

# Examining the Theoretical Assumption of a Six-fold Structure of Management Competency Sub-scales (MCS)

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Management Competency Sub-scales (MCS), in this current inquiry was being constructed under the theoretical assumption of a six-fold structure: self-image; leadership; skills; action; performance; and orientation. However, there is so far no empirical evidence available to support this assumption. Thus, a comprehensive measure is therefore needed to adequately gauge its validity. The aim of this present study was to assess the validity of the categorization of management competencies into the six overarching MCS. The results showed that instead of the expected six-fold structure, MCS comprised eight factors: expertise; self-image; skills; leadership; innovation; influencer, sustainability; and orientation. Looking at homogeneity and scale length in tandem, the scales were subsequently refined and the number of items reduced to 45. The inter-correlations between the derived sub-scales, as well as the mean loadings of the items on the sub-scales, were significant, indicating the validity of the construct. The Cronbach alphas for the different sub-scales were found to be of an acceptable level, above .7 suggesting relative stability of the derived scales. Comparing the inter-scale correlations of the management competencies sub-scales with their average Cronbach alpha, the values were found to be substantially different, providing support for the discriminant validity of the construct. Furthermore, conducting a second-order factor analysis, all the sub-scales loaded above .3 on the one extracted, suggesting convergent validity. The study provides a good alternative to the bounty of competency models/frameworks that have been developed in the area of management competency.

*Keywords: management competency sub-scales, factor analysis, validity, cronbach alpha, inter-correlations*

## 1. Introduction

The application of competencies is now a leading organizational strategy in all major human resource areas (Schoonover et. al., 2000). Competency is composed largely of obvious qualities, such as skill, knowledge, and attitude, and hidden qualities, such as beliefs, personality, motives, value system, characteristics, and