

Meritocracy, missed link in process of selecting successful managers

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Abstract: This study aims to select talented students has been designed to teach management skills. In this study, the expression of some general information about management and its significance, as well as the tasks, skills and management role using the theoretical foundations as well as various interviews carried out by experts of Sciences, factors in choosing a successful future managers of education were identified. After identifying these factors in order to analyze the data using analysis of variance test, 95% confidence level that have variables that are on average less than 5 points and Ann, was removed. As well as the factor analysis, as well as to reduce the variables and their categories were used. For the purpose of ranking variables and the specified factors, Friedman test were used. According to the results of an introduction to the basics of Islamic management, entrepreneurial skills, values accepted by the people, the power of decision, etc. Among the missing is that successful executives need to jump in and take into consideration education.

Key words: Meritocratic management; Successful managers; Administrative ability; Factor analysis in management

1. Introduction

In today's corporate environments are constantly changing, and this fundamental challenge faced by executives said. Rapid changes in technology, economic, cultural, social and political causes to managers on how to manage and deal with new issues being faced by staff, so every time that passes, the concept of management should be broader and more complex. Based on the issue and management concepts can provide insight to managers so they understand the management issues get more. It doesn't matter that all the people so that the Administration will have a type of behavior, but it is important that people in different organizations numerous or so works that they are "doing right. "Things to do" bulls. Sometimes management as art, science, and as long as some professionals has studied. You can find someone who is less than or manager and is not affected by the decisions of managers. Nevertheless, it can be seen that most people who are appointed to managerial positions. For the director of education and training have not seen enough, have not achieved the necessary skills. It should be noted that the success of our country depends on the efficient and effective management of human resources is formidable. This national strategy should be as important about the attention. No matter how you want to set aside in your attitude and individuality we oriented our system because the system administrators are

making their run, and towards the element managers the skills, knowledge and ability to affect their part should be noted and the system of selection, appointment, training, discipline and encourage them to give consideration. This research aimed to identify and explore the properties of the successful managers of Persia and in the wake of this is that using these factors necessary for media education capable forces to manage their tasks in order to provide for the implementation of the student and of the need of the country's administrative system to provide effective and efficient managers. Data through interviews with academic experts and executives gathering, and analysis of variance test for the analysis of data is used. As well as the factor analysis to reduce the variables and their categories and for the ranking of the Friedman test, as well as the variables and factors specified will be used.

2. Define management

Manage seen considerable change over time and according to circumstances and values governing the time allocated to the various definitions. Complete definition of management is attributed to Kerinter. He believes that "management, problem solving process in order to achieve organizational goals through the effective use of scarce resources in a changing environment."

This definition is based on five fundamental points following review and analysis of:

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- Working through others: Management is a social process in which people come together to achieve collective goals. So if a manager is unable to work for his subordinates to provide favorable conditions no doubt will fail in its methods.

- Organizational goals: The second part of the definition refers to kerinter as organizational goals.

Management by objectives and management without purpose are meaningless. Objectives, the desired result are that organizational behavior is directed toward them. Management is applied in situations where the outcome is always set out to track the activities. Directors, employees, agencies and clients demand any specific results. So it is not enough just to target management is desirable. Others in the organization's activities and clients demand any specific results. So it is not enough just to target management is desirable. In order for others to participate in organized activities, it is necessary to achieve organizational objectives sought to be ideal for them. Thus, systematic management becomes necessary.

- Efficiency and Effectiveness: The ratio of the actual returns achieved to the specified standard and efficiency (about waiting) performance and efficiency is the ratio of the amount of work or indeed done on the amount of work that must be done.

The effectiveness of the degree and extent of reaching the goals have been set; in other words effectiveness suggest that to what extent the efforts undertaken, the desired results have been achieved in the use and operation of the relevant performance results to resources to be. In other words, there are few aspects of the efficiency and effectiveness of the quality. Peter Drucker the efficiency doing the correct procedure has been interpreted correctly. In such a way that the purpose of doing just the same effectiveness or dynamic flexibility in goals and in order to improve the efficiency of the procedure is the same as true or is continuous with the institution-building.

- Resource limitations: In a world of limited resources which we live it is not unlimited, meets the needs of human beings. In addition, intense competition, as well as to obtain the scarce resources well. So must the resources in such a way to be efficient and effect of section to be used so that a maximum of master of the resources and the need for quality and efficient managers.

- Environmental changes: The most important feature of today's world is changing fast. Perhaps the only constant factor in today's world "change" called. Managers get to face the inevitable with its complex tasks and adapt to environmental changes. You must bear in mind that various sources and reasons for change is very much. Managers must be aware of the incidents and events outside the organization. A successful manager should have a better picture. And clear his vision of the future and to make an effective way for employees to explain to them with relish that they accept as fact the insight.

3. Importance of managing

Organizational communities are called modern societies because in today's world, organizations have learned all aspects of human life. The organization is a social phenomenon, and that people can be formed from the accumulation of the ability to work with diverse relationships to achieve the common goal of the effort, what is the same and similar organizations, the principle requires Division of labor and thus coordination and collaboration to achieve the goals that have been set, it is evident the emergence of organizations and create harmony and order in them. One without the other is meaningless; manager in an organization does not need any organizational management.

Management is important so that when faced with a crisis of leadership, business and industrial unit's founders attract competent managers, the field for the start of the next evolution, the development of the guidance provided. Some argue that employees can perform management tasks do not require a separate and independent management unit, but still, historians and sociologists, have been an institution that has survived without the administrative hierarchy. Harold konter, the most important field of activity for the management of man knows and believes that the main task of managers at all levels and of all social institutions is to design, create and maintain an environment that is organized by the members of the group in cooperation with its activities and to their specified goals.

4. Individual managers of skills features

4.1. The functions and management skills

In the early decades of the twentieth century, duties and skills in the selection and evaluation of directors, took a lot of stress. Henry Fayol in 1916 for directors, management functions, including planning, organizing, commanding, coordinating and controlling cited.

Fayol studies by some pundits, such as the Eroik and Giolik they continued using the first letter of the word planning, organizing, directing, coordinating, marketing officer, reporting and budget planning, the management tasks for the introduction of POSDCORB acronyms to work groups.

Robert Ketz believed managers must have leadership skills. He looked at three types of technical skills to managers, intellectual and human need. Of course, the weight of each type of skills at various levels of management is different.

Harold Cunter and his other skills as "design and problem-solving skills" were also raised. Griffin was introduced in 1987, the four skills, other skills as "skills analysis" "diagnostic skills" to set administrator skills added. Some scholars, moreover, have raised other skills. Effective emergency services communication skills include skills and mutual

dialogue and feedback as well as the skills of teamwork and skills is working with such computer.

4.2. The role of managers

Instead, according to Wu Mintzberg managers skills while reading the views of management and executive level by providing lists of managerial roles, tried to look at the behavior of managers to bring more tangible. Henry Mintzberg with the regular study of the activities of the different organizations in the five Executive Director concluded that a variety of activities Director that pays in the form of individual or personal mutual relations, natural, natural intelligence and natural individual or personal relationships and mutual decision, be natural displays patterns categorized. He plays

presented in ten categories: natural head of formalities, the leader, and the interface, recipient

Information, information publishing, speaking, speculation, chaos debugger, the allocation of server resources, such as dialogue.

More people like Jack Doken, Isaac Adyzs, John Cutter, Robert Qubin, Fred Lutatenz and Gary Yuki tried to broaden the concept of executive functions and additional functions offered in this area.

4.3. Individual features Leaders

Tables 1 and 2 the ability to summarize and personal characteristics needed by managers, which is obtained from a library of shows.

Table 1: Individual abilities required by managers

Summary the ability of individual managers		
1. Physical ability		<ul style="list-style-type: none"> • Records of previous events • Physical Health • Physical Characteristics • Existing Disease
2. Mental ability	Intelligence	<ul style="list-style-type: none"> • Understanding the power • Memory • mental focus • imagination • Talent (organized) • Transmission speed • Verbal comprehension • Spatial Aptitude • reasoning • Ability to motivate to get things done fast • adapt to fluctuations and changes • Power Analysis
	Decision making	<ul style="list-style-type: none"> • Logical Decision • Innovative Decision
	Creativity	<ul style="list-style-type: none"> • visualize the qualitative and subjective phenomena • Special attention to the phenomena • create an unusual relationship between the phenomena • provide a variety of solutions • Organize different mental • re-evaluation of assumptions • Re-organization phenomena • Flexibility
	Consciousness	<ul style="list-style-type: none"> • Mental control in noisy environments. • Control of changes in mental status • Having a clear interpretation of the environment
3. Experienced	Work experience	<ul style="list-style-type: none"> • General experience • They experience management • Experience in critical situation
4. Educational		<ul style="list-style-type: none"> • Relevant qualification • Courses and Training

5. Methodology of research

In this study, in order to discover the variables needed for the selection and breeding of the Assembly with 21 executives psychological Sciences, educational sciences, sociology and management as well as successful managers of 30 people and experienced on a list of the successful manager of the Ministry of industry, mine, 250 and structured interviews to come, came into action. At this stage of the interviewees were asked to each of the factors

associated with successful directors feature in terms of importance, a concession between 0 to allocate ten; in the meantime, if you need other variables or variable knows, they raised.

The analysis of the data analysis by calculating the mean and standard deviation of variables and ANOVA, variation in the level of confidence of 95%, an average of five fewer privileges had been removed. As well as the factor analysis to reduce the variables and their categories were used.

Table 2: Summary of individual property managers
Summarizes the characteristics of individual directors

1. Values	<ul style="list-style-type: none"> • Strictly • Confidence • Discussed • emotional intelligence • Faith • Knowledge. • Adequacy • Tried and fast • Cultivate and good mood • Creativity and Innovation Branch • attraction and repulsion • Trusteeship 	<ul style="list-style-type: none"> • Nobles • be law enforcement • establishing intimate relationships, human • retrospectively • providence • demystification • Political awareness and insight • God • Justice • tolerance • Sincerity
2. Motivation	<ul style="list-style-type: none"> • biological needs • power • belong • Success and Growth 	<ul style="list-style-type: none"> • the need to respect • self-discovery • self-actualization • security needs
3. Character	<ul style="list-style-type: none"> • depends on the relationship • abstract thinking • Stability of emotion • domineering • Eccentric • Conscientious • intrepid • harsh • confiding 	<ul style="list-style-type: none"> • Pragmatic • selfish • Fluent Self • Quiet • prodigy • self-reliant • errant • realistic • Search
4. Attitude	<ul style="list-style-type: none"> • Task-oriented versus relationship-cast • patriarchy versus Femininity • centralized versus decentralized oriented 	<ul style="list-style-type: none"> • The style rule against delegating style • Control vs. Lack of Control Individualism versus collectivism
5. Gender	<ul style="list-style-type: none"> • Male 	<ul style="list-style-type: none"> • Female
6. Ages	<ul style="list-style-type: none"> • Search • Stabilization 	<ul style="list-style-type: none"> • intermediate step • The final phase

Factor analysis is a generic name for a category of multivariate statistical methods whose primary goal is to define the underlying structure of the data matrix. In general, the analysis of structural relationships (correlations) number of variables by defining a set of common underlying factors that are known to cause refers. With the factor analysis, the researcher can identify the structure of independent factors at first, and then specify the variable so that each can be justified by any factor. With factor analysis, the researcher can identify the structure of the first independent agents, and then to determine the extent to which each variable is explained by each factor. In the summary data, factor analysis, reveal the latent factors and agents, when charges were dropped, and the interpretation of data in a smaller number of concepts to describe the primary variables. Reduce the size of the data can be found by calculating the points for each factor lies and replace it with the original variables are obtained.

Therefore, the purpose of classification data in the form of variables, while the factors, which have variables that are in each of the factor, the factor time is less than 5/0 was removed. Non-parametric analysis of variance test of Friedman for ranking variables and factors that were used to test "makes clear that" Friedman is the sum of rank (Rj) significantly with each other whether or not there is a difference. Thus, the most important factor in General as well as the most important variables in each of the identified factors.

6. Analysis of data

This section summarizes the results of data analysis using statistical tests introduced, and then the next section, offers expert knowledge and successful managers in the examples of other successful managers will be brought. Since all tables associated with the mentioned average, standard deviation and the operating times associated with the factors in choosing the variables of education administrators is not possible, for example, a table of average, standard deviation and the operating times associated with the characteristics of individual variables and then ranking the major factors to the selection and education of managers in General and to differentiate from the perspective of experts.

As in the Table 3 can be significant, the most important feature of the person who should be successful managers in the selection of futuristic education to be considered are as follows: the mental health and appearance, having work experience in the management and training courses and work related learning. Based on non-parametric variance analysis, Friedman, ranking these factors and variables in terms of the importance of the following:

1. Apparent health
2. Appropriate mental status in the absence of Personality and Behavior Disorders

- 3. Having working experience in the managerial experience
- 4. Apprenticeship training and relate

According to experts and managers of successful, factors such as height and how big, does not have much impact on career success manager.

Table 3: Hit Frequency and loadings on the individual characteristics of managers

Variables and factors related to individual properties	frequency response	Average rating	Standard deviation	Load Factor
1. Appearance and mental health.	49			
- Physical Health	51	6.35	2.76	0.75 00:59
- Appropriate mental status	51	8.43	1.95	
2. Having working experience in the managerial experience		7.84	1.69	0.67
3. Behind-related courses and training	51	7.27	1.89	0.81

According to data and information, it can be concluded that in total, fifteen major factors in choosing a successful future managers. Table 4, the last and the primacy of these factors from the perspective of science and is also a successful

manager's show and finally variance analysis method based on Friedman, overall ranking it provides agents.

Table 4: Ranking the major factors for the selection of the successful managers of the future of education in General and to the separation of science from the perspective of experts and successful managers

The main factors for selecting and nurturing future successful managers	Ranking of the opinions of experts	Successful managers view ranking	Overall rating
Individual characteristics (such as mental health and appearance, management experience, and training and related training)	14	10	12
Power IQ	5	7	7
The power of decision	2	3	3
Creativity	10	13	13
Values	1	1	1
Incentives (including incentives and reward)	9	11	10
Character	13	9	9
Attitude	15	14	15
Human resource management skills	8	8	8
Communication skills	11	12	11
Leadership skills	4	6	5
Entrepreneurial skills	3	2	2
Political and social vision	12	15	14
Growth	7	5	6
Technology Administration and Management	6	4	4

As it was mentioned, In addition to the acquisition of various sciences as well as successful managers about variables and factors and scientific texts extracted from them were asked if other variables or variables will also need to know to add list, and points to the relevant part of the insert in the Interpolation.

Thus with his comment summary, tabloid and other variables to select future leaders education Description Table 5, respectively.

As can be seen in the table, although several new variables in order to select the successful future management education was discussed, it can be a large part of them in the form of the major factors influencing the choice of education administrators rather than the previously mentioned to them.

Table 6 ranking factors influencing the selection and education of managers before they add new variables are selected, and after that, the show.

Table 5: in the selection of the variables that affect managers

	Science Experts		Successful managers	
	amplitude	Average rating	amplitude	Average rating
1. Individual characteristics: - Aborigines - Groomed and well-dressed Adomment Yu appears to be - Age - Education	1 4	6 5.5	3 1	8 8
2. Cognitive abilities (cognitive ability): - The application of rational principles in the planning and decision-making - Review of events and phenomena based on causal relationships - Recognize the needs of individuals - Punctuality - Understand the general atmosphere and working environment and atmosphere forces and the political climate - Understand and identify potential troop morale and to deal effectively with their	1 1 1	7 7 6	1 1 1	10 9 10
3. Decision making: - Rate decision - Correctness of decisions - Make decisions in a crisis situation - Understanding the implications of the decision process as - Recognition of critical decision points - Understanding of the situation - Make decisions based on temporal and spatial positioning and location based on knowledge. - Certainty in decision-making and implementation	1 1 1 1 1	7 8 9 8 8	1 1 1 3 1	8 10 10 9.5 9

Table 5: in the selection of the variables that affect managers

	Science Experts		Successful managers	
	amplitude	Average rating	amplitude	Average rating
4. Creativity - Implementation of a new, accurate and simple ordinary activities - Design issues and new projects and new ways of - Exploiting the side information	1	8	1 1	10 9
5. Values: - Social aspects - The value of giving a heart to others - Criticism of - Virtue - Honesty - Someone to love - A commitment to community and love of homeland - Promise Kept - Respect for other faiths - Trust in the works	1 1 1	8 8 9	1 3 1 2 1 1 1	10 10 10 10 10 10 10
6. Motivation:				

- Understanding the motivations of colleagues and subordinates - Identify problems outside the organization, colleagues and subordinates - Making Sense persuasive in others - Respect the opinions of other directors and employees of the Group - The desire to provide a positive work shown	1 1 1	8 8 9	1 1	10 7
7. Character: - Restraint - Tolerance - No degradation of social personalities and work collaborative	1	7	1 1	10 7
8. Attitude: - Positive attitude and behavior management contingency - Dan's positive attitude and character of the forces and Axis forces - A fatherly and kind - Given the strengths and weaknesses of yourself and others	2 1 1	9.5 10 7	2 1	8.5 9

Table 5: In the selection of the variables that affect managers

	Science Experts		Successful managers	
	amplitude	Average rating	amplitude	Average rating
9. Skills in human resource management: - The maintenance of the quality - Can increase the performance level of quality performance levels of conventional forces.	1 1	8 8		
10. Communication skills: - Empathy skills - Effective external communication skills, knowledge in the interests of the organization and implementation of its goals - Knowledge and skills to design effective inter-organizational relations in the interests of - Knowing a foreign language in order to communicate with employees, vendors, consultants, experts and	1 1 1	10 8 8	1 2	9 8
11. leadership skills: -Power influence others-recognizing the Organization's leadership style in different time periods -Flexible in accepting the comments of others -Domestic and foreign similar organizations review be without prejudice to the work in progress	1 1	7 8	1 1	9 10
12. the entrepreneurial skills: -Recognition of the merits of the new work -Understanding the risks and barriers to new job Not convinced-to status quo	1 1 1	7 7 7		
13. Insight into the political and social: - Developing Leaders multidimensional (multi-dimensional directors) - Understand political - that influence the work of the Organization - Taking advantage of the political	1 1 1	- 8 8	1	10

process - the social environment in order to achieve organizational goals - Ability to study and communicate knowledge of the situation to date and future policies				
14. Growth. - Trying to fix your weaknesses	1	8		

Table 6: Ranking of factors affecting the selection and breeding of the directors elected by the experts before, to add new variables and then

Ranking factors before experts can add new variables.	After ranking factors experts can add new variables.
Values	Values
Entrepreneurial skills	Entrepreneurial skills
Decision-making power	Decision-making power
Technology Administration and Management	Technology Administration and Management
Leadership skills	Leadership skills
Growth	Growth
Power IQ	Power IQ
Human resource management skills Characters (including the lively and passionate nature, competitiveness and desire to grow and promotion)	Work experience and experience in a managerial position Motivation
Incentives (including incentives and reward)	Physical and mental health status of the right
Communication skills	Character
Individual attributes (including Physical and mental health, management experience, and training and related training)	Desire to grow and promotion
Creativity	Propensity (the tendency of Management)
Political and social vision	Human resource management skills
Attitude	Related training
	Creativity
	Communication skills
	Political and social vision
	Attractive, lively and passionate nature
	Attitude
	Competitiveness

7. Conclusions and recommendations

After identifying the contributing factors in the choice of the successful managers of the future for fish and at this stage of 22 tons of different universities in Tehran province outstanding professors invited to come up with an assessment of the factors obtained, quizzes and the appropriate dialect in order to select talented students to participate in the breeding period of test skills, understanding and attitude of management, selection and scoring them. The work method was that volunteers who master-level students of various disciplines are participating in this test, your management and talent can be used to give. Because they deal in specialized assessment, these incorrect assumptions that will evoke people specialized in the field of the relative skills of their hands and have found a way to test the design questions. The written test and the skills, knowledge and attitude of management nominees will be measured based on the listed factors and variables. An important advantage of being identical questions to the candidates based on the listed factors and variables to be measured. An important advantage of being identical questions to different fields of volunteers is possible to compare and select the best offers for fostering management skills. After the success of

volunteers in the written test will participate in interviews planned. In the interview, according to the candidate field of study, the right mix of executives and professionals in management and scientific disciplines will also be attending the basic applicant individuals in terms of talent, knowledge and attitude of management in the field of assessment and evaluation specialized used about them.

It should be noted that to design the appropriate dialect of quizzes and science of psychology, educational sciences, sociology and management were asked in the sphere of their professional exams and dialects of the needed codification. They also have the following factors corresponding tests, were designed:

- An introduction to the basics of Islamic management
- Values
- Entrepreneurial skills
- Decision making power
- Management and Office technology
- Leadership
- Growth
- Be anesthesia
- Motivation • characters
- Relish (a tendency to management)
- Creativity • telecommunications
- Political and social insight

Regarding the technical interviews, mention this tip which is essential in these interviews, questions about the job and the required management skills that the job will be asked. As well as the most important features and attributes of the candidate of the right, such as the mental health status and appearance, being playful and passionate, competition judge and jury be efficiency, compatibility with the environment and social adaptation, disposition or moral, social vulnerability and blood properties of social intelligence, emotional stability, growth and perfection, confidence, courage, seriousness, and duty, and intimacy as well as be the masters and Finally, taking into account the results of the written test as well as the most talented students of the best interviews and in order to foster management skills and are introduced.

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