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Designing the Competency Model for Top and Middle Managers of the National Iranian Petrochemical Company

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Extended Abstract

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Introduction

Management is the most important factor in survival, growth, development and death of organizations. Regarding the fact that management jobs are complicated in nature and successful and effective management in an organization requires a plethora of competencies, skills, abilities and features, training and developing managers based on particular desirable competencies is a fundamental issue in all organizations. Identifying competencies enables the organization to determine duties to be performed by individuals to gain results set by the organization. On the other hand, recognizing and developing the capacities, competencies and capabilities of human resources have a very decisive role in the survival and survival of the organization in competitive environments. With the globalization of business and the rapid change of technology, the managers of organizations face the constant need to reorganize and compete on the basis of competence. These changes challenge the skills, competencies and abilities of the managers of the organizations, and in the light of these dynamic changes, the competencies of the managers must be constantly renewed.

Objective

Considering that the National Iranian Petrochemical Company is one of the most important and influential industries in the country's economy and the development of human resources is one of the goals and policies of this organization, the aim of this study was to identify the dimensions, components and competency indicators of top and middle managers of the National Iranian Petrochemical Company, Using qualitative and quantitative research method in order to design a competency model that has Important and vital competencies.

Data/Methodology

The methodology adopted is of the mixed qualitative and quantitative type. Ten interviews with top and middle managers of National Iranian Petrochemical Company were performed to collect qualitative data which was analyzed using the thematic analytical method thereafter with MAXQDA. By checking the research background, competency models of various researchers and models available in various domestic and foreign industries, a series of competencies that were common to almost all models have been extracted And has been compared with the model extracted in the qualitative stage and upstream documents, and by combining the results, the

initial model of the research has been identified. The resulting model was then studied using the Delphi method. Delphi method has been done by receiving the opinions of 7 experts and experts of industry and university. In the quantitative part of the research, in order to examine the indicators in the research model, 140 questionnaires were distributed in the National Iranian Chemical Industries Company. The data obtained from these questionnaires were subjected to exploratory factor analysis using SPSS25 software.

Results/Findings

Based on the methods mentioned in the research method section and the results in the research findings section, the final model is presented.

The competency model of research for both top and middle managers was designed in three dimensions, personal competencies, interpersonal competencies and administrative competencies, eleven components and forty six indices. Personal competencies included four components: mental competencies, personality competencies, professional ethics, and professional knowledge. Interpersonal competencies included three components: individual leadership competencies, group leadership competencies and communicational competencies. Administrative competencies included the components of change management, project management, strategic management, and performance management. In the quantitative part of the research, Principal component analysis has shown the existence of three components with special values higher than 1. Interpret three components using

Oblimin Rotation confirm all extracted items for individual competencies, interpersonal competencies and administrative competencies

As a result the results of the analysis of quantitative research data are consistent with the findings of the qualitative part of the research and the model designed in the research.

Implications

The proposed competency model can be used in purchasing decisions or competencies in strategic human resource planning at the National Petrochemical Company. Applying a competency approach in human resource management creates integrated human resource systems in the organization and creates a strong connection and overlap between different subsystems of human resources, including selection, employment, training, payment and reward, etc. which leads to effective performance and organizational success .Also aligns the behavior of people in the organization with organizational strategies, goals and values.

Keywords: *competency, competency model, National Iranian Petrochemical Company*

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