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**THE SURVEY OF THE MANAGER DEVELOPMENT AND SUCCESSION PLANNING
SYSTEMS IN IRAN'S OIL TERMINAL COMPANIES**

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ABSTRACT

The current study is undertaken aiming at the manager growing systems and the presentation of succession planning approaches in Iran's oil terminal companies. The study design is of cross-sectional-descriptive type. The study population is all of the official employees in Iran's oil terminal companies in 1392 which reached the total number of 1200. Based on Morgan table the sample volume totals at 291 people. The instrument used for the study includes the succession planning questionnaire and this instrument is of favorable reliability. In the present study, the information and data was analyzed in two levels of descriptive statistics (mean, standard error etc) and inferential statistics (Pierson correlation, multivariable regression based on stepwise method) by taking advantage of SPSS software.

Regarding the role dominance, affective support, availability, pattern, goal-setting and succession planning in Iran's oil terminal companies, the study results indicated that: there is a significant relationship between role dominance, affective support, availability, pattern, goal-setting and succession planning in Iran's oil terminal companies.

**Keywords: Manager growing system, succession planning, Iran's oil terminal companies,
success indices**

INTRODUCTION

Nowadays, in many of the organizations systemic methods are applied for the identification and succession training which is generally termed “succession planning”. The succession planning is the process of getting assured of the existence of a suitable resource of the successors for the present and future strategic, sensitive and key occupations, in a way that the individuals’ job career can be managed for the optimization of the organization needs and objectives and the individual ambitions of the individuals (Raul, 2005).

Succession planning as one of the subsystems of the human resource management is influential on the organizational learning, the increase in the employees’ occupational satisfaction, the labor turnover and the organizational performance. Succession planning has been studied from many aspects and there has been proposed various recommendations by the researchers in order for the succession planning to be successfully and effectively implemented (Nasehifar et al, 2012).

The succession planning is a systemic and substantial organizational effort in order to make sure of the leadership continuity in the key positions and the preservation and

development of the intellectual capitals for the future and the encouragement of the individual progress (Abol’alay, 2006). The advanced succession planning helps for the competent individuals not to be ignored inside the organization. (Rahimi, 2013). The studies performed during the previous years, underline the importance of the management and the programming of the succession planning. The general managers as well, mention this topic as one of their main issues (Poorsadeghan et al, 2014). The succession planning has been modeled with various titles from the other countries’ experiences in some of the private organizations or state organizations in Iran. Even by this method, these organizations have faced serious troubles in the implementation process of most of the system’s stages and process. Of course, in some of the global organizations unsuccessful results have been experienced (Hosseinnedjad, 2009). The identification of the components and the factors effective on the optimum succession planning system is one of the most important and fundamental methods of the human capital preservation in the organizations and for the same reason in the present study we have dealt with the managers’ optimization system and

introducing appropriate strategies for the succession planning in Iran's oil terminal corporations.

Study background and framework:

The implementation of the various succession planning programs and models depends on the national culture, organization culture and the high management values. Some of the most important chief models of succession planning and management includes the followings:

The seven-pointed star model:

This model is comprised of seven stages of commitment creation, the present job requirements evaluation, future job requirements evaluation, the evaluation of the individual's future talents, bridging the cultural gap, the succession planning evaluation (Naderi, 1392).

The leadership channel model: the leadership channel model shows that leading from every channel toward the leadership channel necessitates the idea that the new managing and leadership method is learnt by the leaders (Naderi, 2014).

The incremental reserves model, the succession planning model without the job titles, the commonwealth model of succession planning (Khatri et al, 2010).

In the management literature, Fayol (1916) is one of the early writers who identified the need for the succession planning in the organizations. One point of the 14 points of Fayol classic management which was for the first time announced at the early 20th century is that the management is responsible for the continuation of the staff occupational stability. Fayol believed that if this need is forgotten, the key positions will be occupied by the employees who are wrongfully prepared. (Rothwell, 2005)

Nighel Pooa notion: one of the most essential and most important challenges before the organizations is the increase in the need for the competent managers in future. In the face of such issue and in order to solve this problem, different strategies are pursued by the organizations. In fact, based on Pooa theory one of the important and main sources for organizational development is the implementation of the succession planning programs (Nighelpooa, 1997).

Kort Kafman theory: competency is the most significant aspect for the implementation of the successful evaluation focus in the organization, the proper and accurate compilation of the competency model is the most critical part of the designs. The succession planning management is

performed via a process which is termed talents management. The succession plan implementation requires the existence of a strong evaluation system which is capable of the identification and introduction of the overt and covert talented employees' competencies. One of the relatively new methods for doing this is the use of evaluation centers (Kort Kafman, 1997).

Abol'alae (2011) in a study indicated that for the succession plan implementation there is a commitment by the managers to the succession planning implementation. But, the human resource strategies are not in line with succession planning. In the study performed by Andalibzadeh (2011) with the title of "the succession planning pattern compilation and the design of the instruments for the succession planning implementation" in Foolad Mobarakeh Company based on the results obtained and the importance of each of the scales evaluated all of the positions in the units and divisions of cold rolling second area of the Follad Mobarakeh foundation and determined the key positions.

Also a model was proposed for the talent pool formation based on the job orders and key positions groupings.

Greer (2008) showed that for elucidating the succession plan and in order to make it

acceptable, it is necessary to determine the key qualifications and competencies such as the early recognition of the talents especially for the senior management jobs.

Diamond (2006) showed that regarding succession planning like other organizational extensive changes it is necessary to attract the support from the managers and without this support even if one designs the succession planning it cannot be enforce. Inability for the collection of the resources, disinclination expressed by the managers for the succession planning and individuals not performing their functions during the course of time, not selecting and training and coaching the future successors are some of the factors of the lack of the enforcement.

Ley (2002) showed that the best state for the organization and the individual is the operation transparency. The issues related to the subject of succession planning should be posed and discussed vividly.

Carretta (1992) showed that the succession planning affects the financial indices positively and the relationship between the succession planning and higher capital return has been confirmed.

METHODOLOGY

The current study method is descriptive of the correlation type. The study population in

the current study includes the survey of all of the (official) employees of the terminal organization in 2014 the total number of which gets to as high as 1200 people. Three groups were studied in order for the study objectives to be achieved which include the experts and the staff members of Iran's oil terminal in two male and female groups who are approximately 291 people. The sampling was performed according to the total number of each of the groups. The required sample volume was determined 291 people from among which 266 individuals responded to the questionnaire questions. In the present article the various factors effective on the manager's growth system and the introduction of the strategies for succession planning in the Iranian oil terminals Company were surveyed. For data collection the two methods of library and field methods and two standard questionnaires were used. The researcher-made questionnaire based on the Likert spectrum was used for data collection and in order to determine the questionnaire reliability the prototype method was used. The results from the Cronbach alpha confirm the reliability of the questionnaire.

Data analysis:

In the descriptive statistics section the frequency tables, relative frequency, median, mean, mode, standard deviation, the kurtosis and skewness coefficient were used and in the section of inferential statistics the correlation test via the SPSS software was used. In the current study two types of analyses are used:

1. the unit of the official employees analysis working in the Iranian oil terminals Company

2. The unit of experts and specialists analysis
In the present study the role dominance variable was questioned via 7 questions (1-7), affective support via 4 questions (8-11), the availability variable via 4 questions (12-15), model variable via 2 questions (24-25), and experience transfer variable via 2 questions (26-27) in the administrated questionnaire. The statistical results indicate that all of the variables' components are of low mean that is the highest occurrences happen in average-lower than average scores which is suggestive of the respondent agreeing with the component.

The hypotheses results:

Hypothesis 1: there is a significant relationship between the dominance on the role and succession planning in the terminals Company.

Table (4-29): the first hypothesis average test

Variable	T	Degree of freedom	Significance	Average difference	The 95% significance difference	
					Lower limit	Upper limit
Role dominance	73.1	1189	0.00	2.3	2.2	2.3

The test results from the first hypothesis average according to the significance level lower than 0.5 is indicative of the significant relationship between the role dominance and the succession planning in the Terminals

Company. In order to survey the effect of each of the components of the role dominance on the succession planning in the Terminals Company the variance test was used.

Table (4-30): the first hypothesis test via the variance analysis

	Degree of freedom	Squares sum	Squares mean	F-ratio	Significance (P-value)
Between components	6	26.6	4.4	3.8	0.001
Intra-components (error variance)	1183	1356.9	1.1		
Total	1189	1386.6			

In the variance analysis table, since for the two collections of the studied data, the between-group variance is much bigger than the intra-group variance, the F-ratio (which is the variation of between-group to intra-group ratio) is large and the F-test value or the significance level is small. Therefore, it can be concluded that the results (difference) are unlikely to be based on random. The results obtained from this test are illustrated in table (30-4). Based on this table, the

significance level is below 0.05 which implies that the null hypothesis should be rejected. The F-test value is 3.8 and it is significant ($p < 0.05$). Therefore, at least one of the components differ from the others from the role dominance point of view.

Hypothesis 2: there is a significant relationship between affective support and succession planning in the Terminals Company.

Table (4-31): the second hypothesis average test

Variable	T	Degree of freedom	Significance	Average difference	The 95% significance difference	
					Lower limit	Upper limit
Affective support	57.7	679	0.00	2	1.9	2.1

The results obtained from the second hypothesis test according to the significance level of below 0.5 indicated that there is a significant relationship between the affective support and the succession planning in the

Terminals Company. In order to survey the effect of each of the components of affective support on the succession planning in the Terminals Company the variance test was used.

Table (4-32): second hypothesis test by variance analysis

	Degree of freedom	Squares sum	Squares mean	F-ratio	Significance (P-value)
Between components	3	2.9	1	1.2	0.3
Intra-components (error variance)	676	561.7	0.8		
Total	679	564.7			

According to the results obtained from this test, the F-value is 1.2 and it is not significant ($P > 0.05$). Therefore, there is no affective support between the components.

Hypothesis 3: there is a significant relationship between availability and the succession planning in the Terminals Company.

Table (4-33): the third hypothesis average test

Variable	T	Degree of freedom	Significance	Average difference	The 95% significance difference	
					Lower limit	Upper limit
Availability	55.3	679	0.00	2.6	2.5	2.6

The results obtained from the third hypothesis according to the significance level lower than 0.5 indicated that there is a significant relationship between availability and the successor planning in Terminals

Company. In order to study the effect from each of the availability components on the succession planning in the Terminals Company the variance test was taken advantage of.

Table (4-34): the third hypothesis test by making use of variance analysis

	Degree of freedom	Squares sum	Squares mean	F-ratio	Significance (P-value)
Between components	3	112.1	37.4	28.8	0.00
Intra-components (error variance)	676	877.6	1.3		
Total	679	989.6			

According to the results obtained from the above test the F-value is determined as 28.8 and it is significant ($P < 0.05$), therefore, one of the components differs from the others from availability point of view.

Hypothesis 4: there is a significant relationship between pattern and the succession planning in the Terminals Company.

Table (4-35): the fourth hypothesis average test

Variable	T	Degree of freedom	Significance	Average difference	The 95% significance difference	
					Lower limit	Upper limit
Pattern	54.7	679	0.00	2.1	2	2.2

The results obtained from the fourth hypothesis average test because of the significance level below 0.5 indicates that there is a significant relationship between the pattern and the succession planning in

the terminals Company. In order to study the effect of each of the pattern components on the succession planning in the terminals Company the variance test was used.

Table (4-36) the fourth hypothesis test via the variance analysis

	Degree of freedom	Squares sum	Squares mean	F-ratio	Significance (P-value)
Between components	3	37.8	12.6	13.3	0.00
Intra-components (error variance)	676	639.8	0.9		
Total	679	677.6			

According to the results obtained from the above test the F-value is determined as 13.3 and it is significant ($P < 0.05$), therefore, one of the components differs from the others from availability point of view.

Hypothesis 5: there is a significant relationship between goal-setting and the succession planning in the terminals Company

Table (4-37): the fifth hypothesis average test

Variable	T	Degree of freedom	Significance	Average difference	The 95% significance difference	
					Lower limit	Upper limit
Goal-setting	58.2	679	0.00	2.2	2.1	2.3

The results obtained from the fourth hypothesis average test because of the significance level below 0.5 indicates that there is a significant relationship between the pattern and the succession planning in

the terminals Company. In order to study the effect of each of the pattern components on the succession planning in the terminals Company the variance test was used.

Table (4-38) the fifth hypothesis test via the variance analysis

	Degree of freedom	Squares sum	Squares mean	F-ratio	Significance (P-value)
Between components	3	12.4	4.1	4.3	0.005
Intra-components (error variance)	676	643.9	0.9		
Total	679	656.4			

According to the results obtained from the above test the F-value is determined as 4.3 and it is significant ($P < 0.05$), therefore, one of the components differs from the others from availability point of view.

Hypothesis 6: there is a significant relationship between feedback and the succession planning in the terminals Company

Table (4-39): the sixth hypothesis average test

Variable	T	Degree of freedom	Significance	Average difference	The 95% significance difference	
					Lower limit	Upper limit
Unemployment rate	41.8	339	0.00	2.3	2.2	2.4

The results obtained from the fourth hypothesis average test because of the significance level below 0.5 indicates that there is a significant relationship between the feedback and the succession planning in

the terminals Company. In order to study the effect of each of the feedback components on the succession planning in the terminals Company the variance test was used.

Table 4-40: the sixth hypothesis average test via variance analysis

	Degree of freedom	Squares sum	Squares mean	F-ratio	Significance (P-value)
Between components	1	0.05	0.05	0.05	0.83
Intra-components (error variance)	338	350.1	1.03		
Total	339	350.2			

According to the results obtained from the above test the F-value is 0.05 and it is not significant and meaningful therefore, the components do not differ from the feedback perspective

Hypothesis 7: there is a significant relationship between the transfer of the experience and succession planning in Terminals Company.

Table (4-41): the seventh hypothesis average test

Variable	T	Degree of freedom	Significance	Average difference	The 95% significance difference	
					Lower limit	Upper limit
Transfer of experience	40.6	339	0.00	2.2	2.1	2.3

The results obtained from the fourth hypothesis average test because of the significance level below 0.5 indicates that there is a significant relationship between the transfer of experience and the succession planning in the terminals Company. In order to study the effect of each of the transfer of experience components on the succession

planning in the terminals Company the variance test was used.

According to the results obtained from the above test the F-value is determined as 7.1 and it is significant ($P < 0.05$), therefore, one of the components differs from the others from experience transfer point of view.

Table (4-42): the seventh hypothesis test via variance analysis

	Degree of freedom	Squares sum	Squares mean	F-ratio	Significance (P-value)
Between components	1	7.1	7.1	7.1	0.008
Intra-components (error variance)	338	337.4	1		
Total	339	344.4			

DISCUSSIONS AND CONCLUSIONS

According to the obtained results there is a significant relationship between the role dominance and the succession planning in the Terminals Company. The studies show that in every organization when the role dominance is more outstanding and pronounced to the same extent the organization would progress and develop and because management is among the important positions in the organizations surely the role played by this organizational position would be significant and necessary for the advancement and development of the organizational objectives. Also, every organization is formed as a system of facilities, resources and roles. When a role is assigned to an individual, some assignments are imposed to the individual along with it and if necessary succession planning is implemented, and the focus of any social role is the expectations which the individual should observe and be attentive to.

The results obtained from the second hypothesis showed that there is a significant relationship between the affective support and the succession planning in the Terminals Company. The studies, Eisenberger, Huntington, Hachinson and Suwa (1986) and Meyer and Allen (1997) showed that there is

a positive correlation between the perceived support from the organization and affective commitment and the normative commitment of the employees as well. Moreover, there was not observed a significant relationship between the perceived support and the continuous commitment and organizational performance. The present study indicates that the affective support of the employees play a role in enhancing the affective commitment and normative commitment (codirectional). Raul (2005) mentions the senior management support as the characteristic of a successful succession plan (codirectional)

The results obtained from the third hypothesis showed that there is a significant relationship between the availability and the succession planning in the Terminals Company. According to the increase and the complexity of the future competition challenges and the swift and extensive variations in the organizations the necessity of managing such challenges by the more competent and more efficient managers is well felt. For this reason, the talents management and succession planning in the provident organizations and future-makers is increasing in importance on a daily basis and this is in a way that succession planning in the organizations directly engages the line

managers as a radical and fundamental factor. It is worth mentioning that despite the importance given to the succession planning, unfortunately, in our country it is not surveyed as a serious need. Maybe the most important reason is the lack of availability in our country's organizations.

The results of the fourth hypothesis showed that there is a significant relationship between pattern and succession planning in the Terminals Company. The studies indicate that many of the organizations adopt plans for employing competent and qualified personnel for various job positions in order to prevent disorders in their advance and progress process. In response to these changes, succession planning management can act as an important and systemic method and provide us with a favorable and proper pattern in succession planning. The human talents can be identified via the competency model and then they can be trained by taking advantage of the appropriate training programs. Meanwhile, to make the training and educational programs more and more effective the organization is in need for the identification and paying attention to the human force empowerment and the use of a favorable and proper pattern in succession

planning in its headquarters and training cadre (Poorsadegh et al, 2013)

The results obtained from the fifth hypothesis showed that there is a significant relationship between goal-setting and succession planning in Terminals Company. That is, determining a goal is one of the most fundamental stages of the management process. The objectives are the premises of the activities to do. They also help to the creation of criteria required for the qualitative and quantitative evaluation of the activities. In this way, the determination of the goals and objectives is one of the most important factors in the implementation of the efficient management in the organization. Some organizations use a rough formal structure for their goal-setting process, while some others prefer the informal structure. (Thomas and Weltus 1990, cited in Abdollahi, 2007).

The results of the sixth hypothesis showed that there is a significant relationship between feedback and succession planning in the Terminals Company. As the organization grows it will be more in need of communication and feedback. Today, succession planning management is performed via a process which is called talents management. Through this process, the human talents of the organization are

identified for charging the occupations and key positions in the years to come, and they will be prepared gradually for commissioning these occupations and responsibilities via the various cultural and educational programs (Nighelpooa, 1997). It is evident that the implementation of succession planning necessitates a strong evaluation system which can identify and introduce the employees' overt and covert competencies. One of the relatively novel methods to do so is the use of the evaluation centers. The manager's willingness to spend time and energy and daily work with the subordinates is indicative of his positive commitment to the people. Specifically, three vital activities are the constituents of this commitment: Showing positive interest and re-identification, giving progressive feedback and encouraging the innovative ideas and notions (Monavvaryan and Nyazi, 2007).

Also, the results of the current study showed that there is a significant relationship between the transfer of experience and succession planning in the Terminals Company. It has to be mentioned that in the management process the more the information is accurate and evidenced regarding a decision or an event, the easier the decision-making analytical process and

the resultant events would be. Experience management which is established aiming at the increase in the organizational learning and the development of the employees' knowledge, in fact is in charge of a process of retrieval, documentation, reuse and the reformation and modification of the organizational experiences. The reutilization of the systemic experiences assists the employees in their daily activities and shortens the problem-solving time and gradually replaces the sparse and scattered experiences and various problems case-solutions with the active and practical learning.

Therefore, experience can be realized as the knowledge and skill which is achieved by practicing and rehearsing an activity in a relatively long period. The transfer of the managers' experience directly affects the organizational operation improvement and in itself creates knowledge in the organization.

4.5) suggestions:

The objective of the current study is the survey of the manager growing systems and the proposition of the approaches and strategies for succession planning in the Iranian Oil Terminals Company. The results of the current study can be used by any of the subsidiary companies of the oil terminals and

their associated organizations. The results of the current study can lead the managers, officials and the employees of the Oil Terminals Company to an objective-oriented and successful organization in an applied form and also it can take steps toward the satisfaction of the challenges and discrepancies and disagreements. The current study can be iterated in a larger sample and other organizations and with sufficient time for obtaining results. The organizations via the use of the obtained results should be seeking to take useful and effective measures to satisfy the employees' needs and problems in order to achieve the required productivity. The government as well should take steps parallel to satisfying the needs and problems of the Iranian Oil Terminals Company, since the more the organizations enjoy form the required productivity the more the development and progress would be seen in the society.

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