Factors preventing proper recognition to establish meritocracy system at the level of professional managers of Government agencies the city of Ahwaz

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ABSTRACT: The present research has been done to have a survey Inhibitory factors in understanding to establish meritocracy at the level of competent professional manager's government agencies has been considered the city of Ahwaz. Developed in this study was to examine Tuesday. The first question to answer this question that we deserve meritocracy preventing factors establishes? Second question rating the importance of each factor inhibitors to search for and eventually intend to answer the third question of structural relationship between inhibitory factors and meritocracy system. Due to the way research is exploratory factor analysis in population consisting of 10377 a sample of 384 has been chosen by using Morgan's Sampling Table. Also to collect the data for the researcher-designed questionnaire at tow part, first part recognition to degree establish meritocracy and tow part recognition Factors preventing establish meritocracy system were used based on Cronbach's alpha with the reliability of 0.93 and 0.83, respectively. The collected data have been analyzed by using statistical software SPSS, and other tools in descriptive and inferential statistics. Based on the research findings was determined that the three party games, inequality opportunity and level of deterrent factors. Also, it was the party game, ranking first and opportunity inequality ranking second and third level in Ratings are important. Also between the three inhibitors and to establish meritocracy system deserve significant relationship exists.

Key words: Meritocracy System, Professional Manager, Factor Analysis

INTRODUCTION

Human capital of the organization and the work environments, have mutual obligations towards each other. Their obligations towards their working environments is Include the doing duties, respect to culture and values of the organization, efforts to achieve the goals of the organization. Consequently, organizations in order to meet the needs of individuals and to improve the workplace environment and the human condition, should be accountable to the commitments include the assignment and allocation of jobs, to reduce and minimize feelings of discrimination and create more opportunities for people with lower levels (Abeli, 2006).

So see that the foundation of any organization is its human resources and an effective foundation to get the most qualified people in the right positions is a basic prerequisite for the success of the organization. On the other hand it should also be noted that nowadays, organizations and businesses for their own survival and the need for participation in global activities, need to feel more meritocratic than in the past. Studies show that most government agencies due to lack of meritocracy and competence, the selection and appointment of directors and staff, does not provide satisfactory performance (Kebriaee and others, 2006). Clause 4, Article 54 of the Law on civil service management directors mentioned in Article 71 of this law is policy managers and others are professional managers. According to Article 71 of the Civil Service Management law, the following are considered political management and are recognized as official:

1. The heads of the three branches  
2. The First Vice President, Vice-President of the Parliament and the Guardian Council  
3. Ministers, Representatives in Islamic Council and the Vice President  
4. Governors and ambassadors
5. Deputy Ministers

If a professional manager for a post or position is selected on the basis of imperfect meritocracy should be obedient to Mechanism or those who need to have recommended him for the post or position in (Karayniz, 2001).

Of course, there are variables that can prevent the establishment of manager's meritocracy. The initial step understands the barriers and their importance, and then plans to eliminate or reduce them. Therefore, the present study sought to identify barriers to the establishment of the meritocracy system in government organizations and provides strategies for engaging this system.

Establishment of the meritocracy system level executives is particularly important in this respect to quality management is one of the most important factors in the continued success of the organization. Hence, using a systematic way to identify and select the most suitable person for the post of elected executives of the internal and external applicants is necessary (Nazari manesh, 2006).

Rob Moore argues that meritocracy is a system that allows people due to their individual ability to gain social status, rather than just referring to an incident that occurred (Liu, 2007).

The alphabet Sociology Book of Lawson and Garaudy, meritocratic system is a system which defined benefits and job opportunities based on worthy and not on the basis of gender, social class, ethnicity or wealth will be devolved to individuals. Bilton in the foundations of sociology book argues that Worthy is a view that according to its, citizens develop their talents through school and university educational system and the effort and finally in society, regardless of social class, wealth, race, ethnicity and gender in various positions for tenure are chosen based on the intrinsic merits (Ghorban panah, 2008)

Based on the various definitions of meritocracy, argue several processes for that in these two examples are listed here:

**Eight-step meritocracy process that is includes**

Worthy willing: a Deserve willing is placed on the enjoying competences and valuing them as a national commitment and organizational inviolable. In such a culture, a departure from the use of qualified people in jobs deemed as guilty and offense (Abeli, 2006).

Worthy ology: this step is considered as pivot point in the recruiting process of organizations. At this stage, organizations must take advantages of inform methods and efficient search methods of the search (Last name, 2006).

Worthy assessment: is necessary, those who think they are righteous capabilities, based on general and specialized capabilities will be recognized again with specialized tests and interviews. This step requires re-reading religious and moral educations, cultural, social and administrative issues to define the criteria.

Worthy selection: This step has two parts. The first section analyzes the results of the previous stage and the second part is about the allocation of this merit to appropriate position.

Worthy taking: Deserve taking is meant to attract Deserve managers. Due to the competitive atmosphere activities in the coming years, the government should attract Deserve managers in a competitive environment of competent managers of government departments, NGOs and universities to attract (Ghorban panah, 2008).

Worthy Appoint: Appoint Deserve means by maintaining fitness jobs and people, they put in a position where it will have maximum performance. Although, often a correct selection are with same expectations, but the choices are often collectively and for different categories of management, expert staff will be conducted in the selection of the main features of the general categories of interest. Also at this stage according to characteristics of selected is necessary (Abeli, 2006).

Worthy Maintain: absorption and righteous choice is simple, but the problem is maintaining them nad required scientific mechanisms, humane and logical structure so deserve peoples remain loyal to organization (Soltani, 2006).

Worthy Rearing: meritocratic system providing education grounds for of actual and potential managers through teaching short-term and long-term lead to far above their insight, knowledge and ability. Parallel to the bed of the heavier provides responsibilities and an effective performance (without mentioning the author's name, 2005). Two dimensional meritocratic processes that includes the following two aspects:

In this process, the merit system in the form of both internal and external states. In the external dimensional of meritocracy and internal dimensions of the absorption and utilization, maintenance and upgrade is discussed.
In addition meritocracy processes are as following factors affecting the meritocracy: Employee finding (merit finding), select (merit selection) and appointment (merit appoint). Perform this operation is not possible without a job analysis and job description and qualification requirements of jobs in various classes. For this reason, first all jobs, In order to achieve the objectives and terms of meet of each job, must be defined to carry out the activities. To appropriate recruitment and employment be provided and required field for employing operations come true. After the appointment of a person in his proper place, the next step that organizations are looking for them is qualified people in the organization and promotion of merit rearing. On the other hand in order to establish the merit rearing and maintenance of the competent shall be in the competitive environment. In addition to the above, worthy willing and worthy maintain are described in meritocracy processes.

According to contents, expressed meritocracy system principles and models and considering that it’s one of the purposes of the model, the following model can be considered as a general model of research:

**Tools and methods**

This research, in terms of method, is descriptive and exploratory study and considering the results, also is applicable. The population in this study was 10377 person from Ahwaz city professional managers and experts government agencies that according to condition of used technique of factor analysis, sample size of 384 was chosen.

In this study, a questionnaire was used, with two main parts.

To introduce degree of meritocracy system establish, the first part of the questionnaire contains 29 items is used and reliability coefficient is equal to 0.93.

In order to identify barriers to the establishment of meritocracy system, second part of the questionnaire with 38 items was used and the reliability coefficient is equal to 0.83.
This study was designed to answer the following three questions:

1. What is the barrier to the establishment of meritocracy system in professional manager’s level?
2. What is the ranking importance of each barrier?
3. How are structural relations between meritocracy system and barriers factors?

In addition to the above three questions, this study followed the following four objectives:

1. Provide a structural model of the subject
2. Assess the role of each of the barriers factors in no establishment of meritocracy
3. To determine the degree of subsystems establishment of meritocracy system
4. Establish a basis for future research in this field

Table 2. Measures of sampling adequacy

<table>
<thead>
<tr>
<th>Interpretation</th>
<th>Value of KMO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate sample size, and is ideally suited</td>
<td>0.948</td>
</tr>
</tbody>
</table>
The fourth assumption is the value of each questions in entire exam questions with the participation of more than 0.30 (Alamdari, 19). It should be noted that the Fifth and Eighteenth items are omitted because values are less than 0.30.

The fifth assumption, obtained variance is greater than 0.30. Hence, In process of extraction, with emphasis on the 36 items, variances must be at least 0.30. Using varimax method and data rotation, 36 items were mounted on three factors. In final assumption for each factor a name is selected. The factor must be named with considering obtained common variables mean that the factor has significant name (Sarokhani, 2003).

On the other hand considering that one of the objectives of the research is determine the degree of the meritocracy system subsystem in Government agencies establish, findings first part of the questionnaire is in Table 6.
According to Table 6, in the "meritocracy" subscale, minimum score is 1 and a maximum score is 4.41 and average is 2.03. It deviation is 0.57.

To determine the structural relationship between barriers and meritocratic system, (Table 7) can be admitted that significant in Level of $\alpha=0.001$, it suggests that there are barriers to be expected by the meritocracy.

**Research findings**

First Question: What is Barriers to the establishment of merit system in professional manager level?

According to Table 5, the three deterrent factors determined. These three factors, according to the researchers, are named "nepotism", "non-equality of opportunity" and "superficiality" respectively.

Second question: What is the importance ranking of each of the barriers?

To answer this question, the value of each factor in Table 5 is used. Based on this table, the first factor is "nepotism" with the highest special value (7.71) and the second is "non-equality of opportunity with (5.38) special value and the third factor is "superficiality" with (1.91) Special-value.

Third question: How are the structural relationships between barriers and meritocratic system?

According to Table 7, the regression coefficient of nepotism (-0.37), then the non-equality of opportunity with regression coefficients (-0.24) and the superficiality with the regression coefficient (-0.05) can have an impact on the establishment of merit.

It is also must be noted that, according to Table 6, meritocratic system subsystems are at a disadvantage level with an average of 1.90, 2.05, 2.15, 1.88 and 2.14 respectively.

establishment of merit system in government agencies. The results of first part of the questionnaire is in Table (6).

**RESULTS AND DISCUSSION**

The findings of this research matches with obstacles that Asghari et al (2004) have proposed to develop merit in three groups. This study confirms the results of an investigation conducted by the Azerbaijani and Atarfar (1997) have been conducted.

Results of Table (5) show that the 36 items of the questionnaire second part, factor analysis were procedures on three main factors that naming each common meaning by considering any variables that factor loadings are significant has been done that is based on 22 items, first factor is nepotism for an 8-item second item with non-equality and opportunity named and for 6 items is third factor that called the superficiality view.

According to this table, the nepotism with value of 7.71 is important deterrent non-equality of opportunity with 5.38 value is second and the superficiality view with value of 1.91 rank third in importance.
According to Table (7), at a significance level of 0.001 of all three factors, show a significant negative correlation with the criterion variable (meritocracy system). While the results of table (6) indicate that worthy willing, Worthy Ology, worthy selection, worthy maintain and worthy rearing, as the subsystems of meritocratic system in Ahvaz city government agencies have a bad status. Recommendations based on the results: According to research finding and importance of research subject, suggestions for government agencies to the city of Ahvaz are as follows:

Given that the main deterrent in the establishment of meritocratic system is nepotism, therefore, it is recommended that the appointment organization based on the advice of local authorities be minimized and not in Considerations and political appointments and in the meantime, it is recommended that asked accountability of authorities in about appointments.

With regard to the second inhibiting factor of the establishment of meritocratic system equality of opportunity is Non-Equality of opportunity. Accordingly, it is recommended that the principle of providing equal employment opportunities in the organization is considered and the existence of the rule of law culture, the worthy willing and worthy selecting shall considered in organization authorities and this cultures, promote between them.

Superficiality Factor, as one of the barriers is in third place of important. Accordingly, it is recommended that managers consider not only short-term benefits and to identify worthy individuals, funding to be considered and variables such as birthplace, marital status and physical characteristics of individual appointments are given below. This research indicate that worthy willing has a bad status in meritocratic establishment .Therefore recommended that the Chief Executive Officer to the importance and necessity of choosing the right people as managers in their strategic orientation in mind and to develop it as an organizational value and appointment of people, the experience, relevant expertise and political neutrality be considered.

With regard to this, worthy ology as one of the of meritocracy subsystems is undesirable, Therefore it is recommended to identify and find proper people, organization database (if any) be used.

This study suggests that, in order to establish worthy selection in meritocracy system establishment is in undesirable level. Therefore, it is recommended that the appointment of a manager and other organizational rank, merit moral, mental and physical abilities to be considered in relation to the job. In addition to conducting interviews and technical tests in selection is important.

The research findings revealed that, worthy willing is at a disadvantage status. For this reason it is recommended that organizational justice and the promotion of equal opportunities and access to managerial jobs be considered and deploying the adequate reward system and interested in them than organizations. Finally, succession planning system has been deployed as a long-term plan in organization and required deadline for program application be given.

Findings show that, worthy rearing in government agencies of Ahvaz city, with an average 2.14 is in the bad situation. Accordingly, it is recommended that worthy rearing strategies in human resource management system be developed the government agencies and appropriate training courses for promote performance management and other human resources, the have be held in organization and in this courses, transfer of experience and knowledge of the people be considered. Finally, for worthy rearing be institutionalized in organization, it is recommended that create a competitive environment in order to reach managerial positions and for managers performance evaluation indicators according to the suit be considered.

According to these findings, there is a negative relationship between the “nepotism”, "equality of opportunity" and "superficiality" factors and meritocratic system establishment has been established. Thus it’s recommended that the variables that cause such phenomena in government agencies, be minimize and eliminate, and to take action to correct it.

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