

STRATEGIES FOR THE DEVELOPMENT OF MANAGERIAL COMPETENCIES TO ENHANCE JOB PERFORMANCE OF ADMINISTRATIVE STAFF IN HIGHER EDUCATION INSTITUTIONS

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ABSTRACT

Administrative staff play an important role in the management of higher educational institutions. They are the key to the normal operation of the school and an important guarantee to promote the development of the school. If do not pay attention to the managerial competencies and job performance of administrative staff, their sense of self-worth will be reduced, resulting in bad job performance, and the waste of human resources. The aim of this paper is to explore the relationship between managerial competencies and job performance. This paper used a qualitative research method. After a review of literature related to managerial competencies and job performance, it was concluded that it has a positive relationship between managerial competencies and job performance. According to the research results, proposed strategies for the development of managerial competencies to enhance job performance of administrative staff in higher education institutions.

Keywords: Administrative staff, Managerial competencies, Job performance

INTRODUCTION

Administrative staff play an important role in the management and operation of higher educational institutions (HEIs). They are the key to the normal operation of the school and an important guarantee to promote the development of the school. As a service provider of talent training and scientific research development, their managerial competencies also affect the competitiveness of the school to a certain extent. Administrative staff lead the active development of educational institutions, and affect the morale of teachers and students, ensuring a safe and effective learning environment, playing an important role in the education institutions [1](Mawudeku & Ankumah, 2021).

However, compared with the teachers involved in teaching and scientific research, the development of administrative staff is inadvertently ignored. While the limited ability development of administrative staff will directly or indirectly affect the quality of talent training and scientific research. Administrative staff is the human resources with the development potential of HEIs. If HEIs do not pay attention to the development of the managerial competencies of administrative staff, their career development will be limited and their sense of self-worth will be reduced, resulting in bad job performance, and the waste of

human resources. Therefore, how to develop managerial competencies of administrative staff in HEIs is a subject worth further exploration and research.

HEIs should pay attention to the managerial competencies and job performance of administrative staff. Appropriate measures should be taken to develop the managerial competencies of administrative staff to improve their job performance. To improve competencies of administrative staff cannot only improve their work ability and meet the needs of self-realization, but also give full play to the advantages of human capital and promote the sustainable development of HEIs. HEIs are the need place of human capital. Giving full play to the human capital advantages of the administrative staff can not only bring certain benefits to the administrative work, but also promote the development level of HEIs. Therefore, this paper has two objectives, first was to study the relationship between managerial competencies and job performance; then to proposed strategies for the development of managerial competencies to enhance job performance of administrative staff in HEIs.

METHODOLOGY

Researchers used qualitative methods in this paper. The key words found in this article were managerial competencies and job performance. First, search for literature, documents and articles related to managerial competencies and job performance through Google and major databases. Then, the theories, concepts and related studies were reviewed and analyzed. Then, the relationship between managerial competencies and job performance was analyzed. Finally, the strategy of developing administrative staff's managerial competencies to improve job performance was proposed.

RESULTS

Administrative Staff in Higher Education Institution

HEIs shoulder the two major tasks of educating students and conducting scientific research. Usually, the development of academic personnel receives the attention of institutions and society, because they are considered an important factor in improving the overall quality level of HEIs. However, the administrative staff of HEIs are often a special group that is overlooked. Although, they are indispensable to the normal operation of the school, even can play an important role. As managers of HEIs, they do not directly participate in teaching activities and scientific research activities, they serve as multiple administrative units and mainly manage the non-academic work of the institutions. Their provision of necessary services for teachers and students is a prerequisite for the smooth operation of the school. Mawudeku & Ankumah (2021) emphasized that administrative staff influence the morale of teachers and students, leading the positive development of educational institutions, ensuring a safe and effective learning environment for students and teachers, and supporting the smooth operation of institutions plays an important role in the success of the school [1].

Administrative staff are important human resources and great potential in HEIs. To improve competencies of administrative staff not only improve their work ability and meet the needs of self-realization, but also give full play to the advantages of human capital and promote the sustainable development of HEIs. HEIs are the need place of human capital. Giving full play to the human capital advantages of the administrative staff can not only bring certain benefits to the administrative work, but also promote the development level of HEIs.

As manager and service provider, the administrative staff will serve in the talent training and scientific research undertakings. Investing them in human capital will improve their service level and the quality of their work. In addition, the improvement of competencies of administrative staff can better serve teachers and students. So, full-time teachers can better focus on teaching and scientific research work, and students can better study and live. It is beneficial to promote the development of various undertakings in the school. At the same time, it is also a need of self-realization of administrative staff.

The concept of Managerial Competencies

After decades of research, competency is divided into different types, such as technology competencies, social competencies, emotional intelligence competencies, and so on. Among them, managerial competencies is the focus of organizational managers and researchers recently. According to Neumeyer and Liu (2021), managerial competencies are a highly specialized subcategory of the skills that articulate the desire to have different impacts [2]. And Panahi (2022) described managerial competencies as skills, motivation and attitudes necessary for work, including communication skills, problem solving, customer-centered and team work skills [3]. Moreover, Amstrong (2020) mentioned “managerial competencies and competencies are characteristics that enable one to perform his or her job. They consist of numerous forms and combinations of knowledge, skills, abilities, motives and traits” [4]. He also noted that managerial competencies are seen as a tool that can help identify, guarantee, evaluate, and develop the necessary competencies required for a specific management position.

To a large extent, the management level of educational leaders and educational managers determines the quality of the educational process and the organization they manage [5]. This shows that HEIs need a set of scientific methods to identify and evaluate the level of managerial competencies of organizational members. Then, establish a scientific and complete training system according to the actual situation, in order to develop and cultivate the managerial competencies of employees in the field of education.

The concept of Managerial Competencies

Job performance is a subject of concern in both the field of human resources and organizational behavior and has been attracting attention and research for decades. Different researchers have made different descriptions of job performance. Campbell (1990) published a handbook called "Modeling the Performance Prediction Problem in Industrial and organizational psychology", which was the first academic paper to study the relationship between employees performance and their behavior [6]. Campbell(1990) stated that job performance is a variable of low individual level, namely the task or work function for a person to perform [7]. After that, the theme of job performance gradually attracted attention in the organization and management, which aroused people's interest and more and more research.

Campbell et al.(1993) believes that job performance can be defined as individual behavior that generates value for an organization [8]. And it can contribute to organizational goals [9]. Campbell's definition follows three concepts: job performance should be defined according to behavior rather than results, including only those behaviors that related to organizational goals, and it's multidimensional [10]. Viswesvaran and Oones (2000) defined job performance as scalable actions, behaviors, and outcomes that are engaged or contribute related to organizational goals [11]. This included results in their definition of job performance. According to Groen et al.(2017), employee performance can refer to the extent to which employees meet job requirements, which is based on the assessment of their supervisors [12].

The relationship between managerial competencies and job performance

The success of an employee is inseparable from his own competencies. Competencies, organizational culture and work motivation make the organization grow, which also encourages the working spirit of the employee and thus improves the organizational performance [13]. At the same time, competency is an important potential feature, which is often associated with excellent job performance and managerial efficiency [14]. Moreover, literature argued that managerial competencies can enhance job performance, simultaneously improve the quality of goods or services, and produce a more flexible workforce [15].

The researchers examined the relationship between managerial competencies and job performance. Niazi et al. (2020) conducted an empirical study and the results showed that managerial competencies was positively associated with the job performance [16]. Castaño et al. (2023) verified the relationship of managerial competencies and job performance of public managers in Spain. Results found a significant relationship between managerial competencies and job performance [17]. These empirical studies showed that the level of employee managerial competencies affects their job performance.

In addition, research on the relationship between managerial competencies and job performance has also received attention in the education field. Utoyo et al. (2019) examined the impact of employee competence and organizational culture on employee performance in a sample of employees from seven universities. The findings showed that employee competence had a positive and significant impact on employee performance [13]. Wahab & Tyasari (2019) studied the relationship between the managerial competency and job performance of the leadership of higher universities in Pakistan, and the results showed a positive correlation managerial competency and job performance [18]. This indicated that the managerial competency and job performance of administrative staff are increasingly valued, and these studies have made important contributions to the development, training and development of staff managerial competencies and the improvement strategies of job performance.

Strategies for higher education institutions

HRM can achieve organizational goals through managerial competencies assessment and selection. The leader of an organization should have good managerial competencies which will enhance their job performance. When managerial competencies are combined with effective organizational management, and behavior needs to reach the necessary level of manager performance, then it becomes an important determinant of success, thus generating competitive advantage [19, 20].

Administrative staff is the key group to promote the normal operation of HEIs. They shoulder important responsibility for providing services to their students and teachers. They ensure that students and teachers can complete learning and teaching activities in a safe and effective environment and conduct scientific research work. They are the driving force behind HEIs to maintain a competitive edge. The improvement of the managerial competencies of administrative staff is conducive to improving the organizational quality of the educational process and its management and enhancing administrative staff's job performance. Developing the managerial competencies of administrative staff is of great significance to HEIs.

It is necessary to identify, guarantee, evaluate and develop managerial competencies of administrative staff in combination with the characteristics of countries, regions, and schools. Evaluation and selecting managerial competencies of administrative staff and establishing a development training system are important measures for college human resource management to achieve organizational goals. When the organizational environment and its management procedures support the development of

employees and take measures to improve managerial competencies of administrative staff, everyone can enhance their job performance in the organization, which will in turn contribute to the development of the organization.

CONCLUSION AND FUTURE WORK

In conclusion, the paper reveals the importance of administrative staff in HEIs. At the same time, it is found that the managerial competencies of managers have a positive impact on job performance. Based on the above research results, this paper also provides strategies for the development of administrative staff's managerial competencies and the improvement of their job performance in HEIs. This is of great significance for HEIs. Although the paper fails to confirm from the empirical perspective that the managerial competencies of administrative staff have a positive impact on job performance in HEIs context. This is the limitation of this paper. However, the results of this paper provide a conceptual framework for future quantitative research. It also provides a theoretical basis for future empirical research.

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