

Conceptual Model of Competency in Managers of National Iranian Gas Company

¹Abbas AbbasPour, ¹Hamid Rahimian, ¹Ali Delavar, ¹Saeed Ghiasi and ²Fakhrossadat Hashemian
¹Allameh Tabatabaei University, Tehran, Iran

²Department of Educational Management, Allameh Tabatabaei University, Tehran, Iran

Abstract: The purpose of this study is to develop a conceptual model of competency in managers of National Iranian Gas Company that based on this aim, leaders of the company discover the competencies of managers and strengthen it via appropriate method. Type of study is qualitative and for data collection the literature and interviews with experts and exploratory informants, focus groups and semi-structured interviews via Delphi method were used. After extraction the dimensions and initial indicators and collective agreement on the main aspects and identify indicators, a conceptual model is proposed.

Key words: Model of manager's competency, competency development, National Iranian Gas Company, dimensions, conceptual model

INTRODUCTION

Today's organizations are facing to the challenges of globalization, cultural diversity, changing values and needs of employees and customers, continuously improve the efficiency and effectiveness of the international financial crisis (Rodriguez *et al.*, 2010). Therefore, management and effective leadership requires choosing an approach that creates competitive advantage (Toor and Ofori, 2009). Accordingly, management scientist believes that knowledge and skills are the most important source of competitive advantage in any organization (Garavan, 2007).

Quinn and Hilmer (1994) believe that economic power and productivity of modern organization depends to their intellectual and service capabilities rather than physical properties. Mintzberg believes that organization strategic database is not in the computer's memory but also in the brain of directors and employees (Mintzberg, 1994).

The competence is the portion of knowledge, skills, attitudes and abilities that affect a person's career and in relation to job performance with accepted standards, compare and measure, improve and extend through training and experience (Apollo Education Group, 2015).

Modeling of competencies was considered from about 40 years ago as an effective flow in the area of human resource management. The competency model was developed in the early 1970s by Mac Kolnd and colleagues at the newly Institute's advisory by Hay groups of Mc.ber established (Mansfield, 2000).

Competence is a model to measure from knowledge, skills, abilities, behaviors and personal characteristics that was defined the needed to perform work roles or job performance success.

Human resource management competence model development, strengthen the recruitment process, strengthening performance management, identifying training and development needs of employees, business and cultural homogenization, communication through the integration of human resource processes and create clear expectations for the success of the individual and the organization (Akbar and Akbar, 2012).

A desirable competency model meanwhile avoids overlap and repeated competences in different classes on one hand, covers practical purposes as well. Therefore, experts and scholars classified competences are in different ways. Byham and Moyer (2002) and Boyatzis (2008) classified competencies in two portion, individual competencies, organizational competencies and of competencies related to career/job. DuBois *et al.* (2004) also competency divided in two categories, organizational competencies and individual competencies and Taylor (2007) introduced the general competence.

In Crawford and Nahmias (2010) pattern, competencies needed to change management is the leadership, stakeholder management, planning, selection and team development, communication, decision making and problem solving, knowledge and cultural skills and project management skills and As well as in senior managers competency model (Porter, 2005), based on the Sandwith's competency domain model, technical, administrative, communication, perception and leadership skills have been considered. The pattern competencies of Harison and Boonstra (2009) has been named as the changing technology competence includes IT managers to consider: information and information technology, organizational change, technological change, risks and factors of success, communication, process management, leadership and results integration.

In this regard, National Iranian Gas Company works as one of the most important and advanced companies in country industry in order to create excellent and unique capabilities and maintain competitive advantage. In research conducted by Hashemian (2012), she showed that the National Iranian Gas Company in internal process and learning and growth predictors are better than the corporate customer of company. Thus, growth and learning and internal process is important for the organization as an intangible asset of great importance in promoting financial aspect.

Also, another research (Hashemian, 2012) which in the company through the SWOT matrix was used, according to the findings of this study, it was observed that the company in terms of the educational system has defensiveness that it is not desirable for national development and achieve its strategic objectives. And more attention needs to be competitive and conservative strategies. Therefore importance of design manager competency for development of National Iranian Gas Company can be found in the company's strategic role in economic growth and development, Strategic role of National Iranian Gas Company managers in the success of the organization, Failure to provide a clear definition of the competencies of managers in literature of National Iranian Gas Company and the need to undertake a comprehensive empirical studies on the conceptual and theoretical framework in the field of managers competence development.

So in this study, the research process, through the arrangement and selection criteria of competence, is the operational model presented in the development of competence. This model will provide, evaluation, histology and even ranking the Factors, internal and external obstacles and challenges affecting the competence of the National Iranian Gas Company and provides an appropriate model for training and development competencies of levels of management and employees of national gas companies of Iran. Therefore, the main problem of this study is lack of an appropriate pattern to identify and development of competence. And overall aim of the research is to develop competency model in accordance with the philosophical, theoretical (Design and Validation of a conceptual framework developed to identify competencies and competency model), practical and value dimensions the company.

MATERIALS AND METHODS

The aim of this study was to examine the manager's competency in National Iranian Gas Company to provide a model. For this purpose, based on circumstances and

contexts of National Iranian Gas Company and also due to the multidimensionality of manager's competency a qualitative approach was chosen. This approach considered people, their perceptions, meanings and their recognition as the primary source of data and interview is acceptable technique to detect individual and collective understanding of people.

Due to this, focus group qualitative methods were used. The methodology of focus groups is a qualitative research method by which common opinion among experts about the phenomenon under study (the development competency in National Iranian Gas Company) will be investigated.

In this method, the key informants with the same properties and homogeneous were selected and then through group interviews in which the interaction between people is important, data to be collected (Delavar and Kooshki, 2013).

Present study is a qualitative type. And the primary source of data is considered, people, their perceptions, meanings and their recognition. And interviews are acceptable technique to detect individual and collective understanding people. Due to this reason the method used is qualitative focus group. In this method, expert informants and homogeneous subject with the same properties are selected and then the data is collected by group interviews in which the interaction between people is important.

Implementation has been conducted a qualitative study in two stages. In the first phase manager competency were used to identify the concepts and components of National Iranian Gas Company from semi-structural interviews with the expert's findings. The aim of this step is to identify the concepts and basic components of the National Iranian Gas Company manager competency development model. In the second phase for modify the results of the analysis and validation of the conceptual model provided by individual interviews is used focus group discussion method. In this phase of research the quality analysis and findings obtained to and validated then presented our analysis more modified and adjustment. Focus group discussions are one of the mechanisms which focus on a group study (Fern, 2001).

Sampling methods and sample size: In the first phase of qualitative research to inform the experts were conducted the number of 12 semi-structured interviews. Of course not known the number of interviews but also interviewing process was continued until theoretical saturation. The meaning of saturation is a situation that researcher mentally arrived to this result that new data not provide new information or knowledge regarding the development of the categories (Bazargan, 2008).

Thus, the number and variety of interviews have determined the sample size. The interview process is implemented in such a way that after each interview coded and analyzed to identify process proposed by the initial experts, these dimensions be followed in subsequent interviews. The interviews continue until that identified that the findings are repeated and interviews do not show developing new cognitive categories. In the second stage qualitative research was formed, focus group discussion with the participation of eight experts from primary (key informants were also present at the interview). The sampling method in qualitative research was used theoretical sampling method (non-probability) and was used purposive chain method.

In this case, the subject were selected matter experts to develop competency is among people with the most experience in this area Also managers were selected who were associated with the issue of competence development, as the interviewees. The latter subject were selected that recommended by the experts and approved by the supervisor and counselor.

Data collection tools: The data is qualitative in part of the study included interviews by the researcher who conducted semi-structured interviews. In individual interviews, before the beginning of the interview, research design (proposal), the results of the literature review, with the objectives of this research to study and preparation were sent via email for interviews. And also was explained briefly about the work done at the beginning of the interview. Then was carried out to plan interview questions and interview process.

In the second stage of qualitative research in order to validate the before results and modifiable conceptual model were held the initial focus groups with key informants. In this part, the first report of the collection and analysis of qualitative data and the components were identified by researchers. And then performed correcting themselves expert's comments about the process and the result of analysis and were considered the proposed pattern. Current focus group discussions recorded by Dictaphone and modify according to our findings and conceptual model study.

RESULTS AND DISCUSSION

Analysis of data: Since qualitative research methods was used focus groups and semi-structured interview, therefore, to analyze the data used encoding method. In analyzing qualitative data on the seven steps:

- Review the data
- Coding guideline
- Organize data
- Classification data
- Open coding
- Axial coding
- Editing
- Final report
- Analysis qualitative data

After reading the text of each of interviews, according to the research questions and objectives of the study area that could be considered were identified as the primary code and were selected as the primary concept. Then, the basic concepts that have commonality in their heads higher is defined as the components of competency. Finally components were classified in the main dimensions of the competency of managers.

Coding steps interviews were conducted in two stages: open coding and axial coding. Open coding phase was started after the first interview. In other words, the investigator after each interview began to find concepts and the name perfect for them and incorporating related concepts. Open Coding is part of the analysis that explicitly include naming and classifying phenomena through careful study of them. In addition, in the open coding, data are split into separate parts and compared to obtain the similarities and differences. In the second phase of coding which it called an axial coding, the researchers chose one of the main class, as a axial class, explore it as the axial phenomenon (principal component) in the center of the process and discover its relationship with the other classes. Variables manager competency classified in seven main categories of components were detected:

- Individual competence
- Interpersonal competence
- Mental competence
- Executive competence
- Organizational competence
- Specialized competence
- Analyst environmental competence

These variables refer to the principal abilities and skills of National Iranian Gas Company managers. After analyzing the interviews, using open and axial coding approach and the use of expert opinion in focus groups and 28 categories of variables were identified and defined in seven broad categories of indicators. This model has

unique features that it can be used as a model offered for developing manager competency of National Iranian Gas Company. At the first, literature examined thoroughly for constructing the model and the results used to shape base of this research and develop the primary conceptual structure of research. Therefore, this model developed based on the results of other successful patterns and used its strengths.

Second, it's should be mentioned the opinions and views of experts, managers and scholars that studied in this field or have professional experience in the development of competency in the National Iranian Gas Company, directly or indirectly were used. Using the

expert's opinion has caused that the presented model as much as possible in accordance with the National Iranian Gas Company. This unique feature is a lot of the competence patterns, do not have. In this study has not been examined the pattern of previous literature. But using qualitative research with an exploratory approach we tried to refine and complete the theoretical framework of primary research. Using the same approach caused that In addition to the components identified in past successful models, new and suitable components the context of National Iranian Gas Company be identified through qualitative research by focus group discussions and individual interviews (Fig. 1).

Responsible	Personality character
Self confidence	
Perfection seeking	Ethic professional
Honesty	
Taking part	Team work
Team building	
Communication and conflict solving	Communication skill
Networking	
Strategic thinking	Perceptual skill
Analytical thinking	
Creative thinking	Decision making
Problem solving	
Motivating individuals	People management
Traning and development	
Evaluate and organize	Performance management
Consequentialism	
Succession	Organizational awareness
Customer orientation	
Change	Leadership
Influence and power	
Resource management	Functional
Technology development	
Tolerance crisis	Competitive
Professional orientation	
Commercial sense	International
Strategic approach	
Macroeconomic analysis	National
Industry analysis	

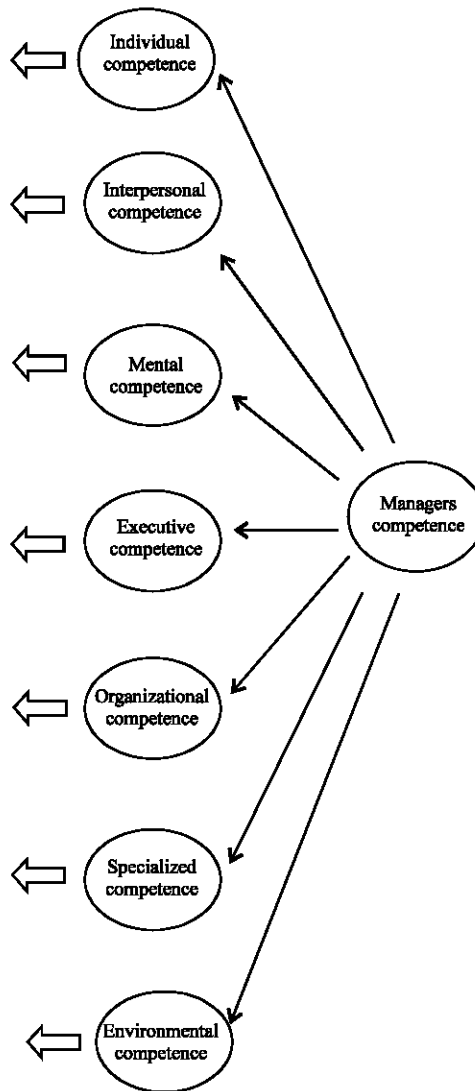


Fig. 1: Conceptual model of managers competency National Iranian Gas Company

CONCLUSION

The results show that National Iranian Gas Company manager competency model has seven main components: individual, Ability mental, Interpersonal, Organizational, Executive, Specialized, Environmental analyst and 28 indexes.

ACKNOWLEDGEMENT

This study and the research were conducted with the support of National Iranian Gas Company.

REFERENCES

- Akbar, R.M. and A. Akbar, 2012. Human resource management competency model for Pakistani banking companies. *Afr. J. Bus. Manag.*, 6: 10396-10407.
- Apollo Education Group, 2015. Competency models for enterprise security and cybersecurity research-based frameworks for talent solutions. Apollo Education Group, Tempe, Arizona. <http://www.apollo.edu/securityindustry.html>.
- Bazargan, A., 2008. Introduction to Qualitative and Mixed Research Methods, Conventional Approaches in the Behavioral Sciences. Didar Publication, Tehran.
- Boyatzis, R.E., 2008. Competencies in the 21st century. *J. Manage. Dev.*, 27: 5-12.
- Byham, W.C. and R.P. Moyer, 2002. Using competencies to build a successful organization. Development Dimensions International (DDI), Canada. http://onpointcoaching.typepad.com/files/using_c ompetancies_to_build_org.pdf.
- Crawford, L. and A.H. Nahmias, 2010. Competencies for managing change. *Int. J. Project Manage.*, 28: 405-412.
- Delavar, A. and S. Kooshki, 2013. Mixed Method Research. 2nd Edn., Agah Publication, Tehran, Iran.
- Dubois, D.D., W.J. Rothwell, D.J.K. Stern and L.K. Kemp, 2004. Competency-Based Human Resource Management. 1st Edn., Davies-Black, Palo Alto, California.
- Fern, E.F., 2001. Advanced Focus Group Research. Sage Publications, Thousand Oaks, California, ISBN-13: 9780761912484, pp: 254.
- Garavan, T.N., 2007. A strategic perspective on human resource development. *Adv. Dev. Hum. Resour.*, 9: 11-30.
- Harison, E. and A. Boonstra, 2009. Essential competencies for technochange management: Towards an assessment model. *Int. J. Inf. Manag.*, 29: 283-294.
- Hashemian, F., 2012. National Iranian gas company performance evaluation by BSC. MA Thesis, Allameh Tabatabaei University, Tehran, Iran.
- Mintzberg, H., 1994. The fall and rise of strategic planning. *Harvard Business Rev.*, 72: 107-114.
- Porter, J.D., 2005. Application of Sandwith's competency domain model for senior college housing officers in the United States. Master Thesis, University of Florida, Gainesville, Florida.
- Quinn, J.B. and F.G. Hilmer, 1994. Strategic outsourcing. *Sloan Manage. Rev.*, 35: 43-55.
- Rodriguez, C.R., J.B. Moreno, D.R.S. Hermosilla, A.A. Bejarano and A.I.S. Vergel, 2010. Positive psychology at work: Mutual gains for individuals and Organizations positive psychology at Work: Mutual Profits for Individuals and Organizations. *J. Work Organizational Psychol.*, 26: 235-253.
- Taylor, I., 2007. A Practical Guide to Assessment Centres and Selection Methods: Measuring Competency for Recruitment and Development. Kogan Page Company, London, England.
- Toor, S.U.R. and G. Ofori, 2009. Positive psychological capital as a source of sustainable competitive advantage for organizations. *J. Constr. Eng. Manag.*, 136: 341-352.