

## The Relation between Succession Management and Process to Select Managers in Governmental and Private Hospitals

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### ABSTRACT

During recent years, organizations have encountered a great challenge to find appropriate and qualified managers. Due to high costs to find and employ managers in outside the organization and also due to lack of serious and regular attention to train managers inside the organizations, succession management helps recognize talented individuals in any organization and train them gradually to be in charge for serious positions and responsibilities during coming years. This question is replied in this study that: "Is there any relation between succession management and selection of managers in governmental and private hospitals in two Sari and Babol cities or not?"

This study is descriptive and sectional correlative. A researcher-made questionnaire entitled: "succession management and selection process" is used to gather information. 130 managers by census method and 306 nurses by stratified random sampling method based on Morgan Table were selected and participated in this research. 155 participants out of the entire statistical society (436) were in private hospitals and the rest 281 participants were in governmental hospitals.

The findings showed that there is a meaningful relation between succession management and selection of managers in governmental hospitals. There is also a meaningful relation between succession management and selection of managers in private hospitals of Sari and Babol cities.

To solve the problem of managers in organizations, succession management is a powerful tool to help define and execute functional standards clearly because succession management forces organizations to declare clearly their standards to select talented people and which capabilities, values and skills are important.

**KEYWORDS:** Succession, Selection Process, Hospital.

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### INTRODUCTION

Managers and leaders have a determining and irreplaceable position to elevate or to fail organizations. No organization may be found that experiences a continuous success without a valuable and worthy managers and leaders [1].

In our modern world, a different viewpoint is created about management requirements in 21<sup>st</sup> century, because there are too many managing deficits. The costs to find and employ managers outside an organization are too high, and there is a great lack of serious, continuous and regular attention to train managers inside the organizations [2].

During past decades, organizations referred to successor training programs to find next generation of managers and leaders. These programs focus on assignment of successors for some specific and defined positions. Such these programs will be effective if management positions are permanent and stable and managers are displaced according to defined occupational growth chart. But in the world of today, occupations especially managing positions are active and flowing and organizations have a short and flat organizational structure. Organizational charts change frequently and managers are displaced horizontally and laterally. In succession management, talented people are recognized in the organization to be assigned in key positions in future and are trained gradually to be provided for such these responsibilities through various training courses [1]. Talent finding and succession management programs include 4 principles as Peter Drucker is mentioned before:

- 1- Managers are not born, they should be trained.
- 2- Manager training process emphasizes on skills and required capabilities for further business environment of organizations.
- 3- Talent finding and succession programs require a regular and systematic planning.
- 4- Supreme organizational managers should be administrator, protector and main customer of these programs [3].

An ideal succession system helps the organizations plan to achieve these developing requirements. Such this system provides requirement of organizations to more managers and talented employees and saves key

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employees in the organization. Succession system is also a strong tool to define functional standards appropriately and clearly because forces organizations to declare clearly their standards to select talented people and which capabilities, values and skills are important. Young managers or talented people who are in succession pools, receive a clear message about expected duties and function to perform and also about expected capabilities to reinforce. The second target of an effective and appropriate succession management is to service employees. Personnel, who act beyond standards, always have the opportunity to be employed in other organizations. Such these systems may create motivation in personnel for internal upgrading, and training opportunities enthruses them to remain in their organization. Organizations usually suffer from lack of revenue of the entire capabilities and talents of their valuable personnel. Talented employees who do not find suitable opportunity for upgrading are the best victims of brain drain and will be offered more suggestions to change their organizations [2].

DELL Computer Manufacturer Company, Eli-Leili Drug producer, Pan Canada Oil Company and Sonoco Packing Company have performed many investigations in this regard[4,5]. In Iran, Iran Khodro Co., Bakhtaran Electricity Co., SAIPA Co., Pars Wagon Co. and Pasargadae Oil Co[6]. have also performed some assessments about succession. Initial stages of such this investigation is in process in Bakhtaran Electricity Co. Based on current development rate in economy and upcoming 20 years development program of country and also the function of some great industrial companies, it is anticipated to require remarkable amount of well trained and skillful managers who should be trained mainly inside the organizations[7].

Succession system is institutionalized in Islamic culture and instructions. Great God believes in human as his successor and Holy Prophet of Islam, Mohammad (P.B.U.H), introduced Imam Ali as his successor in Ghadir Khom event. This is the reason of importance of succession in Islam. In modern organizations, ignorance to succession will impose great unanticipated crises.

Regarding the importance of training talented human resources for present and future of organizations, the target of this study is to consider succession due to rapid and on the rise development of all sciences especially humanities and because retardation may encounter great and irreparable damages. To which method will Hospitals of Babol and Sari medical universities and also private hospitals of these two cities refer to select qualified people for managing positions? Will supreme managers focus on training talents and develop capabilities of strong employees or will they refer to traditional methods? This study replies this scientific question that there is any relation between succession management and manager selection process in governmental and private hospitals to provide new information for authorities.

## **MATERIALS AND METHODS**

This study is defines the relation between succession and selection of managers in all selected governmental and private hospitals in Babol and Sari during 2011 and is a descriptive and sectional correlative study. Research society includes all nurses and managers of selected hospitals. First group includes 130 managers among all managers of hospitals and nursing managers such as matrons, supers and supervisors who are selected by census method. Second group including 306 nurses out of 1600 in selected hospitals are entered into the study according to Morgan Table and based on stratified random method. 155 participants out of the entire statistical sample (436) were from private hospitals and 281 participants were from governmental hospitals. In this study, two series of researcher-made questionnaires were used as the tools to gather data. Questionnaires were entitled: "succession management" and "selection of managers". Some professionals in management approved admissibility of questionnaires. Permanency of questionnaires was defined by Cronbach's alpha, equal with 0.907 for succession management method and 0.974 for selection of managers' method. Lickert spectrum was referred for grading and some multiple choices were designed from 1 to 5 as "too much" to "too low". In first section plentitude tables according to descriptive statistics were used to analyze data and in Pierson correlation index was used to define the relation between succession management method and selection of managers' method.

## **RESULTS**

Hospitals were divided into two groups: group 1 (private hospitals) and group 2 (governmental hospitals) among 9 hospitals of Rouhani, Babol Clinic, Yahya-Nejad, Beheshti, Imam Khomeini, Buali, Nimeh-Shaban, Amir Mazandarani and Shafa.

**Table 1: Distribution of Hospitals**

	Frequency	Percentage Frequency	Cumulative Frequency	Percentage Cumulative Frequency
Rouhani	72	16.5	72	16.5
Babol Clinic	44	10.1	116	26.6
Yahya-Nejad	63	14.4	179	41.1
Beheshti	56	12.8	235	53.9
Imam Khomeini	47	10.8	282	64.7
Buali	43	9.9	325	74.5
Nimeh-Shaban	38	8.7	363	83.3
Amir Mazandarani	41	9.4	404	92.7
Shafa	32	7.3	436	100
<b>Total</b>	<b>436</b>	<b>100</b>	<b>100</b>	

Table 1 shows that distribution of questions in completed questionnaires is 72 questions in Rouhani Hospital equal with 16.5%, 44 questions in Babol Clinic equal with 10.1%, 63 questions for Yahya-Nejad Hospital equal with 14.4%, 56 questions for Beheshti Hospital equal with 12.8%, 47 questions for Imam Khomeini Hospital equal with 10.8%, 43 questions for Buali Hospital equal with 9.9%, 38 questions for Nimah-Shaban Hospital equal with 8.7%, 41 questions for Amir Mazandaran Hospital equal with 9.7% and 32 questions for Shafa Hospital equal with 7.3% which shows that the most completed questionnaires are in Rouhani Hospital.

**Table 2: Distribution of the type of hospitals**

	Frequency	Percentage Frequency	Cumulative Frequency	Percentage Cumulative Frequency
Group 1 (Private Hospitals)	155	35.6	155	35.6
Group 2 (Governmental Hospitals)	281	64.4	436	100
<b>Total</b>	<b>436</b>	<b>100</b>	<b>100</b>	

Records of table 2 indicate that distribution of completed questionnaires in private hospitals in group 1 is 155 questionnaires equal with 35.6% and in governmental hospitals in group 2 is 281 questionnaires equal with 64.6% which says that participants in governmental hospitals have completed questionnaires more.

**Table 3: Distribution of Cities**

	Frequency	Percentage Frequency	Cumulative Frequency	Percentage Cumulative Frequency
Group 1 (Sari)	201	46.1	201	46.1
Group 2 (Babol)	235	53.9	436	100
<b>Total</b>	<b>436</b>	<b>100</b>	<b>100</b>	

Table 3 shows that the number of completed questionnaires in hospitals of Sari (group 1) is 201 equal with 46.1% and in hospitals of Babol (group 2) is 235 equal with 53.9% which indicates that most of questionnaires are completed in Babol.

**Table 4: Age distribution of managers**

	Frequency	Percentage Frequency	Cumulative Frequency	Percentage Cumulative Frequency
Group 1 (0 to 35 years)	18	13.8	13.8	13.8
Group 2 (36 to 50 years)	105	80.8	80.8	94.6
Group 3 (51 years and more)	7	5.4	5.4	100
<b>Total</b>	<b>130</b>	<b>100</b>	<b>100</b>	

According to table 4 based on age distribution of participants, there are 18 people in group 1 equal with 13.8%, there are 105 people in group 2 equal with 80.8% and there are 7 people in group 3 equal with 5.4%. Consequently, most of the managers are in second age group (between 36 and 50 years old).

**Table 5: Definition of relation between training sub-directors and selection of managers in private hospitals**

		Election	sub-directors
spearman	Election	1	0.824**
	Significant		0.000
	Frequency	155	155
spearman	sub-directors	0.824**	1
	Significant	0.000	
	Frequency	155	155

Table 5 shows that there is a meaningful relation between selection of managers and training sub-directors in private hospitals of these two cities ( $\text{sig} < 0.05$ ).

**Table 6: Definition of relation Training sub-directors and selection of managers in governmental hospitals**

		Election	sub-directors
spearman	Election	1	0.788**
	Significant		0.000
	Frequency	281	281
spearman	sub-directors	0.788**	1
	Significant	0.000	
	Frequency	281	281

Table 6 shows that there is a meaningful relation between selection of managers and training sub-directors in governmental hospitals of these two cities ( $\text{sig} < 0.05$ ).

**Table 7: Definition of relation between training sub-directors and selection of managers in private and governmental hospitals in two cities of Babol and Sari**

		Election	sub-directors
spearman	Election	1	0.790**
	Significant		0.000
	Frequency	436	436
spearman	sub-directors	0.790**	1
	Significant	0.000	
	Frequency	436	436

Table 7 shows that there is a meaningful relation between selection of managers and training sub-directors in governmental and private hospitals in two cities of Sari and Babol ( $\text{sig} < 0.05$ ).

## CONCLUSION

The investigations and findings show that there is a meaningful relation between succession management and training sub-directors with selection of managers. These findings conform the achievements of Abedi *et al.* entitled: "The relation of talent management and process to select managers in health centers". According to them, there is a meaningful relation between these two variables. Training sub-directors has been one of their variables to consider talent management [3]. Mirsepsi and Gholam-Zadeh in their study entitled: "Designing worthiness pattern to train managers in governmental sector" prioritized training sub-directors in management development [8]. In studies of Scott *et al* to consider effective succession tactics in health centers, above-mentioned plan was performed to train high talented people. Javadian in his study to consider propriety of managers in Islamic Azad University, Mazandaran Province Branch, assessed succession element as positive for chiefs of this university. These findings are conformed to the achievements of this research [9]. Findings of Nazari-Manesh[10] and Eipep[11] about the process to select managers in health sector is conformed to talent and succession management processes.

It may be analyzed that succession management is included in management improvement training which is supervised by Office of Governor General (Programming Assistance). According to specific qualifications of this organization and differences in the type of services and customers, it seems to be necessary to design and execute some management training courses for managers, especially in health centers. To solve the problem to have appropriate managers in future, succession management is a powerful tool to define and perform functional standards because succession management forces organizations to declare clearly their standards to select talented people and which capabilities, values and skills are important.

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