

Analysis on Relationship Among Competency and Succession Planning in Telecommunication Infrastructure Company of Iran (TICIR)

Narges Hosseini

Department of Management, Kerman Branch,
Islamic Azad University, Kerman, Iran

Masoud Pourkiyani

Department of Management, Kerman Branch,
Islamic Azad University, Kerman, Iran
(Corresponding Author)
pourkaini@yahoo.com

Ayob Sheikhi

Department of Statistics and Computer,
Shahid Bahonar University, Kerman, Iran

Received: **31 January 2019**

Accepted: **06 April 2019**

Abstract. The present study is intended to examine relationship among competency and succession planning in Telecommunication Infrastructure Company of Iran (TICIR). This study was carried out as an applied research in terms of objective and it was assumed as a descriptive survey by taking approach toward interpretative structural modeling. The statistical population of this study comprised of two groups of experts and directors (Directors general, chairmen of offices, responsible experts and experts of TICIR Company). To determine sample size for first statistical population, 20 of experts were elected using non-randomized and selective sampling method and in order to specify sample size for second statistical population 340 participants were chosen including

directors general, deputies of directors general, chairmen of offices, responsible experts and other experts of TICIR Company. The result from succession planning model showed that the variable of succession planning reached to a level higher than satisfactory rate therefore all of the related elements were placed higher than satisfactory level except variable of commitment that was at good level. Similarly, variable of competency was also placed at the level higher than satisfactory rate in this study. Therefore, all of these variables reached to the level higher than satisfactory rate.

Keywords: Succession Planning, Competency, Telecommunication Infrastructural Company of Iran (TICIR).

1. Introduction

The management and leadership of organizations will not succeed in complex and competitive modern world by means of classic techniques and the organization should employ any mechanism to overtake to each other. In such a competitive and highly challenging arena, organizations have to inevitably to be focused on categories which may be assumed as serious threat against them in the near future. The results of studies indicate shortage of administrative forces and rising need to much more capable, highly talented, skilled, and competent directors than today managers in organizations in the forthcoming years and the fact is that recognition and exploitation from competent directors is one of the most essential challenges the organization are exposed for passing over the difficult conditions in tomorrow (Borbor Jafari & Ahmadvand, 2016). Succession planning is a dynamic and constant process if implemented, fresh blood is injected into the arteries of the organization. Thus, succession planning possesses more importance in prospective and future-maker organizations every day and the prosperous and prospective director should identify human talents of his/ her organization and prepared them for incumbency of these jobs by appropriate administration and succession planning (Borbor Jafari & Ahmadvand, 2016).

2. Literature review

According to the conducted studies, succession planning achieves more significance in prospective and future-maker organizations daily and the prosperous and prospective director should recognize human talents of his/her organization and prepared them for occupancy of these professions by duly management and succession planning. The successful directors have assumed successor's role and subject of succession planning very vital. Succession planning is deemed as the central point in planning for organizational and professional workforce and needs to taking strategic approach for the future in the long run where this ensures the competent and qualified to be available for future positions (Borbor Jafari & Ahmadvand, 2016).

Whereas manpower is deemed as a key axis for social, political, and economic activities etc. therefore proper administration of this source is assumed as one of the important strategies for comprehensive development and if they are employed with suitable composition, evaluation, stabilizing or displacement of them based on competency system may relatively compensate for possible shortages of other sources. The competent management is deemed as the main axis in economic, and social and cultural development for organizations. Method of election of competent directors and personnel and governing criteria over this election is one of the problems for organizations since scholarliness and competency of officials and personnel is the foremost success factor in an organization (Hozoori & Abdoli, 2015).

Thus what it play essential role in prosperity of society is competency and qualification of directors and personnel in the given society. The organization success in achieving of organizational goals and missions is subject to election more competent personnel and directors that deserve a lot of attention in these organizations and some criteria should be considered to measure personnel and elect them (Ghorbsan Nejad & Isakhani, 2016).

In order to enable the organization to utilize and exploit optimally from competencies of human resources, the needed special and general competencies should be perceived for achieving of their strategic goals. For recognition and accurate determination of knowledge, skills, and

behavioral requirements in main section of manpower, organization should be capable to model main competency and take the needed measures for development and employing them (Sepahvand et al., 2016).

Boyatzis started his studies based on works and findings of McClelland in 1982 and studied basic and important information from a few noticeable surveys and analyzed these data again including directors and defined competencies for them to identify superior and excellent directors in organizations. Along with follow-up of studies of Boyatzis, Schreuder investigated the relationship between individual competencies and working backgrounds and organizational environment which were later developed. With respect to Boyatzis- Schreuder competency model, six dimensions were examined including occupational knowledge and information, skills, personality characteristics, attitude and insight within framework of individual dimensions and professional reputation and public repute within framework of social dimensions. Telecommunication Infrastructure Company of IR (TICIR) is responsible for administration on one of the governmental fields in Ministry of Information Technology and Communication. The structure of human resources has a long history in this organization and it will reach to retirement level in a near future. With respect to vital role of this organization, management of organization has put dealing with subject of succession planning for organizational personnel as high on the agenda. On the other hand, some fresh and young workforces have joined to the organization in which they are assumed as the best and most available capital and resource to meet this vital requirement. Accordingly, it needs to design and execution of a process for realization of key objective to provide appropriate directors to prevent from occurrence of cessation in playing of role and realization of organizational goals to be capable to be drawn within framework of succession planning process.

Chlebkova et al., in an investigation under title of 'Planning for personal development and succession' expressed that planning for personal development might increase motivation among personnel in the company and it enabled personnel to develop their professional skills and increased work attraction in the given company. Planning of personal development in organizations aims to provide success to cover the future

need to human resources for special jobs in the company (Chlebkova et al., 2015).

In a study titled ‘succession planning in Iranian health system: case study in Ministry of Health and Medical Training and Sciences’, Mehrtak et al., declared that succession planning might develop private ownership culture, commitment of personnel to organization, and developing of organizational commitment and rising of organizational persistence. They conducted a qualitative study to evaluate status of succession planning in Iranian health system. Their findings indicated lack of appropriate succession planning in Iranian health system (Mehrtak et al., 2014).

In another investigation done by Fang et al., under title of ‘Competency development among Taiwanese healthcare middle manager’, they explored competency between middle rank directors. This study mainly aimed to prioritize different aspects of competencies of directors where these factors were classified for election of middle managers (high level directors) at first level as competencies of personality, planning, management, professional abilities, and personal capabilities (Fang et al., 2010).

In a study under title of ‘design of a competency-based sustainable competitive advantage model for human capital in insurance industry’, Sepahvand et al., carried out a survey. Based on research findings, the sustainable competitive advantage model was designed according to resource- centered theory by approach of pivotal competencies of human resources including factors of know-how, organizational commitment, flexibility, creativity, job satisfaction and occupational ethics in insurance industry (Sepahvand et al., 2016).

Imani and Ghodrati, examined conceptual model of directors of human resources in a study within framework of Islamic value- driven system. The research min concepts (including abilities, personal characteristics, knowledge and awareness, skills and attitudes of directors of human resources) were extracted and operationalized within framework of Islamic value-driven system and they were totally extracted in 10 dimensions with 43 indices. The research findings indicated that concept of directors’ skills within the field of human resources management and

concept of abilities and personal characteristics of directors were maximum important while concept of knowledge and awareness of directors had the minimum importance (Imani & Ghodrati, 2016) in another survey, Bidmeshki et al., compared status quo of succession planning and talent management in favorable status in public universities in the studied population for which they utilized Rothwell's model included seven variables (Bidmeshki et al., 2014).

Zarei Matin et al., conducted a study to design competency model for directors in Iranian cultural organizations. This investigation was carried out to identify effective management competencies of cultural organization in two phases of designing and determination of validity of the model. Finally, the model of competency of directors in cultural organizations was designed and proposed and it included three competency- centered variables (cultural attitude, cultural motive, and normed intelligence), eight major competency indices, and 23 minor competency elements (Zarei Matin et al., 2014).

Hooshiary and Rahimnia executed a study titled 'presentation of the competency model for directors of branches in banking system.' The combinatory or hybrid methodology was utilized in this study in qualitative part of study, 12 superior banking directors were interviewed. The content analysis method was employed to analyze the interviews. The findings indicated that all dimensions and variables of competency model for banking directors were approved except variable of experience (Hooshiary & Rahimnia 2013).

Ghasemi et al., explored difficulties and challenges for establishment of succession planning in Iranian administrative system. Their findings showed that the lack of supporting from top management, non-conformity of succession planning with organizational strategic plans, inconsistency of management, extra official formalities, traditional attitude, long- efficiency nature, and lack of transparency in project implementation were some of challenges against establishment of succession planning and one can pass over these challenges by benefitting from common sense, attraction of support from top management, allocation of certain unit to succession planning, disambiguation, and through changing of attitudes and culture-building (Ghasemi et al., 2013).

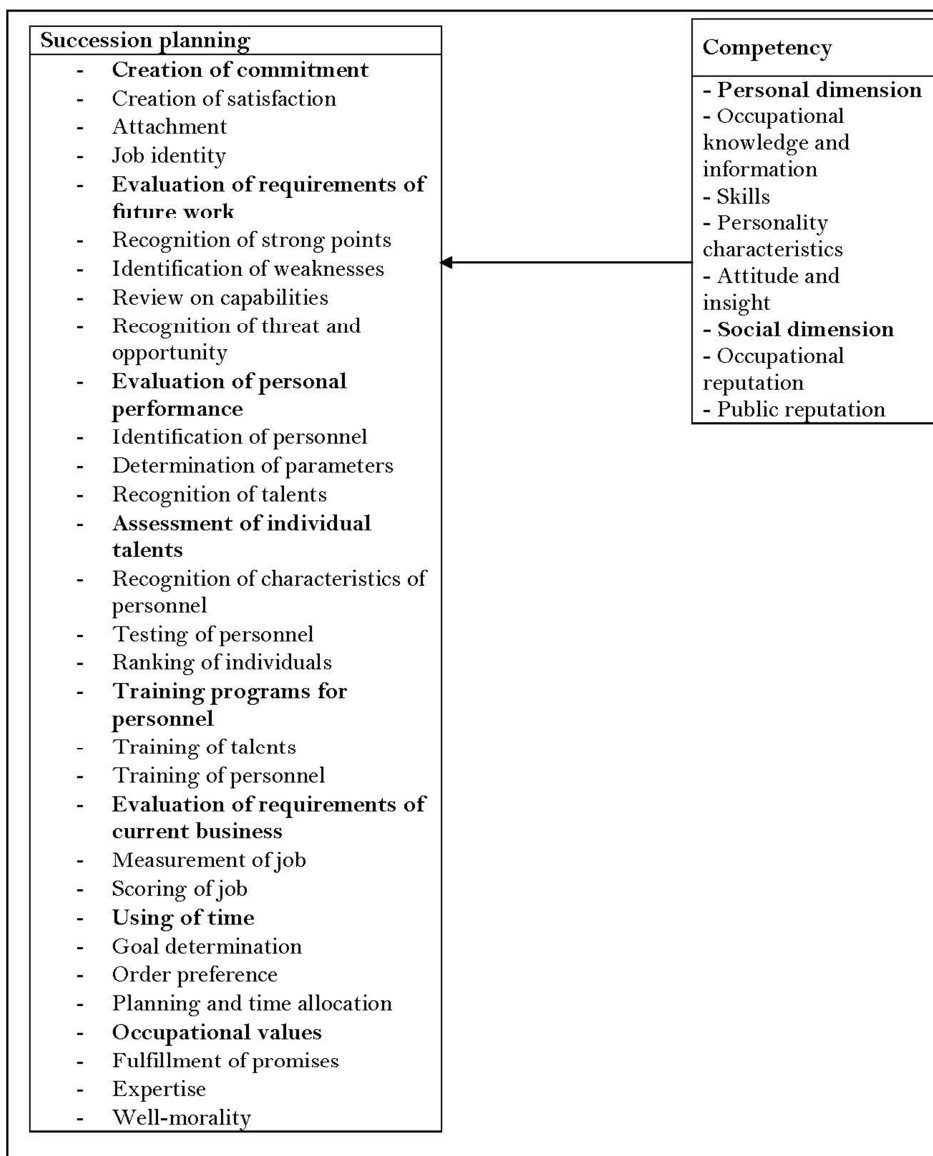


Fig. 1. The conceptual model

The companies which are active in information and communication technology, especial TICIR Company, can remarkably contribute to Iran in today world competition to achieve a position proportional to their rank. In this course, human resources may play an important role. Alternately, experiences and skills of personnel are some resources the

organizations spend a lot of costs to acquire them. Nonetheless, organizational directors have forgotten role of these forces because they imagine the experienced and skillful personnel are always present in organization and they do not need to plans for developing of human resources while exit of human resources imposes some costs to the organizations since organization have to consume time sand cost to train personnel again. With respect to the aforesaid contents, the present research is intended to analyze relationship among competency and succession planning in TICIR Company. The questions of this study are as follows: How is the status of succession planning in TICIR Company? How is the status of competency in TICIR Company? Is there any relationship among competency and succession planning in TICIR Company? What are the characteristics of succession planning in TICIR Company? How much succession planning model is valuable in TICIR Company?

3. Method

The methodology used in this study is of descriptive- survey type by taking interpretative structural modeling approach. The statistical population of this study is composed of two groups: the first group includes experts whose quantity is uncertain and dispersed and the second group comprises of all directors general, deputies of directors general, chairmen of offices, responsible experts and also other experts in TICIR Company throughout Iran where they were totally 2217 members. Using of non-randomized selective sampling method to determine sample size for first statistical population, we elected 20 respondents of experts by considering some criteria such as accessibility, scholar expertise in university and academic centers where they studied, having the relevant educational degrees concerning book or paper. To determine sample size for the second statistical population i.e. directors general, deputy of directors general, chairmen of offices, and responsible experts and other experts of TICIR Company, they were chosen by classified sampling method with 340 members.

To specify and prioritization of dimensions and indices of competency-based succession planning in TICIR Company, the required data were extracted by means of a questionnaire from focus group (experts) using

Delphi technique. Four questionnaires were utilized for this purpose. The first questionnaire was employed for measurement of dimensions and variables of succession planning. The second questionnaire was utilized to measure dimensions and variables of competency. Third questionnaire was used for measurement of status of succession planning. Fourth questionnaire was utilized to measure status of competency. Exploratory factor analysis and confirmatory factor analysis were utilized to examine construct validity of measurement tools and also appropriateness of psychometric criteria in questionnaires as important presuppositions of structured equations. Using Cronbach alpha coefficient, internal reliability of questionnaires of succession planning and competency was calculated and whereas Cronbach alpha coefficients were greater than 0.7, internal reliability was confirmed for the questionnaires. The questionnaires were distributed and collected with the presence of respondents and via electronic media.

4. Findings

Normality of studied variables was analyzed before review on research hypotheses. Kolmogorov-Smirnov test was employed for analysis on hypothesis of normality of variables. The results of this test are given in the following table.

Table 1. Analysis on normality of research variables

Variable	Kolmogorov-Smirnov	P-value
Succession planning	0.068	0.077
Competency	0.074	0.083

Likewise, Pearson's correlation coefficient was utilized to determine relationship between variables. The resultant findings from correlation test are given in Table 2.

Table 2. Analysis on relationship between variables

Variable	Kolmogorov-Smirnov	P-value
Succession planning	1	0.860
Competency	0.860	1

* Significant at level 0.05 ($P < 0.05$); ** Significant at level 0.01 ($P < 0.01$)

Given the Pearson's correlation coefficient and also this quantity (P-value = 0) there is significant and direct relationship among competency and succession planning in TICIR Company at level 0.01. The multivariate regression was utilized to review relationship between competency factors with succession planning in TICIR Company.

Table 3. Analysis on relationship between variables

F-statistic	P-value	Determination coefficient (R)	Adjusted determination coefficient	Durbin- Watson statistic
330.873	0	0.856	0.854	1.815

The results derived from regressive analysis and the given determination coefficient showed that variables of knowledge and information, skills, personality characteristics, attitude and insight, and public reputé had significant prediction effect on succession planning (P-value<0.05). Likewise, according to partial correlation coefficient index, among effective competency factors on succession planning in TICIR Company, variable of public reputé has the highest relationship with succession planning. With respect to Durbin-Watson statistic, it can be implied the errors are not correlated. Similarly, with respect to the given values in Table 3, there is no multi-co linearity among predictor variables in the presented model.

Table 4. Table of regression coefficients for effective factors of competency on succession planning

Variable	Standardized coefficient	T-statistic	P-value	Partial correlation coefficient
Knowledge and information	0.245	6.488	0	0.335
Skills	0.322	8.074	0	0.405
Personality characteristics	0.191	5.620	0	0.294
Attitude and insight	-0.109	-2.813	0.005	-0.152
Professional reputation	0.034	0.932	0.352	0.051
Public reputation	0.354	8.618	0	0.427

The indices of goodness of fit are given for each of the related models to dimensions of succession planning in the following diagrams. Based on goodness of fit indices, the given model is appropriately fitted. With

respect to the given results, it can be said the indices are well described for latent variable.

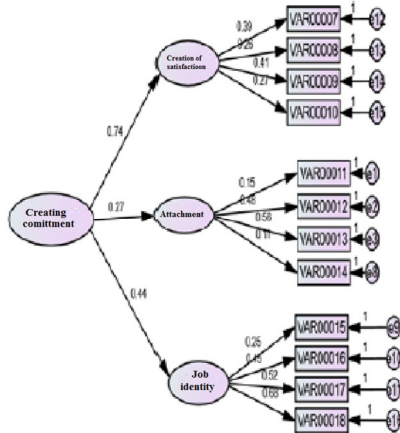


Fig. 2. Path analysis for variable of creating commitment

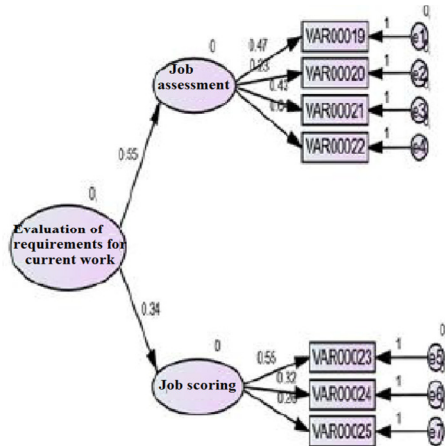


Fig. 3. Path analysis for variable of assessment of requirements for current work

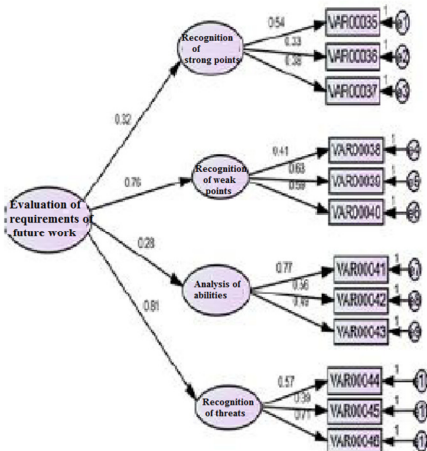


Fig. 4. Path analysis for variable of assessment of requirements for future work

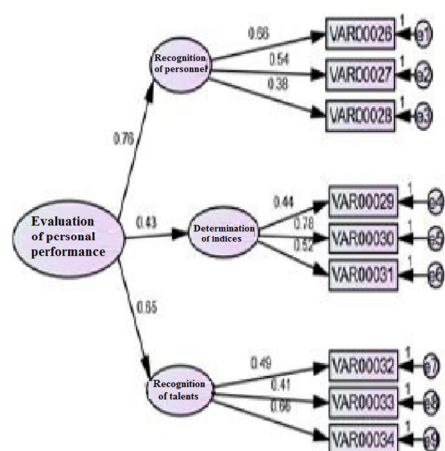


Fig. 5. Path analysis for variable of personal performance

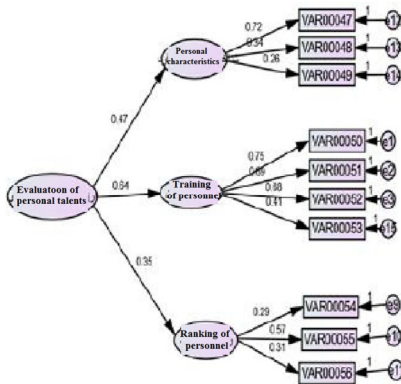


Fig. 6. Path analysis for variable of evaluation of personal talents

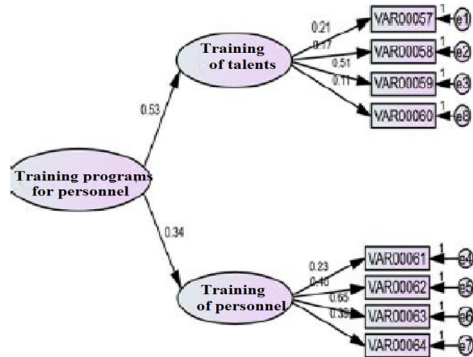


Fig. 7. Path analysis for variable of training programs for personnel

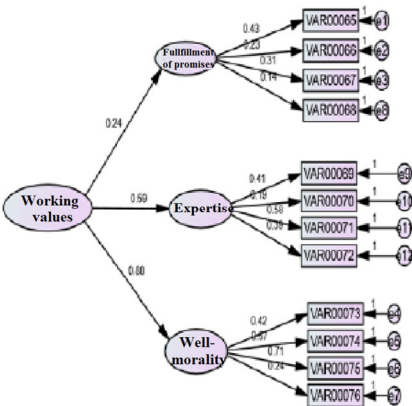


Fig. 8. Path analysis for variable of working values

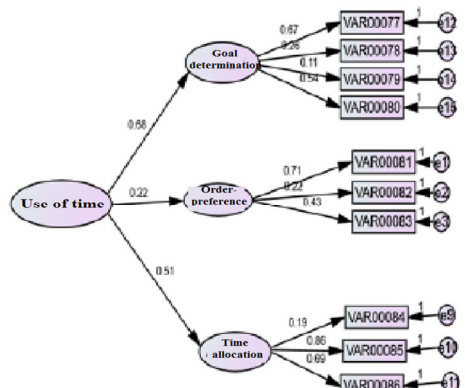


Fig. 9. Path analysis for variable of use of time

The indices of goodness of fit are given for each of the related models to dimensions of competency in the following diagrams. Based on goodness of fit indices, the given model is appropriately fitted. With respect to the given results, it can be implied the indices are well described for latent variable.

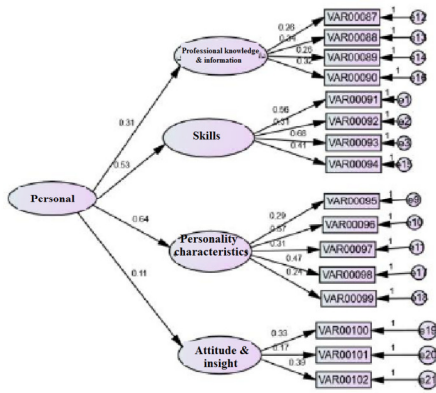


Fig. 10. Path analysis for personal variable

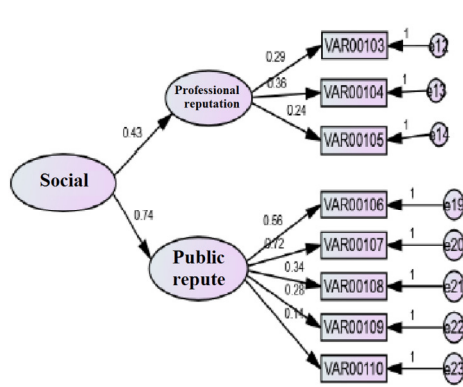


Fig. 11. Path analysis for social variable

The indices of goodness of fit are given for both succession planning and competency models in the following tables. There are several techniques to estimate total fitting of the model by the observed data. The criteria of GFI, AGFI, RMSESA, NFI, NNFI, and CFI were employed in this study to assess goodness of fit for total model.

Table 5. Fitting indices for succession planning model

Index	Favorable statistic value	Reported value
Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	0.036
Chi2 ratio (χ^2/df)	< 3	2.024
Goodness of Fit Index (GFI)	≥ 0.90	0.921
Adjusted Goodness of Fit Index (AGFI)	≥ 0.90	0.945
Comparative Fit Index (CFI)	> 0.90	0.910
Normed Fit Index (NFI)	> 0.90	0.987
Tucker & Lewis Index (TLI)	> 0.90	0.941
Incremental Fit Index (IFI)	> 0.90	0.956

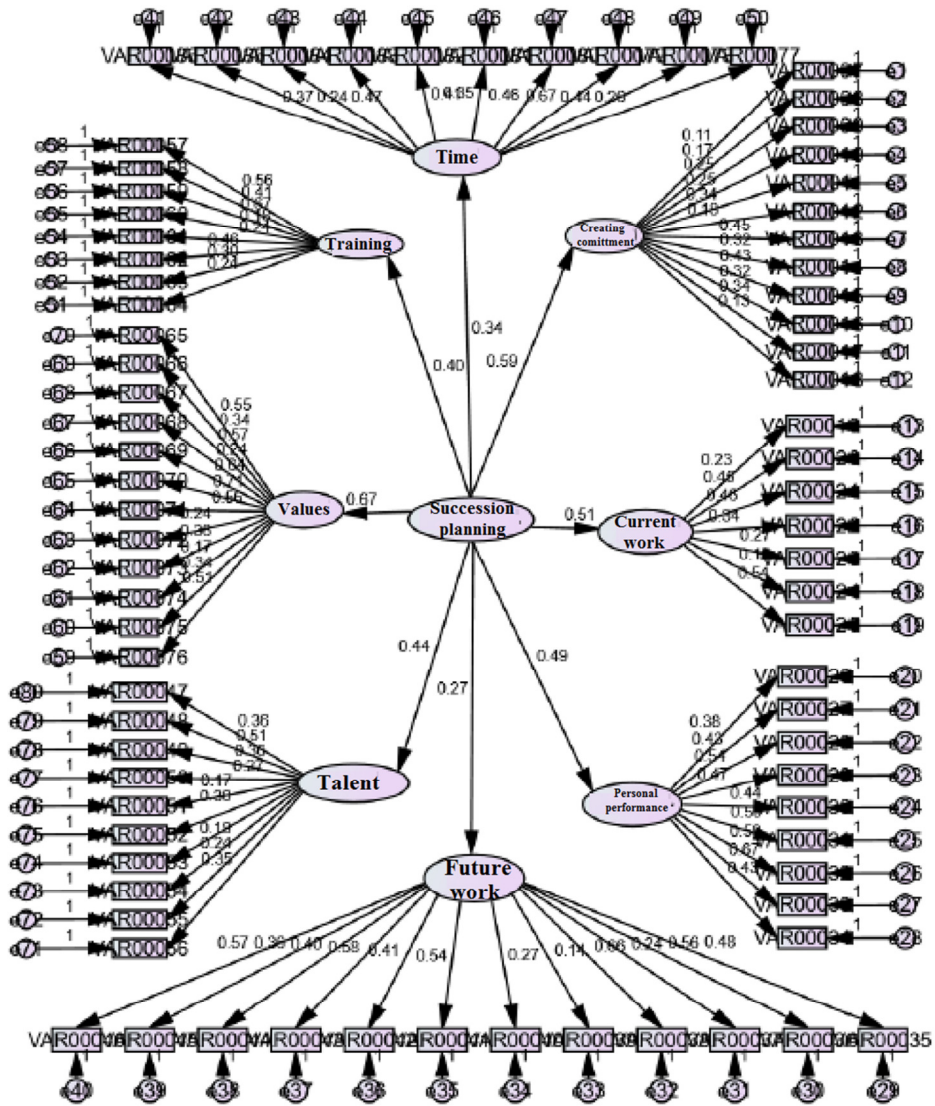


Fig. 12. Path analysis for variable of succession planning

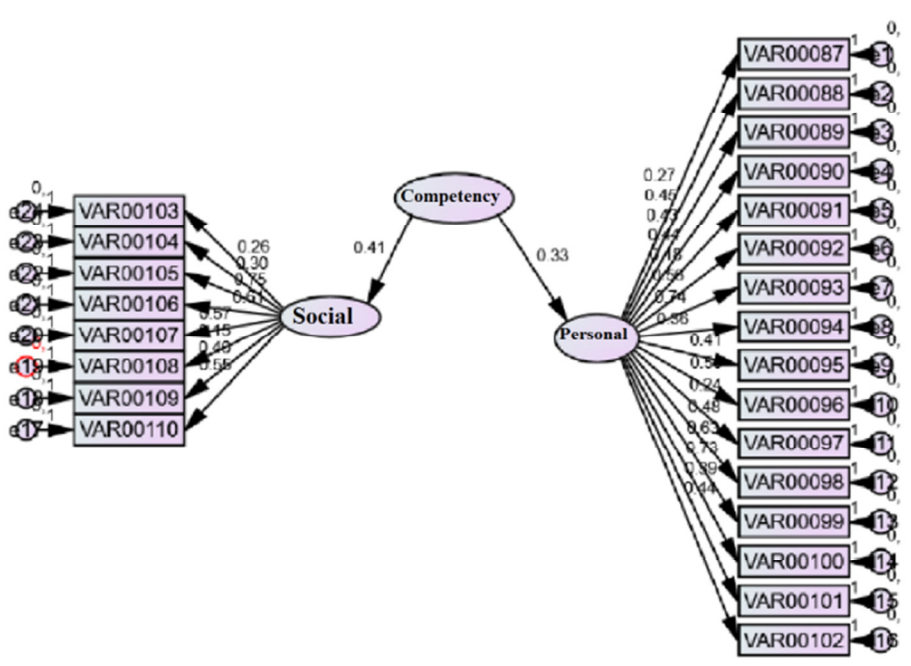


Fig. 13. Path analysis for variable of competency

Table 6. Fitting indices for competency model

Index	Favorable statistic value	Reported value
Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	0.059
Chi2 ratio (x/df)	< 3	2.280
Goodness of Fit Index (GFI)	≥ 0.90	0.898
Adjusted Goodness of Fit Index (AGFI)	≥ 0.90	0.923
Comparative Fit Index (CFI)	≥ 0.90	0.901
Normed Fit Index (NFI)	≥ 0.90	0.924
Tucker & Lewis Index non-normed fit index (TLI)	≥ 0.90	0.996
Incremental Fit Index (IFI)	≥ 0.90	0.909

5. Conclusions

The succession planning model used in this study included eight steps as follows: creation of commitment, assessment of requirements for current work, evaluation of personal performance, assessment of requirement for the future work, evaluation of personal talents, training programs for personnel, working values, and use of time. Likewise, given Boyatzis-

Schreuder model in this study, the proposed model comprised of six dimensions which were analyzed including occupational knowledge and information, skills, personality characteristics, attitude and insight within framework of personal dimensions, professional reputation, and public repute within framework of social dimensions. This model shows that development of managerial competencies was followed by improvement of effectiveness and subsequently dimensions of competencies of directors should be comprehensively developed to achieve effectiveness management. Based on the derived results from this study, it can be concluded that variable of competency has been ranked higher than satisfactory level. Therefore, all dimensions of this variable are placed at level higher than satisfactory rate. According to the given results about personal dimension the mean value of this variable is 3.56 and it is ranked higher than satisfactory level. Thus, it is suggested for personnel to enjoy relevant and expert education and training to do occupational tasks to improve level of occupational knowledge and information in organization. Different training courses should be held for this purpose with respect to expertise of personnel in organization. According to the given results about social dimension, it is suggested to employ new and innovative solutions to increase abilities of personnel for improvement of occupational reputation of management thereby personnel of this organization to enjoy professional reputation. Similarly the ground should be necessarily prepared for establishing of constructive occupational relations between personnel of this organization in this regard. The occupational conditions should be prepared for improving of public repute in such a way that the personnel to enjoy emotional and mental stability when working. Likewise, the organizational personnel should well perceived key objectives and processes and organizational operation.

References

- Ardalan, Mohammad Reza et al. (2007). Analysis on relationship among individual- organization unity with organizational culture in public university at west of Iran (Hamedan, Kermanshah, and Kurdistan), Quarterly of research and planning in higher education, 14(47): 97-131.

- Bordbar, Gholamreza, Karimi, Ozhan, Zare, Naser (2012). Recognition of elements and models of competent- selection for optimization of succession planning of personnel). Two quarterlies of human resources management studies, Comprehensive University of Imam Hossein (PBUH), 4th year, vol. 1: 87-114.
- Borbor Jafari, Maryam, & Sohrab Ahmadvand, (2016). Succession planning as an introduction to succession, International conference on management, economy, accounting, and human sciences at the beginning of third millennium. Shiraz, study on Ideh Bazar Sanaat Sabz Company.
- Boyatzis, R. E. (2016) .The competent manager: A model for effective performance, 1st edition, 385-395.
- Chlebikova, D., Misankova, M., & Kramarova, K. (2015). Planning of Personal Development and Succession. *Procedia Economics and Finance*,26, 249-253.
- Conger, J., Fulmer, R. (2003). Developing your Leadership Pipeline. *Harvard Business Review*, Vol. 81.No.12.pp.76-84.
- Derakhshideh H, Ansari M.A., (2014). Analysis of effect of administrative competency and managerial commitment to empowerment of personnel with their job performance (Case study: Bank personnel), *Scientific and Researching Quarterly of Management and Development Process*, series 27, vol. 1: 73-114.
- Drury. Pauline, (2016) "Passing the baton: Successful succession planning in a family business", *Human Resource Management International Digest*, Vol. 24 Iss: 3, pp.35 – 37.
- Dubois, D. D., Rothwell, W. J., Stern, D. J., & Kemp, L. K. (2015). Explain the relationship between managers' competency to successfully governmental organizations. *Engineering Management Journal*, Vol. 22 No. 1, PP.3-12 .
- Elenaa, F., Oksanab, Y., Larisac,B and Yurieva Olgad,Y,2015, Role of Competence-Based Approach in an Increase of Efficiency of Public Administration, *Procedia Economics and Finance* 23 : 1064 – 1067.
- Fang, C.H., Chang, S.T., and Chen, G.L. ,(2010), Competency development among Taiwanese healthcare middle manager: A test of

- the AHP approach, *African Journal of Business Management* Vol. 4, No. 13, pp. 2845-2855.
- Ghasemi, Mohammad, Jalal Derakhshani, Meysam Derakhshani, (2013). Analysis on difficulties and challenges against establishment of succession planning in Iranian administrative system, The first national conference on accounting and management, Shiraz, Khwarizmi International Educational and Research Institute.
- Ghorban Nejad P., Isakhani A., (2016). Design of competency model of academic directors based on Islamic patterns: A comparative study, *Quarterly of management in Islamic Azad University*, vol. 1: 39.
- Hooshiari V, Rahimnia F., (2013). Presentation of the model of competency of directors of branches in banking system, *Journal of development and change management*, vol. 13: 55-8.
- Hozoori M.J, & Abdoli F., (2015). Meritocracy management in Police Organization, *Journal of disciplinary knowledge of Kermanshah*, vol. 23: 1-18.
- Imani A, Ghodrati S. (2016). Conceptual model for competency of directors in human resources within framework of Islamic value-driven system, *Journal of general management researches*, 9th year, vol. 33: 121-191.
- Kazemi Moghadam Ali, Mohammad Hassan Ghasemi, Seyed Ali Akbar Ahmadi. (2012). Executive requirements for implementation of succession planning in Fajr Petrochemical Company, The first national conference on review of upgrading strategies for subjects of management, accounting, and industrial engineering in organizations, Gachsaran, Islamic Azad University, Gachsaran Branch.
- Kim, Y. (2006). *Measuring the Value of Succession Planning and Management: A Qualitative Study of U. S. Affiliates of foreign multinational companies*, Dissertation Submitted in The Pennsylvania State University.
- Mehrtak, M., Vatankhah, S., Delgoshaei, B., & Gholipour, A. (2014). Succession Planning in the Iranian Health System: A Case Study of the Ministry of Health and Medical Education. *Global journal of health science*, 6(5), 174.

- Memarzadeh Gh, Najafbeigi R., Abbaszadeh Y. (2012). Interpretation of meritocracy upgrading model and the related factors in Ministry of Health, Treatment and Medical Education, *Journal of Beyond management*, 5th year, vol. 20: 35-58.
- Monavarian, Abbas, Bakhtaei, Amir. (2007). Recognition of organizational culture based on Denison's model (Case study: Institute of Industrial Management), the fourth international conference of management Tehran.
- Pasbani, m. Azar Kasb, & Fatehi Khashenkab, L. (2012). Comparative study of competency-based management in public and private institutes (Case study: Eastern and Western Azerbaijan Provinces), *Journal of beyond the management*, 6th year, vol. 22: 75-96.
- Pakdel, S. Ibrahimi, M. & Arastoo, E. (2014). Recognition of organizational culture based on Denison's model (Case study: Shiraz Floor Factories Complex & Dadly (TINA)), *Journal of organizational culture management*, series 12, vol. 4, pp. 741-761.
- Robbins, Stephen P. (2005). *Organizational behavior bases*. Translate. Ali Parsaian, Mohammad Aarabi. Tehran: Cultural studies office, 4th Ed., 52.
- Ranaei H, Soltani, M., Yazdani M., (20123). Recognition and ranking of competency dimensions and variables in directors: Content analysis of models of competency of directors. *Quarterly of human resources studies*, vol. 23: 1-20.
- Romejko, M.A., (2008). *Key Characteristics of a Succession Planning Program at a Government research Center*, Dissertation Submitted to Pepperdine University.
- Rothwell, W.J. (2010), "Effective succession planning: Ensuring Leadership Continuity and Building Talent from Within", 4th edition, New York, American Management Association.
- Santora .Joseph C., Bozer. Gil, (2015) "How nonprofit organizations can ensure stability and sustainability through succession planning: make HR a strategic partner in the process", *Strategic HR Review*, Vol. 14 Iss: 6.

- Sepahvand R., Vahdarti H., Ismaili M.R., Rahimi Aghdam S., (2016). Design of the model of competency-based sustainable competitive advantage for human capital in insurance industry, Quarterly of human resources management studies, Comprehensive University of Imam Hossein (PBUH), 8th year, vol. 1, series no 23: 179-208.
- Skorková, Z, 2016, Competency models in public sector, Procedia - Social and Behavioral Sciences, 230, 226 – 234.
- Whitman, M. V, & Valpuesta, D. (2010). Examining Human Resources' Efforts to Develop a Culturally Competent Workforce. *The Health Care Manager*, 29(2), 117–125.
- Zakeri M., Faghihi A, Daneshfard K., (2015). Interpretation of succession planning model of directors by benefitting from story of Adam (PBUH) as God's Caliph based on exegetic paradigm from Ayatollah Javadi Amoli, Scientific and Researching Quarterly of Islamic Management, 23rd year, vol. 1: 41-61.
- Zarei Matin H., Rahmati M., Mousavi M. Vedadi A., (2014). Design of the model of competency of directors in national cultural organizations. *Journal of management in public organizations*, vol. 4: 19-36.
- Zeinolabedini Bidmeshki Zohreh, Ali Farfiba, Vaziri Mojdeh. (2014). Comparison among succession planning status quo and talent management with high quality in higher education system, *Journal of research and planning in higher education, career* 20, vol. 2 (series 72): 51-72.