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Educational Research in Medical Sciences
Article DOI: 10.5812/erms.92372
Published in: Educational Research in Medical Sciences: 8(2); e92372

Peer Review Report for "The Role of Competency Management on Positive Organizational Behavior in Teaching Hospitals of Kermanshah"

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Review Timeline:

Submit Date: 16 Apr 2019
Revised Date: 14 Oct 2019
Accepted Date: 16 Nov 2019

Revision (0)

Here, you can see the **Reviewers**, **Associate Editors** and **EICs'** comments from the beginning to the end of the revision process.

REFEREE: Reviewer | Revision (0)

13 May 2019

Dear AE,
Thanks for the authors' efforts. I enjoyed reading the manuscript and reviewing it. The manuscript has structural and methodological issues that needs to be addressed. It is an acceptable work but it needs major revision.
1. In the abstract change the abbreviation for goodness of fit. It shouldn't be abbreviated since you only used it once and the phrase is not used any further in the abstract.
2. R2 shouldn't be written like this. I presume that you used the Microsoft office suite to write your manuscript so try using equations section of Microsoft word to write 2 as the power for R.
3. Both GFI and R2 does not show a strong fit and correlation. Instead of using the word strong try to interpret the indices in statistical language. Like an R2 of 0.2 means that 20% of the variance in Y is predictable from X, naming Y and X as your dependent and independent variables.
4. The introduction is too long and although it clarifies the points of the study it is not necessary. The aim should be changed. It seems that authors wanted to assess the relationship or correlation not effect. Using the word effect is not accurate and should be changed to relationship or correlation.
5. The concept map of research is unnecessary and can be omitted.

6. The research hypothesis is not necessary by the journal's instructions. Either use them as aims or omit them.
7. The method is too short and does not answer the following questions.
a. It seems to me that you used a cross-sectional research method for the study. The research design method should be stated in the methods section.
b. It is stated that the participants were selected by a random method. Which random method did the authors used? what about the excess 10 participants that received the 20 excess questionnaires. Were they selected randomly also?
c. What was the reason of excluding the 18 participants' data? Were the questionnaires unfilled or any other reason? By using 342 participants the authors are losing 2% of the research population. Doesn't that impact the result of research considering that the whole population is 4000?
d. The questionnaire is not specified. How many questions did it have? How was the questionnaire validated and the how was the reliability calculated? Did you validate the questionnaire before this study? Or it was validated in the same study? If so how many participants, you used for validation? Was is translated? Was it back-translated? Did you include the expert opinion?
e. Describe the setting, locations, and relevant dates, including periods of recruitment, and data collection.
f. The participants should be described. Were they professors? Were they employees of any specific departments? Were they students? No convincing description of participants were given.
g. What variables were measured in the study? Variables such as age and other demographic data should be included in the methods section.
h. Did you encounter any specific biases? And if you did what did the authors do to adjust the study method for those biases.
i. The statistical methods are not described in the methods section. Please add them.
j. The ethical considerations should be added to the methods section.
8. The first part of the results (demographic variables) can be put into a table.
9. The illustrations for model (figures 2 and 3) have Farsi words. Please correct them.
10. The skewness and kurtosis is no necessary. You can omit them from the tables.
11. The criterion and formula for GFI is no necessary.
12. Table 4 is unnecessary since you addressed the same issues in discussion.
13. What was the similarities and differences between your research and the same researches in the field? Addressing the consistency of findings is not enough for discussion.
14. Discussion needs to have at least 4 paragraphs. You should address the key findings, limitations errors and biases, interpretation of the results and comparing them to similar studies, and whether or not your results can be generalized to a bigger population and the reasons for that. Also state any conflicting interest in the end.
15. The manuscript also may need English language revision by an expert. Although there are no obvious errors the fluency could become better.
I'm looking forward to hear from you again.
Best wishes

REFEREE: Reviewer | **Revision** (0) 19 May 2019

Dear AE,
Comments for the authors:
- abstract: What is the meaning of medical education centers as a statistical society? The name of the questionnaire is to be accurately written. Refer to the statistical tests used. The findings are presented in a statistical and summary language. Conclude one paragraph. Correct the keywords based on the mesh.
- Introduction: The long paragraph ends in a reference. Use more references. Claiming the lack of study should be cautious. There may be studies that the researcher does not have access to.
- Research method: Just write a questionnaire. The remaining additional content was removed.
- Explain the validity and reliability of the questionnaire.342 qualified questionnaires ?? does not mean anything. Reference inside the text is a problem. The whole sentence needs to be edited.
- Results: Modify table titles. Write the results of the journal's format
- The discussion is not well presented. Needs to be rewritten.
- Conclude one paragraph.
Thanks.

REFEREE: EIC | **Revision (0)** 1 Jun 2019

Dear Author,
Your article is reviewed by the reviewers carefully. According to their comments, this document needs minor revision. Please follow their comments as requested.
Thanks.

OPEN PEER REVIEW

Revision (1)

Reply to Reviewers

Ideally, the reviewing process can significantly improve the submitted manuscripts by allowing the authors to take into account the advice of reviewers. Author(s) must reply to all reviewers' comments in a separate Word file, point by point. A "**Reply to Reviewers**" document is submitted along with revised manuscript during submission of revised files, summarizing the changes that the authors made in response to the reviewers' comments. The responses to reviewers' comments specifies how the authors addressed each comment the reviewers made.

You can read the authors' responses to the reviewers' comments in the next page.

The Effect of Competency Management on Positive Organizational Behavior in academic medical centers of Kermanshah

Abstract

Objective: The purpose of this research was to investigate the effect of competency management on positive organizational behavior in academic medical centers of Kermanshah.

Method: This research has e*mpl*oyed a descriptive-surveying method with the approach of structural equations. The statistical population of the research was the employers(nurse, doctor, staff and practical nurse) of the academic medical centers of Kermanshah. The statistical population size was 4000 people of which 350 people were selected through the random sampling method according to the Cochran formula. The data collection instruments were the Competency Management Questionnaire through extraction from a qualitative work and Luthans' Positive Organizational Behavior Questionnaire (2007). Their validity was confirmed by construct validity and their reliability was confirmed by Cronbach's alpha and composite reliability. analysis of research hypothesis has been done using pearson's correlation test and structural equation modeling or least square method. The data were analyzed using SPSS23 and SMART PLS2 software.

Results: The results of the structural equations indicated that the effect of competency management on positive organizational behavior and its dimensions include positive balance competencies and promoter competencies. The quality of the measurement and the structural model were confirmed by cv.com test and cv.red test. Moreover, the quality of the final model of research was as much as 0.559 according to GOF index, which showed that the model has a strong fit. Finally, the coefficient of determination (R^2) for the positive organizational behavior was as much as 0.417, which is very strong. Thus it can be said that by selecting hospital managers who have competency management and positive mood, it can be expected to obtain fuctional and operational achievements. Also emergence and srengthening of posistive organizational behaviors by medical staff can be expected which leads to improvements in the quality of services at academic medical centers.

Keywords:CompetencyManagement,Promoter Competencies, Balance Competencies, Positive Organizational Behavior.

Introduction

Today, environmental changes and challenges have caused the functions and roles of managers to be different from the past. All the profit, non-profit, public, and private sectors are exposed to rapidly and dynamic environmental changing (1). One of the main factors in the success of organizations is the quality of management and competency (2).

Determining eligibility is essential for jobs due to the optimization of recruitment and hiring process (3).Eligibility includes united functionality of individuals or organizations in reaching(4). specific achievements also it is defined as prerequisite of

effective performance and requirement for behavioral policies (5).Managers of the organization are an important source of gaining competitive advantage, and managerial competency reflects behaviors that are related to human values and are effective in shaping the dimensions of organizational culture (6). Therefore, the selection and appointment of managers and the identification of the most suitable individuals need an appropriate benchmark, criterion, and model through which the deserved and positive managers take over organizational positions. Therefore, the purpose of developing a competency model in each organization is to provide a model for the integration of the human resources system performance that leads to effective performance and organizational success (7).

Positive organizational behavior can be affected by qualified managers.During last decades, notable researches about positive mental capacities have been done. (8)Positive organizational behavior insists on wisdom aspects of organizational behavior also positive and nurturing states of human personality (9).

Organizational behavior has led to the use of opportunities for managers and proper approach to the problems.The manager can use this knowledge to increase effectiveness of his work and his organization, improve quality and quantity of staff performance also he can assign some responsibilities to the subordinates and run some programs about changing and modifying structure of the organization. This knowledge can be used to improve human relationship among managers, notice difference of managers and help them to compromise with employees in different environments.(10) Afterwards, in new ages, organizations require managements which can benefit from positivism to use states, capability and human resources capacity to act through positive organizational policies (11)

Considering the importance of meritocracy, competency management, and emphasis on positive organizational behavior in organizations, it became clear that organizations were found that organizations needed efficient and effective managers and employees to achieve their goals for comprehensive development and to have a positive effect on individuals' behavior(10).What is confirmed is the importance of this issue in medical-educational organizations that are responsible for maintaining, supplying, and promoting health, and controlling and preventing illness because one of the important components of medical-educational organizations is management, and the manager is the key to solving many problems. Managers of the health services system have a more important task in addition to having general management responsibilities such as planning, organizing, directing and controlling, innovating and motivating, coordinating, and budgeting. They should respond to the health-medical needs of the community and try to save their lives or improve their health, which increases the sensitivity and importance of their work. Due to the dynamic, live, and evolving nature of healthcare, managers of this sector must be able to synchronize themselves with change and progress (12). study of scientific researches shows that limited studies has been done on the role of competency management on positive organizational behavior. Therefore, considering the importance of both variables in the effectiveness and efficiency of organizations, especially medical-educational organizations, whose sensitivity and importance are very high, a comprehensive study

seems to be necessary to show the effect of these two variables and can be used to design a model. Thus, the main issue of the present research is to show the effect of competency management on positive organizational behavior in academic medical centers of Kermanshah.

Research Objectives

1. determining the effect of competency management and its components on positive orgnizational behavior.
2. determining the effect of competency management on self-efficacy.
3. determinig the effect of competency management on hopefulness.
4. determinig the effect of competency management on resiliency.
5. determinig the effect of competency management on optimism.

Research method

The present research is in the form of a quantitative paradigm based on scientific research, which has used an applied method regarding the research purpose. Considering the data collection method, this research is descriptive. and in terms of time domain, it is a sectional research. field experiment with quesionnaire is used to collect necessary information for reviewing reasearch hypothesis. based on recieved information, statical population is 4800 people including staff(practical nurse, nurse, doctor, office staff) in academic medical centers of Kermanshah as the statical population volume is 4000 people so 350 people are randomly selected as samples using Cochran's formula. by predicting of not returning a few questionnaires, about 360 questionnaires were given to the samples and at the end 352 questionnaires were finally returned, due to some questionnaires being incomplete or defective, 342 qualified questionnaires were used in analysis. questionnaire is the main tool in collecting information for the research. competency management questionnaire is the result of qualitative section's work in which, content validity is 8.3 out of 10 according to 12 professors using CVR method and also fit index obtained from content validity indicates that questions of the research had an acceptable fit. Cronbach's alpha coefficient is used for investigating the realibility so the results showed that Cronbach's alpha coefficient of competency management is totally 0.923 and also the two main factors, promoter and balance indicators are in order 0.856 and 0.855. Lutanez's positive organizational behavior questionnaire including four factors(self-efficacy, hope, tolerance and optimism) has been used for investigating positive organizational behavior. validity of the questionnaire is confirmed by professors, and the result of Cronbach's alpha coefficient for the whole questionnaire is 0.894 which shows acceptable realibility of the tool. ethical considerations of the research includes: informing participants about subject and method of the research, keeping personal information of the samples, not conflicting with the religious and scientific standards, and at the end data are analyzed generally. perason's correlation test and structural equation modeling or least squares method are used analyzing hypotheses of the research . data are analyzed by 23th edition of SPSS and 2d edition of SMART PLS.

Results

According to the results of Table (1), demographic characteristics of employees of the academic medical centers of Kermanshah were studied in a sample consisted of 342 subjects. The results showed that the highest frequency was related to female employees, which was 209 people (62%) and the least frequency was related to male employees, which was 128 people (37.4%) of the employees. Also, 5 people (1.5%) did not report their gender. Moreover, the highest frequency of the educational level was related to a bachelor's degree in 279 people (81.6%) and then, physicians (22 people, 6.4%), master's degree (21 people, 6.1%), paramedic (9 people, 2.6%), respectively, and the least frequency was related to diploma (5 people, 1.5%). Also, 6 people (1.8%) did not report their educational level.

Table (1):demographic features of samples

variable	index	population	percentage
Gender	Fremale	209	11/61
	Unanswered	5	1/46
Total	242	0/100	
Education	**practical nurse**	9	2/6
	Associate degree	5	1/5
	Bachelor	279	81/6
	Master of science	21	6/1
	Doctor	22	6/4
	Unanswered	6	1/8
Total	242	0/100	

Descriptive State of Variables

The descriptive results including the average, standard deviation, skewness, and kurtosis of variables of the research have been investigated.

Table (2): descriptive statics of the research variables

	Components	Average	Standard deviation	Skewness	Kurtosis
	Executive competency	3.600	0.747	-0.395	-0.158
	Communicative competency	3.762	0.735	-0.553	0.406
	Developmental competency	3.624	0.672	-0.265	-0.352
	Team competency	3.706	0.716	-0.114	-0.745
	Knowledge competency	2.531	0.743	0.285	-0.336
	Total	3.531	0.517	-0.180	-0.073
	Attitude competency	2.904	0.677	0.325	0.264
	Personal competency	3.672	0.674	-0.106	-0.091
	Control competency	3.811	0.595	-0.654	0.683
	General	3.832	0.642	-0.537	0.678
	Total	3.582	0.516	-0.460	0.864
	Total competency	3.557	0.460	-0.211	0.460

Promoter competency
Competency management
Balance competency

	management				
Organizational behavior	**Self-efficacy**	3.721	0.667	-0.495	0.941
Positive	**Hopefulness**	3.451	0.727	-0.245	0.472
	Resiliency	3.684	0.609	-0.353	-0.011
	Optimism	3.600	0.732	-0.308	0.097
	Total	3.614	0.578	-0.338	0.647

According to the results of Table 2, the total average of competency management was as much as 3.580, which is well evaluated. The total average of promoter competencies was as much as 3.531 and the average of its components including the executive competency, communicative competency, developmental competency, team competency, and knowledge competency were as much as 3.600, 3.762, 3.626, 3.706, and 2.531, respectively, which have an appropriate status. The component of communicative competency had the highest average and the component of knowledge competency had the lowest average. Moreover, the total average of balance competencies was as much as 3.582 and the average of its components including the attitude competency, personality competency, control competency, and general competency were as much as 2.902, 3.762, 3.912, and 3.832, respectively, which have an appropriate status. The component of control competency had the highest average and the component of attitude competency had the lowest average. In addition, the total average of positive organizational behavior was as much as 3.614 and the average of its components including the self-efficacy, hopefulness, resiliency, and optimism were as much as 3.721, 3.451, 3.682, and 3.600, respectively, which have an appropriate status. The component of self-efficacy had the highest average and the component of hopefulness had the lowest average. Also, the skewness distribution of research variables was normal at the error level of 0.132 and the kurtosis distribution was normal at the error level of 0.263.

Pearson Correlation Test

Table (3): Correlation test of the research variables

No.	variable	1	2	3	4	5	6	7	8
1	Competency management	1							
2	Promoter competencies	0.891**	1						
3	Balance competencies	0.890**	0.585**						
4	Positive organizational behavior	0.631**	0.489**	0.635**	1				
5	Self-efficiency	0.550**	0.386**	0.594**	0.851**	1			
6	Hopefulness	0.460**	0.381**	0.438**	0.846**	0.658**	1		
7	Resiliency	0.559**	0.433**	0.562**	0.849**	0.642**	0.617**	1	
8	Optimism	0.573**	0.455**	0.565**	0.839**	0.593**	0.570**	0.655**	1

**Correlation at a level less than 0.001

According to the results of Table 3, the competency management is directly and positively correlated to the positive organizational behavior (r=0.631) and the

promoter competencies (r= 0.489) and balance competencies (r=0.652) are directly and positively correlated to the positive organizational behavior. The competency management is directly and positively correlated to the components of self-efficacy (r=0.550), hopefulness (r=0.460), resiliency (r=0.433), and optimism (r=0.455). The promoter competencies are directly and positively correlated to the components of self-efficacy (r=0.386), hopefulness (r=0.381), resiliency (r=0.433), and optimism (r=0.455). The balance competencies are directly and positively correlated to the components of self-efficacy (r=0.594), hopefulness (r=0.438), resiliency (r=0.565), and optimism (r=0.455).

Modeling of the Structural Equations

In this section, Smart PLS software is used to analyze the conceptual model and research hypotheses in order to assess the research data and statistical deduction.

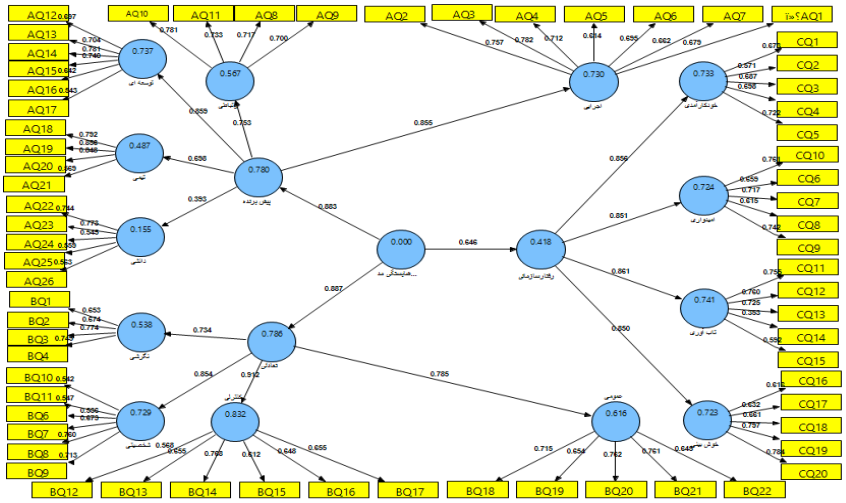


Figure (1): Adjusted reflectance measurement model in the standard coefficients estimation (factor loads) state

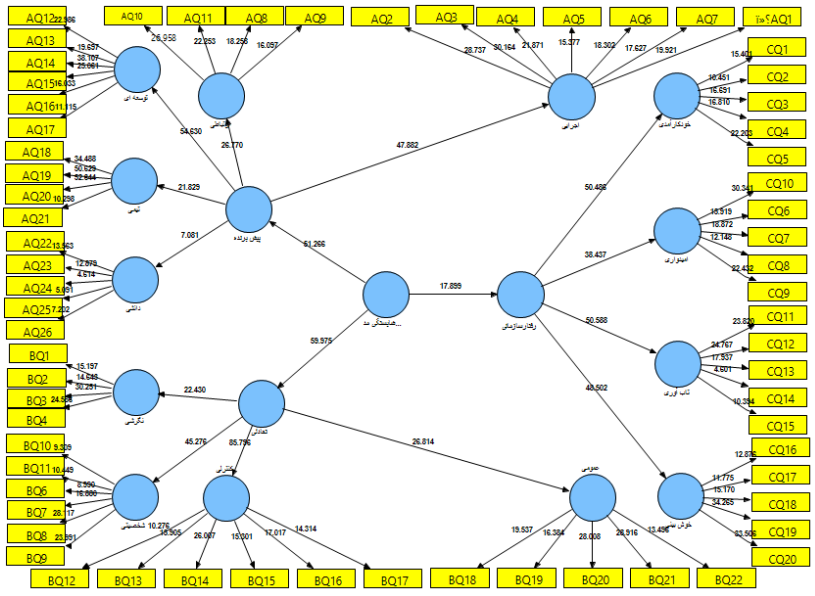


Figure (2): Adjusted reflectance measurement model in the significant level state

According to Figure 1, the factor load of all questions regarding the adjustment of the model was higher than 0.5. According to Figure 2, all the t coefficients of the questions were higher than 1.96.

Model Quality (Goodness of Fit of the Model)

Table (4): Results of the goodness of fit of the research hidden variables

	Components	Alpha	CR	AVE	R^2	Q^2	cv.com	Communality
Competency management	Executive competency	0.826	0.871	0.492	-	0.358	0.492	-
	Communicative competency	0.710	0.822	0.537	-	0.301	0.537	-
	Developmental competency	0.713	0.842	0.474	-	0.343	0.472	-
	Team competency	0.710	0.854	0.600	-	0.291	0.600	-
	Knowledge competency	0.683	0.776	0.415	-	0.050	0.415	-
	Total	0.886	0.961	0.479	-	0.215	0.279	-
Promotion competency	Attitude competency	0.682	0.804	0.508	-	0.264	0.508	-
	Personal competency	0.686	0.779	0.403	-	0.289	0.403	-
Balance competency	Control competency	0.726	0.816	0.427	-	0.346	0.427	-
	General	0.755	0.834	0.502	-	0.308	0.502	-
	Total	0.885	0.902	0.408	-	0.242	0.308	-
	Total competency management	0.923	0.930	0.430	-	0.230	0.230	-
Organizational behavior	Self-efficacy	0.694	0.803	0.430	0.733	0.338	0.454	0.451
Positive	Hopefulness	0.740	0.827	0.451	0.723	0.350	0.502	0.490
	Resiliency	0.641	0.780	0.490	0.740	0.319	0.431	0.429
	Optimism	0.741	0.827	0.429	0.722	0.353	0.489	0.493
	Total	0.894	0.909	0.493	0.417	0.140	0.377	0.438

According to the results of Table 4, the Cronbach's alpha and composite reliability are higher than 0.7 for all variables. Therefore, it can be concluded that the competency management variable, its components, and subcomponents and the positive organizational behavior and its components have an appropriate value. Thus, the appropriateness of the research reliability can be confirmed. Given the results of Table 4, the AVE value is higher than 0.5 for all variables. Therefore, the appropriateness of the research convergence validity can be confirmed. The cv.com value for the competency management variable, its components, and sub-components, and the

positive organizational behavior and its components are strong. Therefore, the strong goodness of fit of the measurement model (cv.com) is verified. The R^2 value of the endogenous variable of positive organizational behavior and its components, according to the three criterion values, confirms the strong goodness of fit of the structural model. The Q^2 value was evaluated for the competency management variable, its components, and sub-components and the positive organizational behavior and its components. Therefore, the goodness of fit of the structural model (cv.Red) is verified.fit results are descripted below.

GOF Criterion

$$GOF = \sqrt{0.667 \times 0.469} = 0.559$$

According to the obtained value for GOF as much as 0.559, the appropriate and strong Goodness of Fit of the total model is confirmed.

Investigation of the Research Hypotheses

Table (5): Results of the research hypotheses

No.	Main hypothesis	Secondary hypothesis	Path coefficient	Significance level	Result
1	Organizational competency management and its components affect positive organizational behavior.	Competency Management on Organizational Behavior	0.646	17.899	Confirmed
		Promoter Competency on Organizational Behavior	0.158	2.621	Confirmed
		Balance Competency on Organizational Behavior	0.570	10.264	Confirmed
2	Organizational competency management and its components affect the self-efficacy.	Competency Management on Self-efficiency	0.587	12.432	Confirmed
		Promoter Competency on Self-efficiency	0.039	0.650	Rejected
		Balance Competency on Self-efficiency	0.615	11.227	Confirmed
3	Organizational competency management and its components affect the hopefulness.	Competency Management on Hopefulness	0.486	12.297	Confirmed
		Promoter Competency on Hopefulness	0.127	0.812	Rejected
		Balance Competency on Hopefulness	0.415	6	Confirmed
4	Organizational competency management and its components affect the resiliency.	Competency Management on Resiliency	0.592	16.108	Confirmed
		Promoter Competency on Resiliency	0.142	2.306	Confirmed
		Balance Competency on Resiliency	0.517	7.801	Confirmed

5	Organizational competency management and its components affect the optimism.	Competency Management on Optimism	0.611	15.158	Confirmed
		Promoter Competency on Optimism	0.196	2.690	Confirmed
		Balance Competency on Optimism	0.484	8.912	Confirmed

According to Table (5), the following results are obtained: path coefficient of competency management on organizational behaviour is 0.646, competency management on self-efficacy is 0.587, competency management on hopefulness is 0.486, competency management on resiliency is 0.592, competency management on optimism is 0.611 and also T-value of these hypotheses is more than 1.96 which means that the research hypotheses are confirmed. Therefore, results of the study of competency management components (promoter and balance competency) are confirmed($t>1.96$) except in path of competency management on self-efficacy and hopefulness ($t<1.96$).

Discussion and Conclusion

The purpose of this research was to investigate the effect of competency management on the positive organizational behavior academic medical centers of Kermanshah. These results were consistent with the findings of Avey, Richmond, and Nixon (14), Avey et al. (15), Peterson et al. (16), Wang et al. (17), Woolly et al. (18), Peterson et al. (19),Ravand et al.(20),Kaab ameer et al(21),it was Consonant.

In explaining the results of research hypotheses, it can be stated that increasing the competency management and its components will increase the positive organizational behavior. Since positive organizational behavior includes dimensions such as self-efficacy, hopefulness, resiliency, and optimism, positive attitude toward human capital will increase the development and strengthening of such positive abilities in employees. As the results show, employees who have these capabilities have more ability to deal with issues regarding their organization. These employees declare their assessments of organizational conditions to those who think they are capable of making changes or compensating for losses and express their views and ideas in order to improve their conditions. Management should create a space in the organization that implements all management principles in the organization. A competence manager should have leadership skills so that they can penetrate employees and help the organization to achieve its goals. Management should have executive competencies such as change management, financial management, crisis management, and time management to make the best decision for the organization at critical times. Management should create this space within the organization so that employees can build this self-confidence in order to able to comment to solve the problems of the organization and provide solutions. This means that managers will activate self-efficacy in the employees to prize them in expressing their opinions. When the management's attitude towards employees is positive and heir psychological capabilities are appreciated, employees will show more willingness to express their opinions and suggestions. As a result, managers will give more positive

feedback to employees when using their constructive suggestions. This, in turn, will lead to an increase in providing votes.

competency management in organizations turns positive organizational behavior into effective human resources management, so that this positive organizational behavior can cause important indications to effective human resources management, education and developement of empolyees, maintaining and creating competitive advantage and specially talent management in selection and promotion. dignified employees develop more productivity which means providing better and high quality services. managers who has more ablilities, internal and social awareness and cares about competency, develop more tolerance of difficulties in employees. this kind of people have self control, and as a result they have more self efficacy, hope and optimism.also, managers with more occupational promoter competency encourage their employees to be more optimistic, do more positive additional activities, care about people's satisfaction and problem solving and being more efficient. balanced managers have characteristics like being familiar with technical field of organization, having intimate relationship with employees and clients, commiting to ethical principles and being educated in healthcare related majors. the other features of balanced managers are familiarity with technology, software and hardware in medical centers, risk aversion and also observation and protection of patients' raights. according to the results, balanced competency can effect positive behaviors which means balanced competency encourages employees to be more self-confident and help them to reach occupational achievments by providing a solution to the empowerment and effectiveness of decisions in the organization so that employees' self-confidence makes them to carry out theirs tasks with enough confidence and achieve best results. based on the results, it is recommended to managers to improve psychological security in employees by protecting and granting permission to them, promote mutual respect, develop integrity and freedom in organization, involve employees in issues and pay attention to the morale of them so that the employees can utilize other members of the organization with more confidence. on the other hand, given the importance of leadership and managers' influence on employees, it is recommended that the managers should receive specialiezed management education and at the end, experienced people should be used as managers.

Acknowledgments

The authors would like to appreciate all colleagues who helped in collecting the data and preparing the materials. The authors declare no conflict of interest in the collection and description of materials.

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OPEN PEER REVIEW

Revision (1)

Here, you can see the **Reviewers**, **Associate Editors** and **EICs'** comments from the beginning to the end of the revision process.

REFEREE: Reviewer | **Revision** (1) 9 Jul 2019

Dear AE,
Correction is not enough. Some corrections that need attention are as follows.
- abstract: medical education centers as a statistical society? Findings are not provided with statistical - language. Keywords are provided based on MeSh.
- Introduction: The long paragraph ends in a reference. Use more references.
- Research method: Explain the validity and reliability of the questionnaire. The whole sentence needs to be edited.
- Results: Modify table titles. Write the results of the journal's format
- The discussion is not well presented. Needs to be rewritten. The discussion should be documented to the findings of previous studies.
Thanks.

REFEREE: Associate Editor | **Revision** (1) 27 Jul 2019

Dear EIC,
The authors should correct the comments of the reviewer and also, send raw data.
Thanks.

REFEREE: EIC | **Revision** (1) 27 Jul 2019

Dear Author,
Your article is reviewed by the reviewers carefully. According to their comments, this document needs minor revision. Please follow their comments as requested.
Thanks.

OPEN PEER REVIEW

Revision (2)

Reply to Reviewers

Ideally, the reviewing process can significantly improve the submitted manuscripts by allowing the authors to take into account the advice of reviewers. Author(s) must reply to all reviewers' comments in a separate Word file, point by point. A "**Reply to Reviewers**" document is submitted along with revised manuscript during submission of revised files, summarizing the changes that the authors made in response to the reviewers' comments. The responses to reviewers' comments specifies how the authors addressed each comment the reviewers made.

You can read the authors' responses to the reviewers' comments in the next page.

The Effect of Competency Management on Positive Organizational Behavior in Educational Hospital of Kermanshah

Abstract

Objective: The purpose of this research was to investigate the effect of competency management on positive organizational behavior in Educational Hospital of Kermanshah

Method: This research has e*mpl*oyed a descriptive-surveying method with the approach of structural equations. The statistical population of the research was the employers(nurse, doctor, staff and practical nurse) of the Educational Hospital of Kermanshah. The statistical population size was 4000 people of which 350 people were selected through the random sampling method according to the Cochran formula. The data collection instruments were the Competency Management Questionnaire through extraction from a qualitative work and Luthans' Positive Organizational Behavior Questionnaire (2007). Their validity was confirmed by construct validity and their reliability was confirmed by Cronbach's alpha and composite reliability. analysis of research hypothesis has been done using pearson's correlation test and structural equation modeling or least square method. The data were analyzed using SPSS23 and SMART PLS2 software.

Results: The results of the structural equations indicated that the effect of competency management on positive organizational behavior and its dimensions include positive balance competencies and promoter competencies. The quality of the measurement and the structural model were confirmed by cv.com test and cv.red test. Moreover, the quality of the final model of research was as much as 0.559 according to GOF index, which showed that the model has a strong fit. Finally, there was an affirmative and significant relationship between competency management and positive organizational behavior.. Thus it can be said that by selecting hospital managers who have competency management and positive mood, it can be expected to obtain fuctional and operational achievements. Also emergence and srengthening of posistive organizational behaviors by medical staff can be expected which leads to improvements in the quality of services at academic medical centers.

Keywords:CompetencyManagement,Promoter Competencies, Balance Competencies, Positive Organizational Behavior.

Introduction

Today, environmental changes and challenges have caused the functions and roles of managers to be different from the past. All the profit, non-profit, public, and private sectors are exposed to rapidly and dynamic environmental changing (1). One of the main factors in the success of organizations is the quality of management and competency (2).

Determining eligibility is essential for jobs due to the optimization of recruitment and hiring process (3).Eligibility includes united functionality of individuals or organizations in reaching(4). specific achievements also it is defined as prerequisite of

effective performance and requirement for behavioral policies (5).Managers of the organization are an important source of gaining competitive advantage, and managerial competency reflects behaviors that are related to human values and are effective in shaping the dimensions of organizational culture (6). Therefore, the selection and appointment of managers and the identification of the most suitable individuals need an appropriate benchmark, criterion, and model through which the deserved and positive managers take over organizational positions. Therefore, the purpose of developing a competency model in each organization is to provide a model for the integration of the human resources system performance that leads to effective performance and organizational success (7).

Positive organizational behavior can be affected by qualified managers.During last decades, notable researches about positive mental capacities have been done. (8)Positive organizational behavior insists on wisdom aspects of organizational behavior also positive and nurturing states of human personality (9).

Organizational behavior has led to the use of opportunities for managers and proper approach to the problems.The manager can use this knowledge to increase effectiveness of his work and his organization, improve quality and quantity of staff performance also he can assign some responsibilities to the subordinates and run some programs about changing and modifying structure of the organization. This knowledge can be used to improve human relationship among managers, notice difference of managers and help them to compromise with employees in different environments.(10) Afterwards, in new ages, organizations require managements which can benefit from positivism to use states, capability and human resources capacity to act through positive organizational policies (11)

Considering the importance of meritocracy, competency management, and emphasis on positive organizational behavior in organizations, it became clear that organizations were found that organizations needed efficient and effective managers and employees to achieve their goals for comprehensive development and to have a positive effect on individuals' behavior(10).What is confirmed is the importance of this issue in medical-educational organizations that are responsible for maintaining, supplying, and promoting health, and controlling and preventing illness because one of the important components of medical-educational organizations is management, and the manager is the key to solving many problems. Managers of the health services system have a more important task in addition to having general management responsibilities such as planning, organizing, directing and controlling, innovating and motivating, coordinating, and budgeting. They should respond to the health-medical needs of the community and try to save their lives or improve their health, which increases the sensitivity and importance of their work. Due to the dynamic, live, and evolving nature of healthcare, managers of this sector must be able to synchronize themselves with change and progress (12). study of scientific researches shows that limited studies has been done on the role of competency management on positive organizational behavior. Therefore, considering the importance of both variables in the effectiveness and efficiency of organizations, especially medical-educational organizations, whose sensitivity and importance are very high, a comprehensive study

seems to be necessary to show the effect of these two variables and can be used to design a model. Thus, the main issue of the present research is to show the effect of competency management on positive organizational behavior in Educational Hospital of Kermanshah

Research Objectives

1. determining the effect of competency management and its components on positive orgnizational behavior.
2. determining the effect of competency management on self-efficacy.
3. determinig the effect of competency management on hopefulness.
4. determinig the effect of competency management on resiliency.
5. determinig the effect of competency management on optimism.

Research method

The present research is in the form of a quantitative paradigm based on scientific research, which has used an applied method regarding the research purpose. Considering the data collection method, this research is descriptive. and in terms of time domain, it is a sectional research. field experiment with quesionnaire is used to collect necessary information for reviewing reasearch hypothesis. based on recieved information, statical population is 4800 people including staff(practical nurse, nurse, doctor, office staff) in Educational Hospital of Kermanshah as the statical population volume is 4000 people so 350 people are randomly selected as samples using Cochran's formula. by predicting of not returning a few questionnaires, about 360 questionnaires were given to the samples and at the end 352 questionnaires were finally returned, due to some questionnaires being incomplete or defective, 342 qualified questionnaires were used in analysis. questionnaire is the main tool in collecting information for the research. competency management questionnaire is the result of qualitative section's work in which, content validity is 8.3 out of 10 according to 12 professors using CVR method and also fit index obtained from content validity indicates that questions of the research had an acceptable fit. Also, the structural validity by using confirmatory factor technique was applied which had an acceptable fit in factor loading amount and statistical significance for questionnaire. In validity part, convergent and divergent validity was eventually used for research tools which shows a high validity value. Cronbach's alpha coefficient is used for investigating the realibility so the results showed that Cronbach's alpha coefficient of competency management is totally 0.923 and also the two main factors, promoter and balance indicators are in order 0.856 and 0.855. Lutanez's positive organizational behavior questionnaire including four factors(self-efficacy, hope, tolerance and optimism) has been used for investigating positive organizational behavior. validity of the questionnaire is confirmed by professors, and the result of Cronbach's alpha coefficient for the whole questionnaire is 0.894 which shows acceptable realibility of the tool. ethical considerations of the research includes: informing participants about subject and method of the research, keeping personal information of the samples, not conflicting with the religious and scientific standards, and at the end data are analyzed generally. perason's correlation test and structural equation modeling or least squares

method are used analyzing hypotheses of the research . data are analyzed by 23th edition of SPSS and 2d edition of SMART PLS.

Results

According to the results of Table (1), demographic characteristics of employees of the Educational Hospital of Kermanshah were studied in a sample consisted of 342 subjects. The results showed that the highest frequency was related to female employees, which was 209 people (62%) and the least frequency was related to male employees, which was 128 people (37.4%) of the employees. Also, 5 people (1.5%) did not report their gender. Moreover, the highest frequency of the educational level was related to a bachelor's degree in 279 people (81.6%) and then, physicians (22 people, 6.4%), master's degree (21 people, 6.1%), paramedic (9 people, 2.6%), respectively, and the least frequency was related to diploma (5 people, 1.5%). Also, 6 people (1.8%) did not report their educational level.

Table (1):demographic features of samples

variable	index	population	percentage
Gender	Fremale	209	11/61
	Unanswered	5	1/46
Total	242	0/100	
Education	**practical nurse**	9	2/6
	Associate degree	5	1/5
	Bachelor	279	81/6
	Master of science	21	6/1
	Doctor	22	6/4
	Unanswered	6	1/8
Total	242	0/100	

Descriptive State of Variables

The descriptive results including the average, standard deviation, skewness, and kurtosis of variables of the research have been investigated.

Table (2): descriptive statics of the research variables

	Components	Average	Standard deviation	Skewness	Kurtosis
Promoter Competency	**Executive competency**	3.600	0.747	-0.395	-0.158
	Communicative competency	3.762	0.725	-0.553	0.406
	Developmental competency	3.620	0.672	-0.265	-0.352
	Team competency	3.706	0.716	-0.114	-0.745
	Knowledge competency	2.531	0.743	0.285	-0.336
	Total	3.531	0.517	-0.180	-0.073
Balp competency	**Attitude competency**	2.904	0.677	0.325	0.264
	Personal competency	3.672	0.674	-0.106	-0.091
	Control competency	3.912	0.595	-0.654	0.683

Competency Unmanagement

etency	**General**	3.832	0.642	-0.537	0.678
	Total	3.582	0.516	-0.460	0.864
	Total competency management	3.557	0.460	-0.211	0.460
Organizational behavior	**Self-efficacy**	3.721	0.667	-0.495	0.941
Positive	**Hopefulness**	3.451	0.727	-0.245	0.472
	Resiliency	3.684	0.609	-0.353	-0.011
	Optimism	3.600	0.732	-0.308	0.097
	Total	3.614	0.578	-0.338	0.647

According to the results of Table 2, the total average of competency management was as much as 3.580, which is well evaluated. The total average of promoter competencies was as much as 3.531 and the average of its components including the executive competency, communicative competency, developmental competency, team competency, and knowledge competency were as much as 3.600, 3.762, 3.626, 3.706, and 2.531, respectively, which have an appropriate status. The component of communicative competency had the highest average and the component of knowledge competency had the lowest average. Moreover, the total average of balance competencies was as much as 3.582 and the average of its components including the attitude competency, personality competency, control competency, and general competency were as much as 2.902, 3.762, 3.912, and 3.832, respectively, which have an appropriate status. The component of control competency had the highest average and the component of attitude competency had the lowest average. In addition, the total average of positive organizational behavior was as much as 3.614 and the average of its components including the self-efficacy, hopefulness, resiliency, and optimism were as much as 3.721, 3.451, 3.682, and 3.600, respectively, which have an appropriate status. The component of self-efficacy had the highest average and the component of hopefulness had the lowest average. Also, the skewness distribution of research variables was normal at the error level of 0.132 and the kurtosis distribution was normal at the error level of 0.263.

Pearson Correlation Test

Table (3): Correlation test of the research variables

No.	variable	1	2	3	4	5	6	7	8
1	Competency management	1							
2	Promoter competencies	0.891**	1						
3	Balance competencies	0.890**	0.585**						
4	Positive organizational behavior	0.631**	0.489**	0.635**	1				
5	Self-efficiency	0.550**	0.386**	0.594**	0.851**	1			
6	Hopefulness	0.460**	0.381**	0.438**	0.846**	0.658**	1		
7	Resiliency	0.559**	0.433**	0.562**	0.849**	0.642**	0.617**	1	
8	Optimism	0.573**	0.455**	0.565**	0.839**	0.593**	0.570**	0.655**	1

**Correlation at a level less than 0.001

According to the results of Table 3, the competency management is directly and positively correlated to the positive organizational behavior (r=0.631) and the promoter competencies (r= 0.489) and balance competencies (r=0.652) are directly and positively correlated to the positive organizational behavior. The competency management is directly and positively correlated to the components of self-efficacy (r=0.550), hopefulness (r=0.460), resiliency (r=0.433), and optimism (r=0.455). The promoter competencies are directly and positively correlated to the components of self-efficacy (r=0.386), hopefulness (r=0.381), resiliency (r=0.433), and optimism (r=0.455). The balance competencies are directly and positively correlated to the components of self-efficacy (r=0.594), hopefulness (r=0.438), resiliency (r=0.565), and optimism (r=0.455).

Modeling of the Structural Equations

In this section, Smart PLS software is used to analyze the conceptual model and research hypotheses in order to assess the research data and statistical deduction.

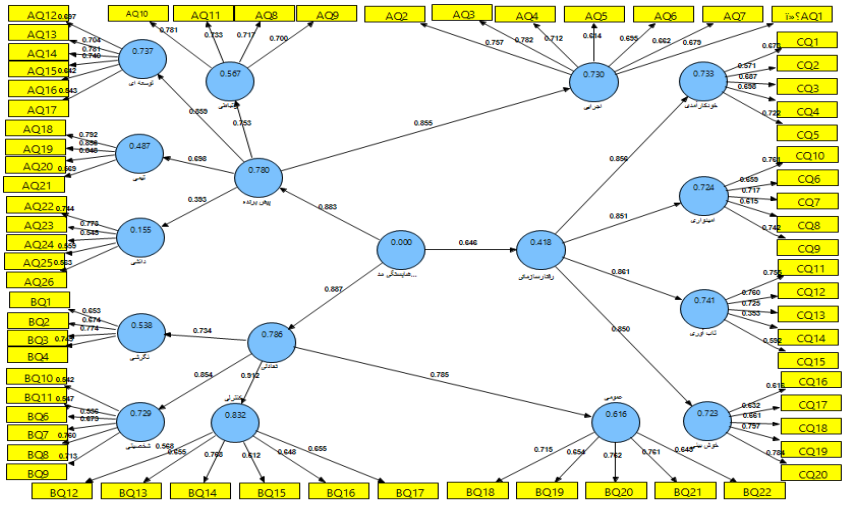


Figure (1): Adjusted reflectance measurement model in the standard coefficients estimation (factor loads) state

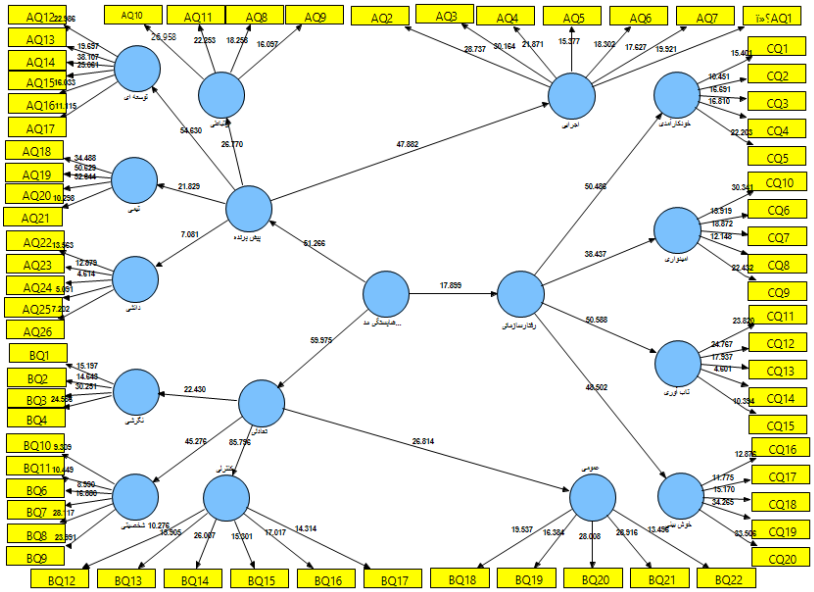


Figure (2): Adjusted reflectance measurement model in the significant level state

According to Figure 1, the factor load of all questions regarding the adjustment of the model was higher than 0.5. According to Figure 2, all the t coefficients of the questions were higher than 1.96.

Model Quality (Goodness of Fit of the Model)

Table (4): Results of the goodness of fit of the research hidden variables

	Components	Alpha	CR	AVE	R^2	Q^2	cv.com	Communality
Promoter competency	**Executive competency**	0.826	0.871	0.492	-	0.358	0.492	-
	Communicative competency	0.713	0.822	0.537	-	0.301	0.537	-
	Developmental competency	0.773	0.842	0.474	-	0.343	0.472	-
	Team competency	0.778	0.854	0.600	-	0.291	0.600	-
	Knowledge competency	0.688	0.776	0.415	-	0.050	0.415	-
	Total	0.886	0.901	0.479	-	0.215	0.279	-
Balance competency	**Attitude competency**	0.682	0.804	0.508	-	0.264	0.508	-
	Personal competency	0.693	0.779	0.403	-	0.289	0.403	-
	Control competency	0.728	0.816	0.427	-	0.346	0.427	-
	General	0.755	0.834	0.502	-	0.308	0.502	-
	Total	0.885	0.902	0.408	-	0.242	0.308	-
Competency management	**Total competency management**	0.923	0.930	0.430	-	0.230	0.230	-
Organizationa	**Self-efficacy**	0.694	0.80	0.43	0.73	0.33	0.454	0.451

l behavior			3	0	3	8		
Positive	**Hopefulness**	0.740	0.827	0.451	0.723	0.350	0.502	0.490
	Resiliency	0.641	0.780	0.490	0.740	0.319	0.431	0.429
	Optimism	0.741	0.827	0.429	0.722	0.353	0.489	0.493
	Total	0.894	0.909	0.493	0.417	0.140	0.377	0.438

According to the results of Table 4, the Cronbach's alpha and composite reliability are higher than 0.7 for all variables. Therefore, it can be concluded that the competency management variable, its components, and subcomponents and the positive organizational behavior and its components have an appropriate value. Thus, the appropriateness of the research reliability can be confirmed. Given the results of Table 4, the AVE value is higher than 0.5 for all variables. Therefore, the appropriateness of the research convergence validity can be confirmed. The cv.com value for the competency management variable, its components, and sub-components, and the positive organizational behavior and its components are strong. Therefore, the strong goodness of fit of the measurement model (cv.com) is verified. The R^2 value of the endogenous variable of positive organizational behavior and its components, according to the three criterion values, confirms the strong goodness of fit of the structural model. The Q^2 value was evaluated for the competency management variable, its components, and sub-components and the positive organizational behavior and its components. Therefore, the goodness of fit of the structural model (cv.Red) is verified.fit results are descripted below.

GOF Criterion

$$GOF = \sqrt{0.667 \times 0.469} = 0.559$$

According to the obtained value for GOF as much as 0.559, the appropriate and strong Goodness of Fit of the total model is confirmed.

Investigation of the Research Hypotheses

Table (5): Results of the research hypotheses

No.	Main hypothesis	Secondary hypothesis	Path coefficient	Significance level	Result
1	Organizational competency management and its components affect positive organizational behavior.	Competency Management on Organizational Behavior	0.646	17.899	Confirmed
		Promoter Competency on Organizational Behavior	0.158	2.621	Confirmed
		Balance Competency on Organizational Behavior	0.570	10.264	Confirmed
2	Organizational competency management and its components affect the self-	Competency Management on Self-efficiency	0.587	12.432	Confirmed

	efficacy.	Promoter Competency on Self-efficiency	0.039	0.650	Rejected
		Balance Competency on Self-efficiency	0.615	11.227	Confirmed
3	Organizational competency management and its components affect the hopefulness.	Competency Management on Hopefulness	0.486	12.297	Confirmed
		Promoter Competency on Hopefulness	0.127	0.812	Rejected
		Balance Competency on Hopefulness	0.415	6	Confirmed
4	Organizational competency management and its components affect the resiliency.	Competency Management on Resiliency	0.592	16.108	Confirmed
		Promoter Competency on Resiliency	0.142	2.306	Confirmed
		Balance Competency on Resiliency	0.517	7.801	Confirmed
5	Organizational competency management and its components affect the optimism.	Competency Management on Optimism	0.611	15.158	Confirmed
		Promoter Competency on Optimism	0.196	2.690	Confirmed
		Balance Competency on Optimism	0.484	8.912	Confirmed

According to Table (5), the following results are obtained: path coefficient of competency management on organizational behaviour is 0.646, competency management on self-efficacy is 0.587, competency management on hopefulness is 0.486, competency management on resiliency is 0.592, competency management on optimism is 0.611 and also T-value of these hypotheses is more than 1.96 which means that the research hypotheses are confirmed. Therefore, results of the study of competency management components (promoter and balance competency) are confirmed($t>1.96$) except in path of competency management on self-efficacy and hopefulness ($t<1.96$).

Discussion and Conclusion

The purpose of this research was to investigate the effect of competency management on the positive organizational behavior Educational Hospital of Kermanshah. These results were consistent with the findings of Avey, Richmond, and Nixon (14), Avey et al. (15), Peterson et al. (16), Wang et al. (17), Woolly et al. (18), Peterson et al. (19),Ravand et al.(20),Kaab ameer et al(21),it was Consonant.

In explaining the results of research hypotheses, it can be stated that increasing the competency management and its components will increase the positive organizational behavior. Since positive organizational behavior includes dimensions such as self-efficacy, hopefulness, resiliency, and optimism, positive attitude toward human capital will increase the development and strengthening of such positive abilities in

employees. As the results show, employees who have these capabilities have more ability to deal with issues regarding their organization. These employees declare their assessments of organizational conditions to those who think they are capable of making changes or compensating for losses and express their views and ideas in order to improve their conditions. Management should create a space in the organization that implements all management principles in the organization. A competence manager should have leadership skills so that they can penetrate employees and help the organization to achieve its goals. Management should have executive competencies such as change management, financial management, crisis management, and time management to make the best decision for the organization at critical times. Management should create this space within the organization so that employees can build this self-confidence in order to able to comment to solve the problems of the organization and provide solutions. This means that managers will activate self-efficacy in the employees to prize them in expressing their opinions. When the management's attitude towards employees is positive and heir psychological capabilities are appreciated, employees will show more willingness to express their opinions and suggestions. As a result, managers will give more positive feedback to employees when using their constructive suggestions. This, in turn, will lead to an increase in providing votes.

competency management in organizations turns positive organizational behavior into effective human resources management, so that this positive organizational behavior can cause important indications to effective human resources management, education and developement of empolyees, maintaining and creating competitive advantage and specially talent management in selection and promotion. dignified employees develop more productivity which means providing better and high quality services. managers who has more ablilities, internal and social awareness and cares about competency, develop more tolerance of difficulties in employees. this kind of people have self control, and as a result they have more self efficacy, hope and optimism.also, managers with more occupational promoter competency encourage their employees to be more optimistic, do more positive additional activities, care about people's satisfaction and problem solving and being more efficient. balanced managers have characteristics like being familiar with technical field of organization, having intimate relationship with employees and clients, commiting to ethical principles and being educated in healthcare related majors. the other features of balanced managers are familiarity with technology, software and hardware in medical centers, risk aversion and also observation and protection of patients' raights. according to the results, balanced competency can effect positive behaviors which means balanced competency encourages employees to be more self-confident and help them to reach occupational achievments by providing a solution to the empowerment and effectiveness of decisions in the organization so that employees' self-confidence makes them to carry out theirs tasks with enough confidence and achieve best results Competency management in organization must show interest in learning opportunity and personal continuous development and also use employees’ experiences to enable in internal and external environment analysis, have a realistic understanding of duties,

expectation of administrative duties and employees' expectation, care about organization development and improvement, take risks, choose challenging goals for organization and use other people experiences. Also manager must hold regular meetings with workgroups for their performance review to create positive work space in which employees can work with optimism, hope, efficacy and mental well-being, also it must pay attention to importance of manager-employee discussion, management strengths and weaknesses. Afterwards this management results in a increase in the psychological capital of individuals, more career success in employees, more commitments to perform duties and at the end, occupational satisfaction.. based on the results, it is recommended to managers to improve psychological security in employees by protecting and granting permission to them, promote mutual respect, develop integrity and freedom in organization, involve employees in issues and pay attention to the morale of them so that the employees can utilize other members of the organization with more confidence. on the other hand, given the importance of leadership and managers' influence on employees, it is recommended that the managers should receive specialiezed management education and at the end, experienced people should be used as managers.

Acknowledgments

The authors would like to appreciate all colleagues who helped in collecting the data and preparing the materials. The authors declare no conflict of interest in the collection and description of materials.

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Dear AE,
In my opinion, the reforms made are acceptable.
Thanks.

REFEREE: Associate Editor | **Revision** (2) 16 Nov 2019

Dear EIC,
The manuscript is acceptable.
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Dear Author,
The document is reviewed carefully by the reviewers. According to their comments and your revisions as requested, this manuscript is accepted.
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