

Evaluation of the Current Situation of the Ministry of Economy and Finance in Terms of the Components of the Strategic Manager Training Model

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Abstract: The purpose of this research was to investigate the current situation of the Ministry of Economy and Finance in terms of the components of the strategic manager training model. This mixed applied-research study (qualitative-quantitative) was conducted on 127 experts of the Ministry of Economy and Finance in Tehran. The tool for collecting this research was the use of a closed Likert scale questionnaire. Finally, the data were analyzed in two parts, descriptive statistics and inferential statistics, using Smart-PLS and SPSS22 statistical software. Descriptive findings showed that most of the customer respondents were male and had a bachelor's degree. Inferential findings showed that strategic issues, training, efficient management, supervisory and control functions, intra-organizational activities, and extra-organizational components and professional principles had a favorable status and the component of individual competencies had an average status.

Keywords: Ministry of Economy and Finance, Individual Competencies, Strategic Managers.

Introduction

Today, organizations realized that traditional planning is no longer responsive to society, so they turned to strategic planning. Strategic planning is a process in which long-term organizational goals are determined and in order to achieve these goals that have been predicted in advance, it is based on decision-making methods. Human resource planning is directly linked with strategic planning and is the most important factor and tool that connects organizational goals and policies to human resource goals and planning, human resource planning is strategic (Taleghani and Taleghani Nejad, 2016: 273).

The foundation of every organization is its human power, and for the success of organizations, the most qualified people should be used in the most suitable job positions (Shum et al., 2018: 59). In fact, the employees of any organization are the most important and valuable assets of that organization, and every organization needs their participation to achieve its goals. Today, for the transformation of the organization, improvement of performance

and development of its employees, it is necessary to explain the position of competence of strategic managers in organizations. This issue is more important in some organizations and educational centers (Benmainham et al., 2012). Recently, the Ministry of Economy and Finance is trying to train managers and officials of strategic and strategic managers in their positions.

One of the factors in the structure of the organization that leads to strategic thinking is the strategic management of human resources. Strategic management is a set of management decisions and actions that determine the long-term performance of a company. Strategic management is reviewing the environment (both internal and external environment) that formulates strategy (long-term or strategic planning); and is responsible for strategy implementation and evaluation and control. Therefore, strategic management emphasizes monitoring and evaluating external opportunities and threats according to the strengths and weaknesses of a company. In general, strategic management includes: planning, implementation and control of strategic planning. Strategic management of human resources is the general orientation of the organization in which the organization seeks to achieve its goals through employees (Adeniji et al., 2018). The behavior of the employees according to their job has penetrated to achieve the organizational goals. In order to adapt to today's changing and changing world, organizations must be able to create strategies to guide and control these changes with the help of transformational leaders in order to institutionalize the atmosphere of creativity and innovation and the inclinations of people towards entrepreneurial activities in the organization. Managers who give more importance to strategic issues and choose strategic management as one of their main priorities will be more professional managers and can better and faster put their business on the path of success and see the growth and development of their organization in the coming years. Roshanie AliBenesi and Razzaghi (2021) showed that the strategic management of human resources had a positive and significant effect on the tendency of employees to think strategically and the strategic management of human resources had a positive and meaningful effect on the atmosphere of employee relations. Kasirlou and Noami (2020) showed that the strategic management of human resources had a significant effect on the performance of the organization. (Kasirlou and Noami, 2020).

The excellence and perfection of organizations in strategic management requires the use and following of managers with knowledge and a structured, coherent, coordinated and staged model of capabilities and elements that describe the characteristics of effective strategic management at different levels of maturity and the path of development and improvement of strategic management. Immature towards a more mature and mature state. The Ministry of Economy and Finance is no exception to this and perhaps the need to train such managers is felt even more for them. For this reason, the purpose of this study is to examine the current situation of the Ministry of Economy and Finance in terms of the components of the strategic managers training model.

Research Methodology

The research method used in this research is practical and mixed (qualitative-quantitative). The statistical population of the quantitative part of the research included all experts of the Ministry of Economy and Finance in Tehran, which are 200 people. The time efficiency of this research is from December 1400 to September 1401. The sample size was calculated using Cochran's formula:

$$N = \frac{Nt^2pq}{D^2(n-1)+t^2pq}$$

where n is equal to the sample size, N is equal to the total number of the statistical population, P is the degree of presence of the trait, q is the degree of absence of the trait, D is the acceptable error of 5% and t is the confidence limit at the 95% level and is equal to (1.96).

According to the sample size formula for the current research, 127 people were calculated and selected as the research sample using random cluster sampling method. The total number of experts of the Ministry of Economy and Finance in Tehran is about 200 people, and considering Cochran's formula, 127 people were selected as a statistical sample by random cluster sampling. In this way, different departments of the Ministry of Economy and Finance were considered as clusters and within them, experts were randomly selected. The reason for using the random cluster method is that according to the statistical population, the variance between groups is high, and with the process of choosing a random cluster, an attempt has been made to reduce this variance.

-Tool

In this research, a closed Likert scale questionnaire was used. In order to investigate the current situation in the

quantitative part of the research, a closed-ended Likert scale questionnaire was used, which was the output of the qualitative part of the questions. In order to determine the validity of the questionnaire, the content validity method and expert judgment method were used, and the reliability of the questionnaires was used.

-Data Analysis Method

The data analysis in this research was done in two parts, descriptive statistics and inferential statistics, and Smart-PLS and SPSS2 statistical software were used. In this research, confirmatory factor analysis was used to check the validity of the questionnaire scale, and structural equation model and t-test were also used to check the research hypotheses. For this purpose, the sample normality test was used.

Results

Descriptive Results:

Based on the results of the demographic information of the participants, the majority of the respondents were male (58.5%). According to the evaluations, people with bachelor's degrees accounted for the largest sample size with 40.5%. had (Figure 1).

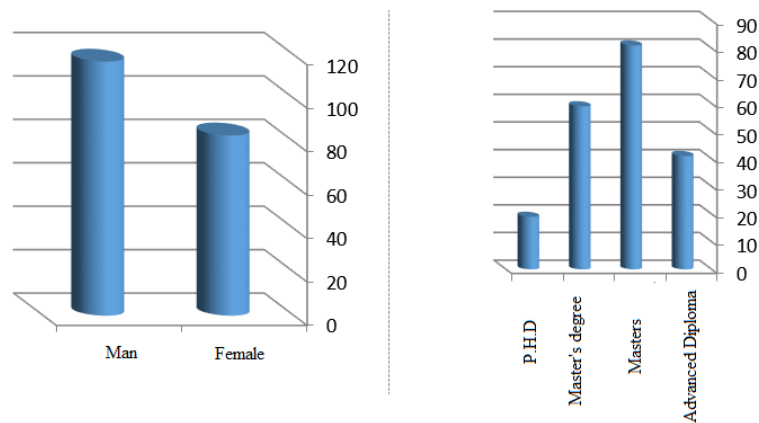


Figure 1. Demographic Characteristics of the Respondents

The average results of the main variables are shown in Figure 2.

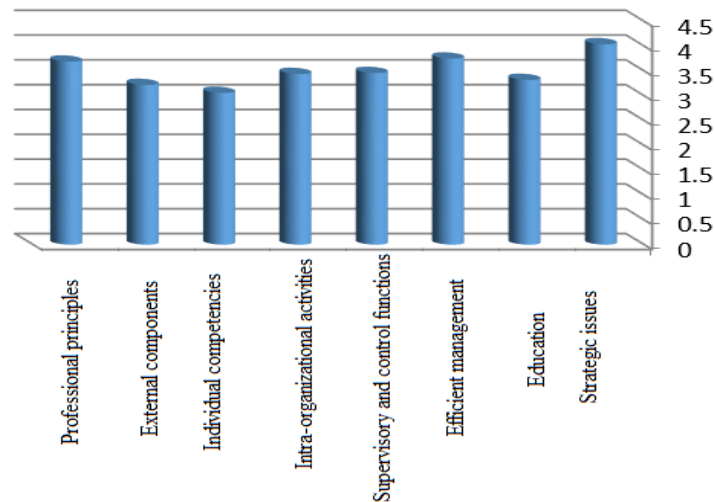


Figure 2. Average Research Variables

Inferential Results:

The premise of using parametric statistical tests is to determine whether the data is normal or not. In this

context, one of the basic prerequisites for choosing parametric statistical tests is the normality of data distribution based on the investigated variables. With this approach, the Kolmogorov-Smirnov test was first used to check the normality of data distribution. In this test, the null hypothesis showed the normality of the data distribution and the counter hypothesis showed that they are not normal. Considering that the significance level of the test in all variables is not more than 0.05, the hypothesis of the normality of the observations (null hypothesis) is rejected. But due to the fact that the sample size is more than 50, parametric tests are used to investigate the hypotheses.

Table 1. Normal Distribution of Variables

Variable Name	Number	Test Statistics	Significance Level
Strategic issues	200	2.13	0.001
Education	200	2.28	0.001
Efficient management	200	2.35	0.001
Supervisory and control functions	200	1.64	0.009
Intra-organizational activities	200	3.15	0.001
Individual competencies	200	1.89	0.001
External components	200	1.82	0.003
Professional principles	200	1.91	0.001

Table 2. Fit Indices of the Theoretical Research Model

	Acceptable Value	The Ideal Amount	The Value Obtained in the Model	Result
Significance of χ^2	.01 < p ≤ .05	.01 < p ≤ .05	0.021	Acceptable (test statistic in the range of 0.01 to 0.05)
Optimized chi-square (df/ χ^2)	2 < χ^2 /df ≤ 3	2 < χ^2 /df ≤ 3	2.8	acceptable
Good fit (GFI)	.80 ≤ GFI < .95	.80 ≤ GFI < .95	0.777	acceptable
root mean square residual (RMR)	0 < RMR ≤ .10	0 < RMR ≤ .10	0.035	acceptable
Comparative Fit Index (CFI)	.90 ≤ CFI < .97	.90 ≤ CFI < .97	0.82	acceptable
root mean square error of estimation (RMSEA)	.05 < RMSEA ≤ .08	.05 < RMSEA ≤ .08	0.042	acceptable
Goodness of Fit Index (PGFI)	.50 ≤ PGFI < .60	.50 ≤ PGFI < .60	0.879	Ideal
Normalized Unique Fit Index (PNFI)	.50 ≤ PNFI < .60	.50 ≤ PNFI < .60	0.714	Ideal

According to the results of table (2) and quantitative indices of fit, it can be concluded that the theoretical model related to the theoretical model of research is an acceptable model. To test the hypothesis, a partial index (p-value) and a significant number have been used, and the condition for a relationship to be significant is that the value of the first index (p-value) for the desired relationship is less than 0.05 or the value of the second index (t -value) should be greater than ±1.96 (Azer and Gholamzadeh, 2014).

-Hypotheses

Here, the research hypothesis "current situation of the Ministry of Economy and Finance in terms of model components" was proved. In order to investigate, the variable of strategic issues, the mean of the index was compared with the mean of the society, which is equal to 3, and the results are shown in table (3).

Table 3. The Results of the One-Sample T-Test to Examine the Status of the Component of Strategic Issues

Community average = 3					
95% confidence interval		level of significance	t test statistic	mean difference	Variable name
upper bound	lower limit				
1.10	0.988	0.001	36.75	1.045	Strategic issues

The results obtained from table (3) show that: in the model in question, the calculated t-statistic is significant at the 0.001 level, $t=9.61$. The comparison of the mean difference of this factor, $M=1.045$, with the mean difference of zero society shows that the status of the index of strategic issues in the Ministry of Economy and Finance is favorable.

In order to investigate the education variable, the average index was compared with the average of the society, which is equal to 3, and the results are shown in table (4).

Table 4. One-Sample T-Test Results to Check the Status of the Education Component

Community average = 3						
95% interval upper bound	confidence		level of significance	t test statistic	mean difference	Variable name
	lower limit					
0.393	0.247		0.001	8.68	0.321	Education

The results obtained from table (4) show that in the model, the calculated t-statistic is significant at the 0.05 level, $t = 8.68$. The comparison of the mean difference of this factor $M=0.321$ with the mean difference of the society shows that the status of the education index in the Ministry of Economy and Finance is favorable.

To investigate the variable of efficient management, the mean of the index was compared with the mean of the society, which is equal to 3, and the results are shown in table (5).

Table 5. One-Sample T-Test Results to Check the Status of the Efficient Management Component

Community average = 3						
95% interval upper bound	confidence		level of significance	t test statistic	mean difference	Variable name
	lower limit					
0.813	0.693		0.001	24.71	0.753	Efficient management

The results obtained from table (5) show that: in the model in question, the calculated t-statistic, $t=2.27$, is significant at the 0.05 level. The comparison of the mean difference of this factor, $M=0.106$, with the mean difference of zero society shows that the status of the efficient management index in the Ministry of Economy and Finance is favorable.

In order to investigate the monitoring and control functions, the mean of the index was compared with the mean of the society, which is equal to 3, and the results are shown in table (6).

Table 6. One-Sample T-Test Results to Check the Status of the Component of Supervisory and Control Functions

Community average = 3						
95% interval upper bound	confidence		level of significance	t test statistic	mean difference	Variable name
	lower limit					
0.523	0.393		0.001	13.91	0.458	Supervisory and control functions

The results obtained from table (6) show that: in the model in question, the calculated t-statistic is $t=13.91$ and it is significant at the 0.05 level. The comparison of the mean difference of this factor, $M=0.458$, with the mean difference of zero society shows that the status of the index of supervisory and control functions in the Ministry of Economy and Finance is favorable.

In order to investigate the internal activities of the organization, the average of the index was compared with the average of the society, which is equal to 3, and the results are shown in table (7).

Table 7. One-Sample T-Test Results to Check the Status of the Intra-Organizational Activities Component

Community average = 3						
95% interval upper bound	confidence		level of significance	t test statistic	mean difference	Variable name
	lower limit					
0.537	0.354		0.001	9.57	0.446	Intra-organizational activities

The results obtained from table (7) show that: in the model in question, the calculated t-statistic is significant at the level of 0.05, $t = 4.95$. The comparison of the mean difference of this factor, $M=0.268$, with the mean difference of zero society shows that the status of the index of intra-organizational activities in the Ministry of Economy and Finance is favorable.

To investigate the variable of individual competencies, the mean of the index was compared with the mean of the society, which is equal to 3, and the results are shown in table (8).

Table 8. The Results of the One-Sample T-Test to Check the Status of the Component of Individual Competencies

Community average = 3						
95% interval	confidence		level of significance	t test statistic	mean difference	Variable name
	upper bound	lower limit				
0.1838	-0.013	0.106	1.63	0.062	Individual competencies	

The results obtained from Table 8 show that: in the model, the calculated t statistic, $t = 1.63$, is not significant at the 0.05 level. The comparison of the mean difference of this factor $M=0.062$ with the mean difference of the society shows that the status of the individual competence index in the Ministry of Economy and Finance is average.

The results of the variable evaluation of extra-organizational components are shown in Table (9).

Table 9. One-Sample T-Test Results to Check the Status of the External Component

Community average = 3						
95% interval	confidence		level of significance	t test statistic	mean difference	Variable name
	upper bound	lower limit				
0.364	0.18	0.001	10.54	0.222	External components	

The results obtained from table (9) show that: in the model in question, the calculated t-statistic is 10.54, which is significant at the 0.05 level. The comparison of the mean difference of this factor, $M=0.222$, with the mean difference of zero society shows that the status of the index of extra-organizational components in the Ministry of Economy and Finance is favorable.

To investigate the variable of professional principles, the mean of the index was compared with the mean of the society, which is equal to 3 (Table 10).

Table 10. One-Sample T-Test Results to Check the Status of the Professional Principles Component

Community average = 3						
95% interval	confidence		level of significance	t test statistic	mean difference	Variable name
	upper bound	lower limit				
0.762	0.627	0.001	20.22	0.695	Professional principles	

The results obtained from table (10) showed that the calculated t-statistic of $t=20.22$ is significant at the 0.05 level. The comparison of the mean difference of this factor, $M=0.695$, with the mean difference of zero society shows that the status of the index of professional principles in the Ministry of Economy and Finance is favorable.

Discussion

The review of the current situation of the Ministry of Economy and Finance showed that strategic issues, training, efficient management, supervisory and control functions, intra-organizational activities, and extra-organizational components and professional principles have a favorable status and the component of individual competencies has an average status. In recent years, several reasons have made organizations realize that traditional planning will no longer be able to solve their problems. Therefore, the use of strategic planning has been suggested as a necessity in governments, organizations and societies. Strategic planning is one of the approaches proposed by

many leaders and managers of organizations in recent years as a new policy to reduce problems affecting organizations and improve the quality of results and organizational performance (Sanghvi, 2019). One of the most important factors that lead the organization to hire or train strategic managers is to observe signs that the organization has poor performance (Villagrasa et al., 2018). The decision to change the organization's current activities plan can affect the organization's competitive advantage. Current organizational environments require a high level of management responses and strategic changes more than ever before (Ben-Menahem et al., 2012). Cultivating strategic managers requires a systematic approach to change management, which is done with people and resources and according to specific factors. Effective and practical change involves controlling or harmonizing the management process, so as to enable people to change in a positive way (Komodromos et al., 2019).

Organizations in today's dynamic and complex environments need a new method of strategy design, organization and change management to shape their future. With regard to predicting the changes taking place inside and outside the organization, foresight that includes organizational learning and individual foresight can increase an organization's ability to face the future (Öner et al., 2014: 190). According to researchers, there is a strong connection between strategic foresight and learning processes. Organizational learning is the process of generating and using new knowledge as a means to improve organizational performance and increase competition. Some researchers have defined organizational learning as "the process of improving actions through better knowledge and understanding". Taking advantage of the value created from the integration of strategic foresight activities in the management and daily operations of the organization requires the creation of individual capabilities and suitable systems for organizational learning (Rhisart et al., 2015: 129).

During recent decades, economic, political, geographical and technological changes have had tremendous effects on organizations. The speed of these changes, along with the increase in global competition, has forced organizations to reorganize their activities by rethinking the ways of doing their work. Humans have assumed a vital and decisive role at the center and heart of organizations; Because they are considered the most important competitive advantage (Ahmadi Teftakani, 2018). Therefore, identifying and promoting the skills, knowledge, ability, and in one word, the competencies of strategic managers for the success of an organization is necessary and inevitable. The first step in strategic management, whose philosophy is based on two important categories of "merit management" and "talent management" and finally performance reporting, is to formulate specific competency models for senior managers. In this regard, the biggest challenge faced by strategic and strategic plans is to ensure the accuracy of choosing people to be on the path of development and succession. Competencies refer to demonstrable behaviors that are formed based on knowledge, skills, abilities, and other individual characteristics, and a person must have them to successfully perform his role (Sadri Ayubi, 2020).

The selection and employment of skilled and professional managers is always one of the requirements for the excellence of any organization. The most important reasons for the prevalence and popularity of the competence approach are based on the fact that today's organizations are involved in competition and are under pressure to reduce costs and continuously improve their performance, so it is necessary to make effective efforts to create, maintain and improve their capabilities (Gholipour and Mohammad Ismaili, 2016: 12). Competency research is one of the most important research fields and the best way to identify the job qualifications of a profession, and its purpose is to identify the knowledge and skills needed to perform a job. Grown and successful organizations are managed and directed by strategic managers or teams of competent and efficient managers (Jiang and Alexakis, 2018: 29). Competence is a combination of skills, knowledge and attitudes needed to perform a role effectively (Hwang and Kou, 2018: 22). Also, competence is a combination of motivations, characteristics, self-images, attitudes or values, content knowledge, and behavioral and cognitive skills that can be demonstrated to distinguish between excellent and average employees. Managerial competencies include a set of skills, knowledge, abilities, attitudes and motivations in order for the manager to perform the assigned tasks effectively (Lara et al., 2017: 154).

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