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## Structural Equation Modeling of the Relationship between Psychological Capital and the Professional Competence of Educational Managers with the Mediation of Organizational Culture in Damavand Schools

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### Research Paper

### Abstract

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### Keywords:

Psychological Capital, Professional Competence, Organizational Culture.

**Purpose:** The main purpose of the research is to model the structural equations of the relationship between psychological capital and the professional competence of educational managers with the mediation of organizational culture in Damavand schools.

**Methodology:** This research was applied in terms of purpose and structural equation modeling in terms of descriptive method. The statistical population was all the educational managers of schools in Damavand city in the academic year 2019-2020, and 240 people were selected by stratified random sampling as the sample size with the method suggested by Schumacher and Lomax (2004). The research tools of Loutans (2007) 24-question psychological capital questionnaire, Denison's (2000) 60-question organizational culture questionnaire, and Melainejad's 39-question professional qualifications questionnaire (2013) were used and their validity and reliability were retested, and Cronbach's alpha coefficients were all The components were close to or higher than 0.7. The data were analyzed with correlation coefficients, mean, standard deviation, Pearson correlation test and structural equation modeling method in SPSS-25 and AMOS-24 software.

**Findings:** The findings showed that the direct paths of psychological capital to professional competence in educational managers and the indirect path of psychological capital to professional competence with the mediation of organizational culture were significant. Regarding the mediation of organizational culture components, organizational culture participation factor 54%, organizational culture integrity 49%, organizational culture compatibility 48%, and organizational culture mission factor, psychological capital and social capital explain a total of 46% of the variance of professional competence in educational managers.

**Conclusion:** The findings of this research emphasize the importance of the mediating role of organizational culture in the relationship between psychological capital and the professional competence of educational managers.

### Article Cite:

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### Detailed abstract

**Purpose:** Among social institutions, education plays an important role in society and has a long history. Education plays an important role in the world. To provide better education, the management system in education is very important. In the current conditions of the education and training system, which is facing an increase in the level of knowledge and expectations in all matters of the education process, society and families, educational management has faced many challenges such as increasing demand for improving the quality of education and the accountability of administrators. Schools are considered to be the best means to change values and behaviors and make people prepare according to their talent and desire to perform social and economic services and get jobs and as a result personal comfort. Therefore, it can be said that among the types of management, school management is the most important, the most effective and the most delicate type of management, the subject of which is the human being. The human being who enters schools and needs education and training and the development of physical, emotional, social, rational and moral dimensions, and educational management is recognized as one of the factors of improvement and effectiveness of schools. Educational organizations, as an organization consisting of students and teachers, are the main suppliers of various scientific services to the society. The action and interaction of this environment plays an important role in the development and realization of its organizational excellence. If we do not benefit from the existence of creative, scientific, opportunistic and problem-explaining people in organizations, we will lose many opportunities. The professional competence approach is an important milestone that clarifies what is required for successful performance. The problem of educational managers and professional competence in the field of educational processes has been an important issue in the countries of the world. Today, the characteristics and skills of education managers as well as their professional training in the field of motivation have been emphasized, and the use of cognitive and metacognitive approaches to professional competence for education managers has been used in the educational programs of educational institutions in the world. Many researchers believe that for school success and sustainable education, there is a strong need for leaders who have key characteristics and professional quality. Today, professional qualification has become a vital and key tool for human resource management, job training and performance management. The main aim of the research was to model the structural equations of the relationship between psychological capital and the professional competence of educational managers with the mediation of organizational culture in Damavand schools.

**Methodology:** The research method was practical in terms of purpose, because when we do research with the aim of having the results of the findings to solve the problems in the organization, it is called applied research. In terms of data collection, the method in this research was descriptive, which was implemented with two survey and cross-sectional methods because it involves description, description and explanation. This research was done without any interference in a specific time, specific place and specific section. This research was of the structural equations type. The statistical population included all educational directors of Damavand schools in the academic year of 2019-2020. To estimate the sample size, the method proposed by Schumacher and Lomax (2004) was used, and a total of 240 people were estimated. Two library and field methods were used to collect data. Luthans psychological capital questionnaire, Denison organizational culture questionnaire, Melainejad professional qualifications questionnaire (2013) were used to collect information. In this research, two types of descriptive and inferential statistics were used to analyze the data. In the inferential statistics section, structural equations were used with the help of Amose and spss software to test the research model.

**Findings:** The findings showed that the direct paths of psychological capital to professional competence in educational managers and the indirect path of psychological capital to professional competence with the mediation of organizational culture were significant. Regarding the mediation of organizational culture components, organizational culture participation factor 54%, organizational culture integrity 49%, organizational culture compatibility 48%, and organizational culture mission factor, psychological capital and social capital explain a total of 46% of the variance of professional competence in educational managers he does.

**Conclusion:** The findings of this research emphasize the importance of the mediating role of organizational culture in the relationship between psychological capital and the professional competence of educational managers.

Psychological capital as a psychological variable of positivism, which includes characteristics such as self-efficacy, hope, optimism and resilience, prepares a person to enter the scene of action and guarantees his resistance and stubbornness in achieving goals, and since In the description and definition of professional competences, it is defined as a set of characteristics that a person has and that assures the organization to entrust the work to the person with confidence and that he can do the work within the expectations and standards of the organization. The competencies of an employee must include and fulfill the demands of a job and lead to outstanding performance or the ability to perform an effective activity. In fact, it is psychological capital because it is said to be personal and personality characteristics that It allows one to do something above average. It can be an important element among the three elements of knowledge, skills and personality traits that are the components of professional competence. Because competence expresses a combination of motivation, traits, self-concept, attitudes, values, knowledge content or cognitive behavioral skills. is to create a distinction between average and superior employees, which is somehow considered as psychological characteristics that are effective in obtaining professional qualification. In examining the relationship between the dimensions of organizational culture and professional qualification, we came to the conclusion that Collaborative culture has the greatest impact on professional competence. Based on this, it can be claimed that successful managers in the organization are those who use a supportive or collaborative culture instead of a dry bureaucratic culture. Creating brainstorming sessions, appreciating low-level employees in the organization, realizing the values that govern people can increase commitment in people, which reduces the rate of leaving the job.