 was calculated for distributing the questionnaires, among which 390 people returned the questionnaire.

## **4-RESULT & DISCUSSION**

Research findings indicated that 73.9% of respondents were female. In terms of education, 5% of them had diplomas, 13.02% associates, 51.28% bachelors, 28.71% masters, and 1% doctoral degrees. Regarding the age, 8.7% of them were 20 to 25 years old, 17.17% were 26 to 30, 51.79% were 31 to 35, 12.5% were 36 to 40, and 9% were above 41. testing the

relationship between variables confirmed all the direct hypotheses. in terms of indirect relationships, analyses indicated the mediating role of social entrepreneurship in the association of social capital and human capital with operational performance.

## 5-CONCLUSIONS & SUGGESTION

Findings showed that social and human capital had positive and significant effects on social entrepreneurship. the other research findings were that social and human capital had significant effects on operational performance. Moreover, social entrepreneurship led to the improved operational performance of the shahid chamran university of ahvaz. Regarding the limitations of this research, it can be said that the current study has considered a limited number of influential variables. It is suggested that future research examine the other organizational variables such as creativity, innovation, etc. on the other hand, this study was conducted in one university and cannot be generalized to all universities. therefore, it is suggested to repeat the current research in several universities to increase the predictive power of the results. Additionally, it is suggested to repeat the present research in other governmental or non-profit organizations.

**Keywords:** Social Capital, Human Capital, Social Entrepreneurship, Operational Performance

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## **Developing a Model for Managers' Meritocracy in Mashhad Municipality by Adopting a qualitative approach (Thematic Analysis)**

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### **Extended abstract**

#### **1- INTRODUCTION**

The effectiveness of managers is highly dependent on different factors like competency, skills, aptitude, knowledge, and insight. These factors play a vital role in managers' success and, subsequently, much effort and search are going on to employ those who have these required competencies. This can provide an appropriate environment for them to be effective managers. There are many benefits to the competency approach. For example, implementing it in employee development programs is one of the organization's inherent abilities.

#### **2- THEORETICAL FRAMEWORK**

Many types of research have been carried out in different countries to model the factors affecting meritocracy. For example, one study refers to four key skills for managers' meritocracy: self-management, interpersonal, technical, and administrative skills. Another research found that a manager's competencies and qualifications should include emotional awareness, self-confidence, self-assessment, trustworthiness, maintaining order, flexibility, innovation, responsibility, seeking information, production efficiency,

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decision quality, and stress management. In another study, the manager's competencies are divided into four categories: cognitive, functional, social, and meta competency. One another proposed a holistic domain model of managerial competencies that comprise six key domains: intrapersonal, interpersonal, leadership, technical/business, career, and mentoring skills.

### **3- METHODOLOGY**

In this research, thematic analysis is used which is a method for determining, analyzing, and expressing patterns (or themes) within the data. Here, the six-step method of Clark and Brown (2006) is conducted on interview contents. Research participants include university professors and managers and experts of the municipality of Mashhad, 21 of which were interviewed. The collected data were analyzed using NVivo software. Then, based on the identified model, a questionnaire was developed and distributed among the research participants in order for conducting the Friedman test and prioritizing the identified factors.

### **4- RESULTS & DISCUSSION**

Previous studies have suggested that the competencies of managers include: individual, interpersonal, organizational, and insight competencies. According to these researches, indicators such as freshness and extraversion, humility, patience, challenge, age, and resistance to pressure are important for meritocracy. Based on the identified pattern composed of 122 open codes, 15 axial codes, and 4 selected codes, the current study concludes that the competencies needed by managers can be categorized into three dimensions: individual (attitudinal and behavioral), occupational (knowledge and skill), and value (organizational culture).

### **5- CONCLUSION & SUGGESTIONS**

In regard to prioritizing the merits required by Mashhad municipality managers, research findings showed that the behavioral axial code is the most important in individual competency, the leadership code is the most important in managerial competency, and the skill code is the most important in job competency. In order to establish a meritocracy system in the Mashhad municipality, it seems necessary to pay attention to four categories (individual, managerial, job, and value). Accordingly, being open to criticism, sending accurate reports to all levels, communicating with

urban elites, using human resources, and using specialist forces should be considered in a meritocracy system.

**Keywords:** Meritocracy, Qualitative Approach, Mashhad Municipality

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