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THE RELATIONSHIP BETWEEN MERITOCRACY AND ORGANIZATIONAL DEVELOPMENT IN THE GENERAL DIRECTORATE OF YOUTH AND SPORT OF FARS PROVINCE

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Fereshteh Mostafavir

*Islamic Azad University, Department of
Educational and Psychology Science, Sepidan
Branch, Sepidan, Iran.
mostafavi78@yahoo.com*

Forough Kamali

*Islamic Azad University, Department of
Industrial Management, Fars Science and
Research Branch, Fars, Iran.*

Resumen: El presente estudio pretende mostrar la relación entre la meritocracia y la mediación de la justicia organizacional en la Dirección General de Juventud y Deporte de la provincia de Fars. La investigación es descriptiva y correlacional. La población estadística de la investigación consta de 210 empleados de la Dirección General de Juventud y Deporte de la provincia de Fars. El tamaño de la muestra es 132 según la tabla de Morgan. Los cuestionarios se distribuyen entre la población a partir de un muestreo aleatorio. La recopilación de datos en el estudio se ha hecho a través de estudios de biblioteca, investigación de campo e Internet. El cuestionario se utiliza para la recopilación de datos en el estudio. Se usan dos cuestionarios estándar de meritocracia Moslehi (su fiabilidad por el alfa de Cronbach es del 92%) y el desarrollo organizacional Peter Crawford (su fiabilidad por el alfa de Cronbach es del 94%). Después de determinar la validez y confiabilidad del cuestionario, se realizaron pruebas de hipótesis y se realizó un análisis estadístico utilizando el software SPSS. También se ha utilizado estadística descriptiva e inferencial. Finalmente, el estudio encontró una relación positiva significativa entre la meritocracia y el desarrollo organizacional.

Palabras clave: Meritocracia, desarrollo organizacional, Dirección General de Juventud y Deporte de la provincia de Fars

Abstract: The current study aims to show the relationship between meritocracy with the mediation of organizational justice in the General Directorate of Youth and Sport of Fars province. The research is descriptive and correlational. The statistical population of the research consists of 210 employees of General Directorate of Youth and Sport of Fars province. The sample size is 132 according to Morgan table. The questionnaires are distributed among the population based on random sampling. Data collection in the study has done through library studies, field research and the Internet. Questionnaire is used for data collection in the study. Two standard questionnaires of meritocracy Moslehi (it's reliability by Cronbach's alpha is 92%) and organizational development Peter Crawford (it's reliability by Cronbach's alpha is 94%) were used. After determining the validity and reliability of the questionnaire, hypothesis testing was performed and statistical analysis has been done using SPSS software. It has also been used descriptive and inferential statistics. Finally, the study found a significant positive relationship between meritocracy and organizational development

Key words: Meritocracy, organizational development, General Directorate of Youth and Sport of Fars province

1. INTRODUCTION

"Human resources" is the most valuable and most important asset in any organization and has the primary role in the success or failure of the organization. It can be the source as "endless capital" that can increase or reduce the efficiency of the organization. As a result, human resource can be considered as a strategic resource of organization that contributed to the realization of its strategic planning. Therefore, the main task of management is to attempt to manipulate and combine the appropriate human resources, create unity of them, motivating and providing their required facilities to achieve organizational goals.

Stability and development of organizations in the twenty-first century depends on coordinating a rapidly evolving, developing and growing, because rapid environmental changes, makes the improvements and organizational development in various situations (Senge, 2011). So pay attention to human resources, as the most important factor in the growth and development of the organization is very important. In today's era, "Management of motivation" of employees is a big challenge for managers. In this discussion, the manager must identify which factors make the employees motivation increase and prepare the ground of enhancing the factors. Among the factors that increase the motivation of individuals in organizations, especially government agencies and has a direct effect on increasing organizational efficiency and achieve organizational goals, is the organizational justice as well as the selection of topics based on their ability and suitability for the positions or meritocracy.

One of the competitive advantages which could cause the organization to achieve its goals is to have merit managers in the tumultuous world of business today. Organizations should be proper planning and efficient use of human resources and the counting system of meritocracy, to make competitive impact of its services because of globalization. As a result, through the implementation of meritocracy system can be taken essential steps to enter the competitive global markets. On the other hand, new technology has doubled requirements of skilled human capital that it would also be possible through implementing the system of meritocracy. An effective foundation, ie being the most qualified person in the most suitable positions or meritocracy is the basic assumption for success of the organization (Filerman, 2003). Bureaucracy Kakystvkrazy system, the most competent and incompetent leaders and administrators least most people have to fill a position that it occupied. In a **Kakistocracy** system, leaders and managers are the least competent and the most incompetent

people to fill positions that have occupied by them. In short, **Kakistocracy** are considered as unworthy and incompetent people managers who don't obey the principle of merit and instead of relying on the criteria, use relationships and consider authorities and responsibilities as their properties. Community or organization that is managed on this basis pays dearly for the ineffectiveness of directors and in the process met with great loss (Zahedi, 2013). Therefore, the research tries to investigate the relationship between meritocracy as a need in organizational development with in the General Directorate of Youth and Sport of Fars province. Creating merit increases organizational productivity in organizations that enhance the efficiency of the organization and it is one of the goals of organizational development and achieving these goals will be achieved through the establishment of meritocracy. So the research tries to respect the relationship of meritocracy system with favorable development process in the General Directorate of Youth and Sport of Fars province.

2. LITERATURE REVIEW

2.1. Background of organizational development

According to Richard Bkhard organizational development is a planned effort, throughout the organization, led by the superior management of the organization for organization effectiveness and health through planned interventions in organizational processes, using behavioral science knowledge (Salmani, Davood, 2005). Abbas (2004) states that organizational development, is a long-term program of planned change that can lead to the effectiveness, efficiency and health of organization. Development is a word that is conceptually complex and multidimensional and has been faced with an abundance of historical changes. Friedman says: the development is a creative and innovative process to create fundamental changes in the social system (Gharabaghiyan, 1990). Organization is one of the social systems that concept of development are reflected in it and display of such a concept, is the creator of organizational development.

3. BACKGROUND OF MERITOCRACY

Meritocracy was used in the book Rise of The Meritocracy in 1958 for the first time by its author Michael Lang. He mentions in this book a system ridiculously in which social status are not determined based on family history and lineage of nobility, but through hard work and intelligence quotient or IQ and these systems to curb social disruption and ambitious of young people and the

prevailing values of dignity and in conflict with the rule of the aristocracy on society. Merit discussion has always been proposed as a discourse in our society but never developed on a continuous basis in our system and in parts is even more unfavorable and has distance with the ideal point. Meritocracy is defined in Webster's dictionary as: "A social system in which power is placed in the hands of wise men."

Schroeder (1989) announced five attributes of knowledge, ability, motivation, values and management style as factors of merit in the ability of managers. Lack of meritocracy in any organization, eliminating merit, a waste of potential, reducing their efficiency, reduce the quality of services and thus reduce the efficiency of the organization.

Abili (2005) states the meritocracy as Figure 1.

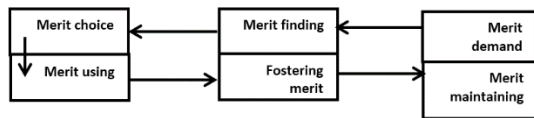


Figure 1. the meritocracy phases

- 1 - Merit demand: that in it as a culture and collective is emphasized: taking advantage of the competence and valuing them as an inviolable national commitment and organizational values.
- 2 - Merit finding: to be considered as a centerpiece in the process of recruiting necessary people for the organization.
- 3 - Merit choice: to choose the most appropriate individuals among the job applicants.
- 4 - Merit using: it means that the balance of jobs and workers, who are employed in a position where their maximum performance is possible.
- 5 - Fostering merit: the need for continued development of an organization refers to various reasons.
- 6 - Merit maintaining: it means that people of the organization properly funded regarding the work environment needs, including psychological needs mental and needs related to living and spend their lives.

3.1. Research Methodology

Regarding data collection, the study is descriptive and correlational research and regarding research method it is applicable one. The population consisted of managers and experts of the Directorate General of Youth and Sports of Fars province and their number was 210 at the time of the survey. The table of Morgan is used to

determine the sample size in the study and it is estimated 132. Stratified random sampling method was chosen to collect data from the population. Figure 2 shows the research conceptual model.

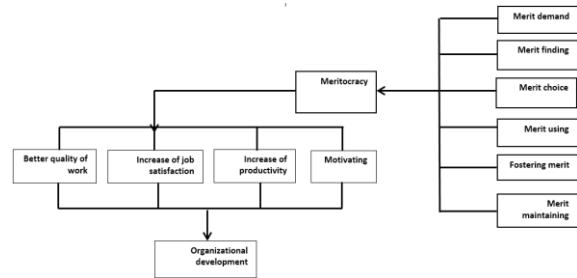


Figure 2. Research conceptual model

3.2. The data collection instrument

Questionnaire is the data collection instrument in the study.

To assess the merit questionnaire of merit was used. The questionnaire has 51 questions and including eight components of communication skills, decision-making, encourage innovation and change, business communication, leadership skills, professional skills, using positive features of self and others, the development of team activities.

To assess the organizational development questionnaire for measuring organizational development with 35 questions and 8 components of purpose, leadership, attitude to change, rewards, relationships, structures and useful mechanisms was used.

5-point Likert spectrum is used in the questionnaire. Each item has a five-point response is totally agree to totally disagree.

3.3. Demographic characteristics of respondents

Table 1, Table 2, able 3 and Table 4 we can find demographic characteristics of respondents.

Table 1. The frequency distribution and percentage of respondents by gender

	Percentage	.No
male	54.5	72
female	45.5	60
total	100	132

Table 2. The frequency distribution and percentage of respondents by age

Cumulative percentage	Percentage	.No	(year)Age
16.7	16.7	22	20-29
71.2	54.5	72	30-39
96.2	25	33	40-49
100	3.8	5	and older 50

Table 3. The frequency distribution and percent of respondents by education

cumulative percentage	Percentage	.No	Education
9.8	9.8	13	Diploma
21.2	11.4	15	Post-diploma
68.2	47	62	BA/BS
98.5	30.3	40	MA/MS
100	1.5	2	PHD

Table 4. The frequency distribution and percent of respondents by work experience

cumulative percentage	Percentage	No.	work experience (year)
17.4	17.4	23	4 and less
50	32.6	43	05-sep
71.2	21.2	28	oct-14
87.1	15.9	21	15-19
100	12.9	17	20 and more

Descriptive findings

Descriptive findings of the study include mean, standard deviation; minimum and maximum scores and the number of respondent for all variables are presented in the following tables in this study.

As can be seen working relationships are with the highest mean and decision-making is with the lowest mean. As well as the overall mean of merit is 31.25 percent.

4. RESEARCH HYPOTHESES

Hypothesis 1: There is a direct significant relationship between meritocracy and organizational development Pearson correlation coefficient was used to test the second hypothesis and the results were positive and statistically significant ($p < 0.1$) between total index of two variables. Therefore, the correlation coefficient

between the components of meritocracy and organizational development is as Table 5 and Table 6.

Table 5. Mean, standard deviation, minimum and maximum scores of meritocracy

Variable	dimension	mean	standard deviation	minimum score	maximum score	Number of statement
meritocracy	Communication skills	3.99	0.87	14	30	6
	Decision making	3.64	0.85	14	35	7
	Encouragement and innovation	3.78	0.89	15	30	6
	Work relationships	14.12	0.82	16	30	6
	Leadership skills	3.89	0.93	16	35	7
	Professional skills	3.94	0.8	16	35	7
	Using positive features of self and others	3.89	0.79	13	30	6
	Development of team activities	4	0.81	15	30	6
	Meritocracy	31.25	6.76	119	255	51

Table 6. Correlation coefficient between meritocracy and organizational development

Dependent / Independent	Goal	Leadership	Attitude to change	Reward	Relationships	Structure	Helpful mechanisms	organizational development
Communication skills	0.148	0.163	0.142	-0.002	**0.351	0.083	**0.227	*0.176
Decision making	**0.247	**0.256	**0.250	0.073	**0.411	*0.208	**0.310	**0.286
Encouragement and innovation	*0.185	*0.216	0.16	0.032	**0.286	0.122	*0.203	*0.195
work relationships	**0.2410	*0.220	*0.176	0.028	**0.346	0.157	0.171	*0.218
Leadership skills	**0.284	*0.282	**0.243	0.073	**0.298	*0.207	*0.215	**0.265
Professional skills	**0.281	**0.291	**0.281	0.133	**0.347	*0.215	**0.280	**0.302
using positive features of self and others	**0.341	**0.269	**0.289	0.093	**0.309	**0.249	**0.242	**0.293
development of team activities	**0.238	**0.250	**0.269	0.025	**0.250	*0.211	*0.193	**0.293
Meritocracy	**0.298	**0.299	**0.278	0.071	**0.398	**0.224	**0.283	**0.304

*: $P < 0.05$

** : $P < 0.01$

In general, it can be concluded that there is a direct significant relationship between meritocracy and organizational development. In other words, organizational development increases by increasing of meritocracy.

5. DISCUSSION AND CONCLUSION

The lack of meritocracy in each organization eliminates the merits, loses potential talent, reduces the efficiency of these individuals, reduces the quality of service provision, and thus reduces the productivity of the organization. Implementing meritocracy in fact, the concept of justice is

realized when justice is considered as one of the most basic principles of the religion of Islam.

That organization has a culture of merit, worthy of the selection criteria and according to which criteria chosen the right people and resulting in the appointment of qualified individuals based on expertise, skills, scientific rank, passing the required trainings for position perform the organization justice. As Ghahramani (2005) due to the necessity of establishing points to establishment of meritocracy system including short and long-term goals to achieve, job satisfaction, increase staff motivation and accountability as a result of the implementation of the system. Pahmeh et al (2000) considered four Managerial Indices for the appointment of administrators in education of West Azerbaijan province from the perspective of teachers, are: meritocracy, administrative rules, and selection based on competence and procedures for the implementation. In fact, the research also confirms that it is essential to use meritocracy and organizational justice using the procedures for the implementation and management rules. Askari Zeyarati (2012) concluded meritocracy and justice are the most important factors affecting performance of human resources in any organization and as a result, there is a significant positive relationship between employee perception of dimensions of meritocracy and organizational justice.

As a result of the appointment of qualified people, improve, motivate, increase job satisfaction and consequently increase labor productivity and overall organizational efficiency will be created. This follows the development goals of the two main objectives that arises in the expression of organizational development: 1 - improving the efficiency and effectiveness 2 - Improvement and efficiency of human resources of organization and satisfy the needs of them. The overall result of the study indicated a significant association between meritocracy and organizational development in the General Directorate of Youth and Sport is Fars province.

6. RECOMMENDATIONS FOR FUTURE RESEARCH:

1. Investigating the factors affecting the development of organizational justice from the perspective of the General Administration of Sport and Youth of Fars province.
2. Check merit-based promotion system in the Directorate General.
3. Investigating the effect of effective management of human resources on organizational development.

4. Examine other factors affecting organizational development in General Administration of Sport and Youth of Fars province.
5. Investigating the relationship between merit and commitment at the so called General Administration

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