

Identification and Prioritization of Desirable Elements of Competent-Choice for Succession in Tehran Berkeley Oil and Gas Consultant Company

Alireza Jahani Sayad Noveiri

Department of Executive Management, Faculty of Management, Damavand Branch, Islamic Azad University, Damavand, Iran.

Abstract: *The main purpose of the study is identification and prioritization of desirable elements of competent-choice for succession in Tehran Berkeley oil and gas Consultant Company. This research is descriptive correlational-survey in terms of method and applied in terms of the purpose. The statistical population of this research is all employees of Tehran Berkeley Oil & Gas Consultant Company (100 people) which the sample was included 79 ones using Cochran sampling size method. Data collecting method in this research was field and data collection tool was close-ended questionnaire with Likert scale and were designed in 5-point Likert scale. After verifying the validity and reliability, the questionnaire was distributed among all staff members at Tehran Berkeley Oil and Gas Consultant Company and the data was collected. Then the data was analyzed in two descriptive and inferential levels using SPSS software, and hypotheses of the research were tested using Pearson correlation coefficient test. Finally, the results of the research showed that there is a positive and significant relationship among all the research hypotheses. The results of the prioritization of the hierarchical analysis by Expert Choice method showed that for the aspects of key factors in competent-choice in Tehran Berkeley oil and gas Consultant company, occupational experiences with a relative weight of 0.295 is in the first priority, education with a relative weight of 0.260 is in the second priority, personality characteristic with a relative weight of 0.148 is in the third priority, knowledge with a relative weight of 0.117 is in the fourth priority, occupational behaviors with relative weight of 0.070 is in the fifth priority, individual performance with a relative weight of 0.055 is in the sixth priority and the skill with a relative weight of 0.052 is in the top priority.*

Keywords: *Competent-Choice, Succession, Personality Characteristic, Occupational Behaviors, Individual Performance.*

INTRODUCTION

Several definitions have been proposed for the management that each one has particular views based on the field of work but the scientists' most comprehensive definitions and concepts are summarized that " Management is the art of doing things by the others through the harmonization and proper use of human and material resources in order to attain the goals" (Algheband, 2016). In the definition of competency, it includes the characteristics and behaviors that lead to the individual's effectiveness in the work environment (Ghafouriyan, 2002). Competency is defined in many ways, but most models include elements (foundations)

and knowledge, abilities, skills, attitudes and insights, personal characteristics, behaviors and qualifications which are related to the organizational goals and play a key role in achieving goals. Essentially, the characteristics of those who can achieve the efficacy criteria, is called the competency of those individuals; that is, the competent people are those who have good behavior patterns. This is interpreted as the efficiency criteria in performance (Khanifar, 2001). Competency system is a novel subject and a complex set of mechanisms that should be established in agencies and organizations in a long-term, scientific and sensible process. The prerequisite for meritocracy is to provide the relevant structural, regulatory, legal, and organizational structures. The establishment of meritocracy in an organization begins with a competent-like, develops with competent-choice and competent-training, and continues with competent-having (Mousazadeh, 2009). Over the past half century, the social, cultural, economic, and industrial conditions of the world have undergone so much change that it is hard to find a slight similarity between the organization's structure in the present and the past. The future belongs to organizations that take advantage of all their potential and actual capabilities to face new challenges. A prerequisite for a developed society is the availability of developed organizations; the developed organizations gain their true power and authority through the presence of expert human resources as strategic assets. Therefore, the importance of this valuable resource must be explained to our organizations. In such condition, one of the actions that seems to create a fundamental transformation based on the organized insight in human resources, is the implementation of the succession system in the organizations. This implementation requires the existence of several factors that should be in place and strengthened in the organization. The concept of succession refers to a process in which the organization's human talents are identified for businesses and positions in the future and prepare through the various educational programs for these businesses (Abuallaie et al. 2005). The succession is a dynamic and continuous process, not a static goal. In today's increasingly competitive world, the organizations should have a vision beyond simple replacement of the workforce in order to achieve the talents. Succession Management Strategies must focus on employee development to achieve organizational goals as well as it should empower employees to achieve their business goals. The lack of suitable substitute for employees in emergencies can lead to the following issues:

- Postponement of work due to lack of suitable substitute
- Lack of proper services to clients and other related units
- providing a suitable platform to do the illegal acts
- Abuse of the person in charge, because it is suitable doing the things that cannot be done when a person is present.
- Increase the risk of embezzlement and misuse of funds
- The existence of a succession system creates incentives in committed employees
- Organizational tasks are carried out at the right time without delaying the time and resources

Although the planning of succession focuses on managerial levels, but the succession planning can be used for the organizations' key occupations at all levels.

On the other hand, in addition to the need of organizations for more managers and leaders, and considering the necessity of entering new managerial thoughts and ideas into the organization (through attracting and employing the managers from outside the organization), the successful organizations have substantially emphasized endogenous and try to ensure the future needs to the competent and effective managers by identifying and growing the managerial talents within the organization. Management and planning a succession is not limited to the managerial positions or staff working in these situations. In fact, the process of managing and planning effective succession can even identify and assess the need for important reserves, including key personnel in the occupational, technical, sales, office and production sectors (Raoul, 2005). Therefore, developing a suitable model for identifying key positions and selecting suitable candidates and implementing developing programs to meet the requirements for promotion in the candidates are the best

options for the organization to fill the key positions. Now, given that the situation in the company studied is traditional and also with regard to the status of the manpower recruitment, it is necessary using a scientific model for replacing human resources and empower them. Given the issues raised in this research, the researcher attempts to answer this question: What are the priorities of desirable elements of competency for succession in Tehran Berkeley Oil & Gas Consultant Company?

The Research Hypotheses

According to the theoretical model and the related researches and studies, conceptual model is presented in the form of conceptual model which shows the main components of the research and indices; based on this model, the research hypotheses were compiled as follows:

1. There is a significant relationship between the knowledge factor and the competent-choice process in Tehran Berkeley Oil and Gas Consultant Company.
2. There is a significant relationship between the skill factor and the competent-choice process in Tehran Berkeley Oil and Gas Consultant Company.
3. There is a significant relationship between the job behaviors and the competent-choice process in Tehran Berkeley Oil and Gas Consultant Company.
4. There is a significant relationship between the individual performance factor and the proper process in Tehran Berkeley Oil and Gas Consultant Company.
5. There is a significant relationship between the personality characteristics and the competent-choice process in Tehran Berkeley Oil and Gas Consultant Company.
6. There is a significant relationship between the education and competent-choice process in Tehran Berkeley Oil & Gas Consultant Company.
7. There is a significant relationship between the job experience and the competent-choice process in Tehran Berkeley Oil and Gas Consultant Company.

Conceptual Model of Research

After reviewing the theoretical foundations, mainly obtained from the related researches, a conceptual model that shows the relationship among the variables and helps us to examine and test certain relationships to better understand the dynamics of the situation, was designed according to Kim's conceptual model (2006).

Method

The research method in this analytical-descriptive method is survey type. Considering that the purpose of this research is to identify and prioritize the desirable elements of competent-choice for succession in Tehran Berkeley Oil and Gas Consultant Company, it can be said that this research is applied in terms of purpose. The statistical population of this study is the managers and experts of Tehran Berkeley Oil and Gas Consultant Company. In this research, nonrandom-purpose sampling method was used to reach the sample size of managers and experts and simple random sampling was used to achieve sample size. In this study, according to the statistical population size, Cochran sampling method was used and at the error level of 5%, the sample size of the statistical population was 79 people as the sample. Many studies were first undertaken through the study of books, articles, theses and related research to increase the validity of the questionnaire. Then, questions were asked for each hypothesis based on that and in addition to the supervisor and assistant professor, some other experts were introduced in this field and the final questionnaire was designed with their advice. 20 questionnaires were distributed in pilot form among the experts in human resources and succession and MSc students in human resources in order to determine the reliability of the questionnaire. Then, Cronbach's alpha coefficient was calculated using SPSS software and the results showed that Cronbach's alpha of all variables was 0.83. Since Cronbach's alpha value is greater than 0.7, its reliability is confirmed and acceptable. The questionnaires were distributed among members of society through simple random sampling that 79 questionnaires were returned to be analyzed which are the basis for testing the hypotheses of the research. In this study, correlation test was used to determine the correlation among all variables in the research. At first, the normality of the data was investigated using the Kolmogorov–Smirnov test. Pearson correlation coefficient was used for normal data and Spearman and Kendall correlation coefficient was used for abnormal data. Also, hierarchical analysis and Excel software were used to prioritize the research variables.

Normalization of Data Hypothesis

Table 1. Normalization test of research variables

| Component | Sig | Result |
|-----------------------------|-------|--------|
| Knowledge | 0.31 | Normal |
| Skill | 0.14 | Normal |
| Job behavior | 0.07 | Normal |
| Personal performance | 0.21 | Normal |
| Personality characteristics | 0.46 | Normal |
| Education | 0.059 | Normal |
| Job experiences | 0.29 | Normal |
| competent-choice | 0.27 | Normal |

Typically, in the humanities, the confirm or rejection of the hypotheses is mentioned with 95% confident. On the other hand, the calculated error rate (sig) obtained by SPSS software represents the error rate that can be made in rejecting the hypothesis H0. Therefore, when this value is greater than 0.05 (1-0.95), H0 hypothesis cannot easily rejected. As presented in Table 4-6, the calculated error in all variables is greater than 0.05. Therefore, hypothesis H0 cannot rejected with 95% confidence. In other words, H0 hypothesis which indicates the normality of the data, is confirmed for all variables.

Data Analysis

Since the results of the Kolmogorov-Smirnov test indicate that all variables are normal, Pearson test is used.

Table 2. Pearson Correlation Coefficient Test of knowledge and competent-choice

| | | |
|-----------|---------------------------------|------------------|
| | | competent-choice |
| Knowledge | Pearson correlation coefficient | 0.450 |
| | Significance level | 0.000 |
| | Number | 79 |

Table 3. Regression table of knowledge factor and competent-choice

| Predictive variables | Model | Std. Error | Beta | Sum of squares | Df | F | Significance level |
|--------------------------------|------------|------------|-------|----------------|----|--------|--------------------|
| knowledge and competent-choice | Regression | 0.57 | 0.594 | 609.581 | 1 | 68.485 | 0.000 |

Table 4. Pearson Correlation Coefficient Test of Skill and competent-choice

| | | |
|-------|---------------------------------|------------------|
| | | competent-choice |
| Skill | Pearson correlation coefficient | 0.515 |
| | Significance level | 0.000 |
| | Number | 79 |

Table 5. Regression table of skill factor and competent-choice

| Predictive variables | Model | Std. Error | Beta | Sum of squares | Df | F | Significance level |
|-----------------------------------|------------|------------|-------|----------------|----|--------|--------------------|
| Skill factor and competent-choice | Regression | 0.58 | 0.568 | 797.684 | 1 | 97.229 | 0.000 |

Table 6. Pearson Correlation Coefficient Test of job behaviors factor and desirability

| | | |
|---------------|---------------------------------|------------------|
| | | competent-choice |
| job behaviors | Pearson correlation coefficient | 0.538 |
| | Significance level | 0.000 |
| | Number | 79 |

Table 7. Regression table of job behaviors factor and competent-choice

| Predictive variables | Model | Std. Error | Beta | Sum of squares | Df | F | Significance level |
|---|------------|------------|-------|----------------|----|---------|--------------------|
| job behaviors factor and competent-choice | Regression | 0.42 | 0.444 | 870.459 | 1 | 109.703 | 0.000 |

Table 8. Pearson Correlation Coefficient Test of personal performance factor and competent-choice

| | | |
|----------------------|---------------------------------|------------------|
| | | competent-choice |
| personal performance | Pearson correlation coefficient | 0.605 |
| | Significance level | 0.000 |
| | Number | 79 |

Table 9. Regression table of personal performance factor and competent-choice

| Predictive variables | Model | Std. Error | Beta | Sum of squares | Df | F | Significance level |
|--|------------|------------|-------|----------------|----|---------|--------------------|
| personal performance factor and competent-choice | Regression | 0.38 | 0.473 | 988.937 | 1 | 155.821 | 0.000 |

Table 10. Pearson Correlation Coefficient Test of personality characteristics factor and competent-choice

| | | |
|-----------------------------|---------------------------------|------------------|
| | | competent-choice |
| personality characteristics | Pearson correlation coefficient | 0.579 |
| | Significance level | 0.000 |
| | Number | 79 |

Table 11. Regression table of personality characteristics and competent-choice process

| Predictive variables | Model | Std. Error | Beta | Sum of squares | Df | F | Significance level |
|--|------------|------------|-------|----------------|----|---------|--------------------|
| personality characteristics and competent-choice process | Regression | 0.52 | 0.605 | 906.413 | 1 | 136.256 | 0.000 |

Table 12. Pearson Correlation Coefficient Test of education factor and competent-choice process

| | | |
|-----------------------------|---------------------------------|------------------|
| | | competent-choice |
| personality characteristics | Pearson correlation coefficient | 0.665 |
| | Significance level | 0.000 |
| | Number | 79 |

Table 13. Regression table of education factor and competent-choice process

| Predictive variables | Model | Std. Error | Beta | Sum of squares | Df | F | Significance level |
|--|------------|------------|-------|----------------|----|---------|--------------------|
| education and competent-choice process | Regression | 0.61 | 0.889 | 1956.229 | 1 | 214.119 | 0.000 |

Table 14. Pearson Correlation Coefficient Test of job experiences factor and competent-choice process

| | | |
|-----------------|---------------------------------|------------------|
| | | competent-choice |
| job experiences | Pearson correlation coefficient | 0.585 |
| | Significance level | 0.000 |
| | Number | 79 |

Table 15. Regression table of job experiences factor and competent-choice process

| Predictive variables | Model | Std. Error | Beta | Sum of squares | Df | F | Significance level |
|--|------------|------------|-------|----------------|----|---------|--------------------|
| job experiences and competent-choice process | Regression | 0.46 | 0.550 | 1512.531 | 1 | 140.315 | 0.000 |

According to the results of the above tables, all research hypotheses are confirmed in confidence level of 99%.

Table 16. Comparing the indices of the aspects for selection of desirable competent-choice elements for managers' succession at Tehran Berkeley oil & gas Consultant Company

| | | |
|-----------------------------|----------------|------------|
| Compatibility ratio | 0.10724 | |
| Name | Non-normalized | normalized |
| Job experiences | 0.295 | 1.0 |
| Education | 0.260 | 0.883 |
| Personality characteristics | 0.148 | 0.503 |
| Knowledge | 0.116 | 0.396 |
| Job behaviors | 0.070 | 0.239 |

| | | |
|----------------------|-------|--------|
| Personal performance | 0.055 | 0.186 |
| skill | 0.052 | 0.1788 |

As observed, paired comparisons of the aspects of key factors in desirable elements of competent-choice for managers' succession at Berkeley oil & gas consultant company was done based on the obtained scores and the geometric mean of their views is presented in the table above. Considering the results obtained, it can be observed that for the aspects of key factors in competent-choice in Tehran Berkeley oil and gas Consultant company, occupational experiences with a relative weight of 0.295 is in the first priority, education with a relative weight of 0.260 is in the second priority, personality characteristic with a relative weight of 0.148 is in the third priority, knowledge with a relative weight of 0.117 is in the fourth priority, occupational behaviors with relative weight of 0.070 is in the fifth priority, individual performance with a relative weight of 0.055 is in the sixth priority and the skill with a relative weight of 0.052 is in the top priority. The incompatibility rate is actually a mechanism that specifies the compatibility for comparisons. This mechanism shows how much it can be trusted to the priorities of the tables. The experience has shown that if the incompatibility rate is less than 0.1, comparative compatibility can be accepted. Also, according to the calculation of the compatibility rate 0.107, which is less than the permitted value (1.32) in 7 matrixes, the responses have well compatibility and are acceptable.

Discussion and Conclusion

In today's world, organizations must attempt to discover and foster the talents in order to grow and improve their position in an environment in which the only constant phenomenon is changing. In this context, succession management and human resources empowerment are the most important tools used to discover and develop the organization's hidden talents. It is obvious that the use of the tool should be very careful, because the incorrect implementation of this plan has not resulted in its results and firstly, has imposed financial charges on the organization, secondly, it creates the despair and frustration environment among the forces in the organization. On the other hand, the correct management of this project has been effective in creating a hopeful environment for susceptible forces and will improve the performance and increase the efficiency and effectiveness of the organization. The success of the succession system largely depends on the efficiency and performance of the personnel assessment system. In other words, the placement of employees within the succession store and determining their position after the promotion would not result in the completion of assessment and the process of assessing all staff within the succession store will continue in consistent with the capabilities required for the role and task for the future candidate. The purpose of this study was to identify and prioritize the desirable elements of competent-choice for the managers' succession in Tehran Berkeley oil and gas Consultant Company. The population of this study is all senior managers of Tehran Berkeley Oil and Gas Consultant Company. The normalization test of sample size distribution (Kolmogorov Smirnov) was done before testing the hypotheses of the study. The sample size distribution was normal and therefore, regression analysis was used to test the hypotheses and the results showed that the management of competent-choice process in Tehran Berkeley Oil and Gas Company is based on the competent-choice process. The results of this research confirm the results of the previous studies, including the following: Tracey Bigley (2008) showed in his research that the most respondents believed that in their organization, the succession plan has been linked to the outlook, goals and organizational strategy, employment, development path, career advancement and keep the staff and this signaled the implementation of the order of the Presidential Administration Representative in succession programs. Metz (1998) emphasized in his research that the managers develop more effective skills, apply competence in the performance management model and provide a leadership training system that helps people improve their performance. In this research, it was determined that the components of succession management were based on the Dulewicz managers competency model and each of the components of competency model, including the

components of communication, rational, personal characteristics, interactivity, leadership and outcome-orientation, have a good rating in the succession management system of Tehran Berkeley Oil and Gas Consultant Company.

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