

Identification of the Factors Affecting Staffs' Job Promotion on the Basis of the Civil Services Management Law: A Study at the Faculty of Medical Sciences - City of Shushtar

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Abstract

The present research has been conducted aiming at identifying effective factors in staffs' job promotion on the basis of the Civil Services Management Law at the Faculty of Medical Sciences- city of Shushtar. The research method used at the present research is an applied study in sake of aim and a survey method in sake of data collection. The statistical population (20 persons) consists of Job classification managers and experts at Faculty of Medical Sciences of Shushtar city and sample group has been determined via census and purposive method. To identify effective variables in staffs' job promotion, a questionnaire consisting of 32 questions was used. The factors extracted from the Civil Services Management Law had been used in the questionnaire of research as factors affecting staffs' job promotion for identification. Findings were analyzed via one-sample t-test and the results indicated that factors affecting staffs' job promotion are as follows: 1. specialized conditions, 2. training, 3. organizational support, 4. Knowledge, 5. system of suitable promotion and appointment, 6. experiencing the Public Service, 7. Creativity and innovation, 8. skills related to tasks, 9. educational and research activities, 10. Health of staff, 11. Performance assessment, 12. Outstanding service, 13. The extent to which it can satisfy the clients, 14. Confidence in the organization, 15. Education degree.

Key words: Job promotion, Civil Services Management Law, Faculty of medical sciences, One-sample t test

INTRODUCTION

Since manpower is considered as the strategic source for the organizations, it is inseparable part of the discussions on strategic planning and most of organizational planning and human resources have strategic essence. The process of technological, social and economic changes and transformations at internal and external environment of the organizations which face these refer to the major factors which have raised new outlook in the strategic planning of human resources. If the organizations intend to move in line with these changes, they should have strategic

and comprehensive outlook and consider a variety of requirements. At current age, efficient human resources have been found as the most fundamental competitive source at organizations. While, most of organizations lack the required skill and profession to prepare the strategic programs of human resources effectively. The necessity for formation of human resources strategies is participation and cooperation between human resources managers and senior manager of organization. Alignment of managers' participation, cooperation and strategies at different areas of human resources with senior manager of organization will lead to human resources development which requires planning for human resources development. On the other hand, attracting staff and aligning the organization's goals, staffs' outlook, managers' outlook, enhancing sense of participation, increasing sense of responsibility refer to the most important tasks by senior managers. The present research has been conducted aiming at identifying factors affecting staffs' promotion at faculty of Medical Sciences- city of Shushtar.

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Career

Job career implies a chain of associated work experiences that the person gains over time; indeed, it refers to the career that the person paves during his working life. Concept of internal job career includes effective values, perceptions and reactions to job experiences which can have major outcomes for satisfaction, commitment, performance growth and persistence of individuals in an organization. While external job career includes the jobs and successes that the person development with them, defined as the organizational indices. One of the major constructs in external job career is staffs' willingness to job promotion (Arizi Samani, 2013). Job development career causes the person's development during *years of service*. The organization should make the required planning for staffs' job development and conduct them at this career. A proper job development career can raise the individuals' job satisfaction and commitment to the organization and such things. Thus, organizations by creation of a suitable job development career for the staffs not just help for development of organization but also development of individuals (Rezaian, 2010).

Job Development Career Management

Organizational job development career management is called to the activities assigned to the organization to administrate staffs' job development career which includes a wide range of the program and interventions which have emphasized on comparison of the needs for individuals' and organization's job development career and it might be in form of total official or semi-official activities including training courses, assessment centers for counseling the job development career (Rezaeian, 2011).

The Reasons for Significance of Job Career Development

Most of organizations engage in providing life satisfaction development programs despite manpower training programs. Effective programs in life satisfaction development lead to increased effectiveness of organization. In this regards, these programs raise several outcomes for the organization (Danziger and volency, 2005).

- a. Confidence in the required talent: Attempts for working life development are natural development of human resources planning. In manpower planning, the needs of organization to manpower in future and determination of inventories are considered. Determination of needs and their comparison with manpower inventories as well as filling empty positions are made with better working life development programs (Danziger and volency, 2005).
- b. Manpower acquisition and retention: In a competitive environment, working life development programs are considered effective to acquire and maintain competent manpower, because competent applicants

are acquired in the organizations in which the organizations pay attention to future of staffs. Further, in these organizations, individuals have confidence in organization and management and engage in tasks with high commitment, as a result this results in competent staffs retention (Danziger and volency, 2005).

- c. Increase of job satisfaction: With making work life development programs, individuals regarding their ability, talent and wishes will have suitable job. Naturally, these jobs change during working life of individuals with improvement in abilities, experiences and talents. Thus, individuals' job at all stages of life will be attractive and important. Making job tasks which are significant affect individuals' job satisfaction, because it is met through excellent levels needs and provided with growth opportunities. Making job assignments which are enriched and significant puts a positive effect on individuals' job satisfaction, because in this way individuals' superior level needs are met and growth opportunities are provided for them. The organizations which have invested in job career management are prone to increased job satisfaction in staffs (Danziger and volency, 2005).
- d. Increased job career commitment: Job career commitment is another outcome of the job career development innovations. As organizations more likely change and less enable to provide security for staffs, commitment to defined job career might become a major job source (Schein,2006).

Career Development Process

There are a variety of theories on career development process. One of these theories has known career development as development in organization and selection of development career and engaged in presenting the jobs and person that are in an organization. Another theory presents comparison of individual benefits and knows social areas of the person's personality with his selected job significant. Separate from the problems related to manpower resources in organization and factors affecting it, another theory presents career development with two processes: One how the person makes career planning and how the organization plans for staffs' career development process. In other words, it can say that the career development processes face two processes in the organization:

- a. Career development planning: Planning refers to an informed effort by the person to be informed of skills, willingness, values, opportunities, limitations, selections and achievements as well as identification of goals associated to job and determination of planning to achieve these goals. In this context, the person selects his career, organization, job and develops his abilities (Dolan and Schuler, 2005).

Table 1: Demographic features of sample group

Title	Frequency	Frequency %	Cumulative frequency percent
Woman	7	0/35	0/35
Man	13	0/65	100
Married	15	75	75
Single	5	25	100
Diploma	1	5	5
Associate degree	3	15	20
Bachelor degree	11	55	75
Master degree	3	15	90
PhD	2	10	100
Work experience	5	25	25
1-10 years			
Work experience	9	45	70
11-20 years			
Work experience	6	30	100
21-30 years			
Manager's experience	16	80	80
1-10 years			
Manager's experience	3	15	95
11-20 years			
Manager's experience	1	5	100
21-30 years			

- b. Career development management: Different career processes predict individuals' job success which requires career process management (Dolan and Schuler, 2005). Indeed, career development process management includes participation for formation of career processes not just by enthusiastic individuals but by managers officially and unofficially in organizations (Shahbandarzadeh & Hajizadeh, 2011).

Career Development Process

This process can be examined from two perspectives. Firstly, from individual perspective, it means the effort for career process planning effectively. This planning process includes the stages to be informed of opportunities, limitations and outcomes of career development, setting goals, experiences and required trainings to achieve goals. With regard to the second outlook, career development includes the activities that the organization selects and trains the staffs effectively to achieve organizational goals. This career management at organizational level refers to a continuous process of preparing, employing and monitoring the career plans assigned to staffs (Ronagh, 2008).

Factors Affecting Career Development Management

Human resources management tasks are under influence of intra-organizational and extra-organizational environmental factors. The most important factors which affect career development management include environmental conditions, management philosophy of organization and analysis of careers at organization. Now, each of factors above is explained (Rezaeian, 2011).

- a. Environmental conditions: The environment in which the organization has placed plays a major role in design of staffs' career process. At simple and fixed environments, there is the possibility for prediction at high level and design of career process and required provisions for development at career process will be simple, which this can be made during long time, but at changing and complex environment, the possibility for prediction is low, thus design of career process and planning for development at organization for far-fetched future is difficult (Saadat, 1998).
- b. Management philosophy: Some organizations believe in human resources as the most important and valuable capital for them, thus they pay a particular attention to it at all material and spiritual dimensions; indeed, management philosophy of these organizations has grounded on attention to the individuals at organization. In such organizations, career development finds a correct position (Saadat, 1998).
- c. Career analysis: Career analysis refers to the most important action and main element at all activities for career development. The information from career analysis transforms to job description and job specification and these information refers to the most important means for managers at career development process and provides this possibility for the staffs to think for the careers which can be available to them (Daft, 1998). The factors which slowen career development process include:
 1. Inattention to managerial competence: Some individuals have sense of responsibility more than others and prefer use of leadership opportunities. They prefer challenging work and prefer short-term benefits more than long-term benefits (Daft, 1998).
 2. Lack of work independence: Some people are career-oriented and more inclined to challenging work and always seek to improve the skills and knowledge (Daft, 1998).
 3. lack of work independence: Some individuals have not inclined to restrict themselves and are more inclined to independent project works (Daft, 1998).
 4. Misrepresentation of continuous training: The activities which are presented in the context of training programs development and manpower productivity at organizational level cause increased profession insight and career knowledge of individuals and reveal barriers, limitations, threats and opportunities at current growth processes. Training refers to one of the organizational development ways and long-term investment refers to the factor contributed in spiritual

Table 2: Summary of results from t-tests on research variables

Title	Mean	Standard deviation	t-value	Freedom degree	P-value	Low bound	Up bound	Status
Entry into service								
Experimental and educational conditions	2/95	1/46	-3/19	19	0/005	-1/73	-0/36	Unfavorable
Specialized conditions	5/35	0/87	6/89	19	0/001	0/94	1/75	Favorable
Organizational socialization	2/50	1/19	-5/62	19	0/001	-2/05	-0/94	Unfavorable
Staffs' health	4/55	1/73	1/42	19	0/172	-0/26	1/36	Average
Employment								
Technical and specialized competence	3/05	1/35	-1/13	19	0/005	-1/58	-0/31	Unfavorable
Education degree	5/30	0/73	7/93	19	0/001	0/95	1/64	Favorable
Gender	3/15	1/42	-2/66	19	0/015	-1/51	-0/18	Unfavorable
Staffs' features	3/05	1/46	-2/89	19	0/009	-1/63	-0/26	Unfavorable
Self-confidence	2/75	1/40	-3/96	19	0/001	-1/90	-0/59	Unfavorable
Job promotion and appointment								
Competence	3/20	1/54	-2/32	19	0/032	-1/52	-0/07	Unfavorable
Knowledge	4/60	0/94	2/85	19	0/010	0/15	1/04	Favorable
Suitable promotion and appointment system	5/30	1/26	4/61	19	0/001	0/71	1/89	Favorable
Public service experience	5/00	1/25	3/55	19	0/002	0/41	1/58	Favorable
Public competence test for professional management	2/85	1/59	-3/21	19	0/005	-1/89	-0/40	Unfavorable
Public certificate for manager's competence	2/75	1/65	-3/38	19	0/003	-2/02	-0/47	Unfavorable
Creativity and innovation	4/00	1/58	00/0	19	1	-0/74	0/74	Average
Task-related skills	5/20	0/76	6/99	19	0/001	0/84	1/55	Favorable
Creativity	3/00	1/58	-2/81	19	0/001	-1/74	-0/25	Unfavorable
Empowerment								
Training	2/95	1/53	-3/05	19	0/007	-1/76	-0/33	Unfavorable
Educational and research activities	5/05	1/53	3/05	19	0/007	0/33	1/76	Favorable
Training	4/45	1/57	1/28	19	0/216	-0/28	1/18	Average
Performance assessment								
Effectiveness of efficiency level	3/15	1/56	-2/42	19	0/025	-1/58	-0/11	Unfavorable
Staffs' outlook	2/95	1/50	-3/12	19	0/006	-1/75	-0/34	Unfavorable
Performance assessment	4/60	1/42	1/87	19	0/076	-0/06	1/26	طسوتم
Outstanding services	4/70	1/38	2/62	19	0/035	0/05	1/34	Favorable
Continuous assessment	3/05	1/19	-3/56	19	0/002	-1/50	-0/39	Unfavorable
Etc.	4/40	0/94	1/90	19	0/072	-0/04	0/84	Average
Clients' satisfaction level								
Environmental conditions	3/15	1/75	-2/16	19	0/043	-1/67	-0/02	Unfavorable
Managers' databank	2/95	1/60	-2/92	19	0/009	-1/80	-0/29	Unfavorable
Organizational support	5/30	1/94	2/98	19	0/008	0/38	2/21	Favorable
Trust on organization	4/85	1/03	3/65	19	0/002	0/36	1/33	Favorable
Enthusiasm to development	2/80	1/39	-3/83	19	0/001	-1/85	-0/54	Unfavorable

satisfaction and growth in reduced updating in organization (Rezaeian, 2011).

- Inattention to material and spiritual needs: Nowadays, the wage paid to staffs to make satisfaction and happiness at work is not sufficient (amirtash et al,2011).

MATERIALS AND METHODS

Research method used in the present research is an applied research; the present research is a casual study in sake of the used statistical method and a field study in sake of data collection method. The statistical population (20) consists of managers and experts at job

classification of the Faculty of Medical Sciences- city of Shushtar. Due to few members, census method was used for sampling and the questionnaire was distributed among all members of statistical population and the required data were collected to rank factors affecting staffs' job promotion and then data were analyzed using software SPSS-version 22. The research questions were presented regarding the research variables in 5-point scale. In this research, conceptual validity has been used and the researcher has ensured the validity of measurement tools in measuring the research variables regarding the experts' views. *Cronbach's alpha (sig: 0.05) has been used for reliability.*

RESULTS

In this study which has been conducted to identify the factors affecting staffs' job promotion on the basis of the Civil Services Management Law at the Faculty of Medical Sciences- city of Shushtar, the statistical population (20) consists of experts and managers at job classification of the Faculty of Medical Sciences- city of Shushtar who have attended in the research via census method. This research includes this question: What are effective factors in staffs' job promotion? To analyze collected data, descriptive statistics were used to examine demographic variables of research such as gender, education status, marital status, history of service and management experience (Table 1) and then inferential statistics were used to give response to the questions and achieve the results of research. It should be noted that the factors extracted from Civil Services Management Law used in the questionnaire as factors affecting staffs' job promotion for ranking and identifying are as follows: 1. The amount of ingenuity, 2. skill-related tasks, 3. outstanding service, 4. the training, 5. The client satisfaction, 6. environmental conditions, 7. continuing assessment, 8. gender, 9. organizational socialization, 10. Staffs' health, 11. Creativity, 12. Organizational support, 13. trust on organization, 14. Staffs' characteristics, 15. Enthusiasm to development, 16. Self-confidence, 17. Educational and experimental conditions, 18. Competence, 19. Specialized conditions, 20. Managers' *database*, 21. Training, 22. Effectiveness and efficiency level, 23. knowledge, 24. staffs' skill and insight, 25. Educational and research activities and courses, 26. Technical and specialized competence, 27. Education degree, 28. Performance assessment, 29. Proper promotion and appointment system, 30. Public service experience, 31. public competence test for professional managers, 32. public certificate for manager's competence. To identify factors affecting staffs' job promotion, one-sample t-test and software SPSS have been used after collecting data via questionnaire. With regard to the scale considered in all responses for research variables, test value has been considered equal to 4; then data were tested by designing two hypotheses, H₀ on the basis of mean of variable under 4 against H₁ on the basis of mean of variable above 4. With regard to the obtained results (Table 2), it can be observed that mean of the variables of the clients satisfaction level, performance assessment, staffs' health, trainings and creativity and innovation has equaled to 4; further with regard to negative up and down bound, these variables in the research and from point of view of staffs is at average status. Further, mean of variables of specialized conditions, education degree, knowledge, suitable promotion system, public service experience, task-related skills, educational and research activities, outstanding services, organizational support and trust on organization has been greater than

4; since confidence bounds "difference of mean with test value" is positive, the items related to these two components indicate that the components are at favorable status from point of view of respondents, i.e. they are recognized effective in staffs' promotion. Further, mean of variables of educational and experimental conditions, organizational socialization, technical and specialized competence, gender, staffs' characteristics, self-confidence, competence, public competence test for professional management, public certificate for manager's competence, creativity, training, efficiency and effectiveness level, staffs' insight, continuous assessment, environmental conditions, managers' *database*, enthusiasm to development have been under 4; since two confidence bounds (difference of mean with test value) is negative, items related to these two components indicate that the components are at unfavorable status from point of view of respondents. Thus, these variables were removed from identification questionnaire. To sum up, it can be mentioned 15 variables as the factors affecting staffs' job promotion: Specialized conditions, training, organizational support, knowledge, suitable promotion and appointment system, public service experience, innovation and creativity, task-related skills, educational and research activities, staffs' health, performance assessment, outstanding services, clients' satisfaction level, trust on organization, education degree.

DISCUSSION AND CONCLUSION

With regard to 32 items from Civil Services Management Law which have been mentioned in the staffs' job promotion and provided for the sample group via questionnaire, findings indicated that the factors affecting staffs' promotion include specialized conditions, trainings, organizational support, knowledge, suitable promotion and appointment system, public service experience, creativity, task-related skills, research and educational activities, staffs' health, performance assessment, outstanding services, clients' satisfaction level, trust on organization and education degree. Further, with regard to the results from one-sample t-test, it was specified that the factors affecting staffs' job promotion include: Specialized conditions, trainings, organizational support, knowledge, suitable promotion and appointment system, public service experience, creativity, task-related skills, research and educational activities, staffs' health, performance assessment, outstanding services, clients' satisfaction level, trust on organization and education degree. It can be said that career management in practice can reach to success when other contributed factors help for management process. On the other hand, staffs' promotion and appointment system refers to major organizational ability which assists the organization in staffs' promotion and appointment and serves as competitive advantage for them. With regard to

the results from research, it can present these suggestions for staffs' appointment and promotion management:

Implementations of comprehensive performance measurement system, providing continuing education for employees, holding continuous education courses for employees to care for them and increasing the quality of services, providing staffs with learning, creation of a database to record the ingenuity of employees, drafting bylaws and code of client honor and institutionalization of this culture, holding specialized courses to upgrade skills and knowledge, checkups and ongoing counseling and self-esteem sessions, Creation of an atmosphere of support and confidence in the organization, registration of outstanding staff service and appreciate their service, facilitate the possibility for transfer of staffs' knowledge and experience to others, establish a job promotion system with least error level.

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