



Compiling a Model to Foster Organizational Leaders According to Data-base Theory in Oil Company

Majid Arash^{1†*}, Hamid Rahimian², Abbas Abbaspour³, Ali Delavar⁴

¹Department of Educational Administration, Allameh Tabataba'i University, Tehran, Iran, ²Allameh Tabataba'i University, Tehran, Iran, ³Allameh Tabataba'i University, Tehran, Iran, ⁴Allameh Tabataba'i University, Tehran, Iran. *Email: majidarash100@yahoo.com

ABSTRACT

The article looks for providing a model to explain the fosterage of the organizational leaders in Oil Company. To obtain the data according to the field of the study; the qualitative method of data base theory was used. The data was gathered through interview with 21 middle and top managers and experts of Oil Company. By classifying concepts, subordinate and central categories, and finding a central category by using open, central, and optional coding method, categories forming the fosterage of organizational leaders in Oil Company and relationships between them appear in the format of a paradigm which included causal conditions (4 categories), the central category (3 categories), strategy (1 category), intervening factors (2 categories), context factors (4 categories), and consequences (1 category). In the research, the qualitative method was used in order to achieve a deep understanding of phenomenon under study. Therefore, to conduct the plan, in the first stage, to identifying a system for fostering organizational leaders in Oil Company, undetermined situation, different dimensions of the system were known by using the context theory-systematic plan and conducting interview based on the theoretical sampling. This research improvement a model to foster organizational leaders according to data-base theory in Oil Company.

Keywords: Organizational Leadership, Desirable Model, Oil Company, Data-base Theory

JEL Classification: L2

† This article derived from doctoral thesis corresponding author Majid Arash in in Educational Administration of Allameh Tabataba'i University.

1. INTRODUCTION

Nowadays, to gain a competitive position in the international arena, organizations need to adapt to environmental changes. Factors such as globalization of trade, texture and composition of the population, vision and development plans, political and social changes are among the factors which can affect the expected roles of management and leadership in different public and private sectors (Farndale, 2005).

Applying these changes requires that organizations have adaptable and efficient leaders to constantly and continuously improve the systems and processes and are customer-oriented. Such a competitive environment demands to have leaders who play a wise leadership by using appropriate leadership styles and guarantee the performance improvement of an organization in global

competition market which is the ultimate goal of any organization (Taslimi et al., 2003).

The concept of organizational leadership is of modern concepts in managerial literature of the world. Nowadays, abundant studies have been conducted in line with recognizing of characteristics of effective leadership in organizations and various books have been published in this field. The category of organizational leadership mainly refers to the empowerment of organizations's managers in areas beyond the traditional governmental processes including goal setting, planning, organizing, implementing, and controlling (Fernandez and Fellow-Smith, 2011).

Nowadays, given the importance of human resources, the practices of strengthening and fostering employees and managers have been considered by leading companies, so that, fostering

human resources goes beyond in these organizations and not only managers, but each employee are considered as a leader and they are expected to have leadership characteristics. Thus, fostering leaders of organizations has been considered. Successful organizational leaders have great ability to stimulate employees and create working motivation in them to achieve a special goal and their viewpoint is a futurist one (Rodriguez and Shaw, 2012).

As, among the distinctions of leading and successful companies in the world compared to other companies and organizations is that in all top companies, regular, serious, and follow-up programs have been designed and are under implementation to find talents and foster successions for managers and leaders and the programs enjoy of direct protection and supply of top managers of the organizations. Looking deeper to the existence of organizational knowledge, it is found that unfortunately, many basic assumptions which are educated and implemented in the name of management are outdated and most of assumptions available about business, technology, and organization go back to at least 50 years ago, the life of these assumptions has been over, and it seems that it is time to be proposed a comprehensive model of training and learning for leaders and managers (Lunenbunrg, 2011).

Over the years, to educate leadership, a wide variety of practices have been successfully used (Naidoo et al., 2011).

Nowadays, innovators in the field of leadership provide such skills and techniques through practices such as educational, training, and mentoring programs and pay attention to the their application in real-world issues. Combining these guidelines with real trading conditions, people can gain important skills and this makes it possible for organizations to find important, simultaneous, and related issues and address them.

Because, the aim of leadership development is ultimately action not knowledge. The issue of leadership has been of such importance that in the late 50 years, more than 65 different system classifications have been presented to define the principles of leadership. Also, numerous studies have been conducted in this regard. One of the first studies was conducted on management development such as characteristics of trading settings and organization's workforce and also the characteristics of personnel management by. In this study, three types of management development were identified: "Classic management development" with the aim of planning for job advancements path (career path), "modern management development" in which there is a balance between effectively planning for career path and fostering employees and "intermediate management development" (Naidoo et al., 2011).

One of the important and specified achievements during the past 20 years can be attributed to identify and understand the ability of experiences obtained in the field of leadership development. For the long times, classes on leadership and training courses related to it have been the most fundamental practices for leadership development which has already approached its evolution. In this regard, there are a variety of activities and training courses. However, classroom training is not the only part of leadership development in this area; perhaps, it will have the least importance

in comparison with the other practices. While training can be considered as the one of necessary elements for leadership development, but it seems that the trading dimension of this development has a deeper and more effect. Activities such as training, mentoring, learning, action, and 360 degrees feedback are the key elements in the field of leadership development which increasingly draw attention to themselves. Action learning is a set of organization development experiences in which the important problems of the organization are simultaneously solved (Moosakhani et al., 2007; Prince, 2014).

With a look at how to manage organizations and leadership performance, it can be said, it is rarely found those who shine both in directing subsidiary units of organizations and in leading the whole organization. In the present age, more than ever, firms need people who meet the overall goals of organizations, while directing regional units, branches, and subsidiary sections of the organizations. Thus, organizations should train leaders who are able to manage natural tensions between the macro interests of the organizations and the local interests of the units. In this regard, fostering monitoring leaders requires continuous effort, because, the conflict between unit interests and overall interests is a fact which is intensified by three factors. First that, in most organizations, units come in the form of varnishes that a person is not allowed to monitoring. Second, in less firms, there is a place for conferring people and resolving incompatibilities arising during the competition of unites. Third, in most firms, reward system encourages individual achievements rather than overall considerations of the organization (Kuneger et al., 2012).

Managerial thinkers believe that management development and leadership development are the keys to develop the country. In the words of many leaders of successful companies in the world: Train a leader, everything will follow them. Nowadays, a key to success of advanced societies is in development and advancement of those societies, and development and advancement of any organization and company is mentioned to depend on the development of the organization's leaders. In the words of one of the managerial clear-sighted persons, other economical factors such as land, capital, etc., are not the factors differentiating any organization and society from other organizations and societies but leadership is a unique and distinctive element of any organization and society from other societies. Leadership plays an important role in creativity, survival, growth, and overthrow of organizations. Given for importance of leadership, many articles and books have been written over the past half century (Noel et al., 2014).

Noel et al. say about that nowadays, we are facing a new revolution in growing and fostering leaders: Working models and technology are rapidly changing, customers have a lot of power, and people have more choices, for the reasons, our old approaches in specifying capabilities, holding classes, revealing the defects of individuals in learning and fixing them seem increasingly irrelevant and discrete with what are currently happening in the business. Our challenges is, discovering a way that we, as professional persons in fostering managers, take our valuable, rational, theoretic, and practical approaches and combine them with revolutionary changes in leadership, innovation, and implementation in order to find an

appropriate response for numerous needs and stimuli of business at the present time (Maxwell and John, 2012).

A group of researchers believe that leaders are naturally born leader and another group believe that leadership is acquirable and learnable. On any belief we are, in any way companies will still need to invest on their top employees to be able to develop and foster leadership features in them. To foster leaders, need for implementing a leading training system and dominating a succession-fostering atmosphere are strongly tangible; As Harvard, under title of training program for executives, is working to do it (Nameless, 2010).

Generally, three different forms for fostering leader have been identified: (1) Formal training, (2) educational activities, (3) self-assistance activities. Most formal training are defined and provided over a period of time and generally are carried out in a place outside the workplace of manager and by training professors (like a short workshop in a training center, a management course in an university). Educational activities are usually placed inside job operational assignments or are planned along with the assignments, these educational activities may have various forms such as mentoring by the head, or an external consultant, being supported through a person at upper layer in organization, and special assignments which bring new challenges and opportunities to foster. Self-assistance activities are carried out through individuals for themselves. An example of self-assistance activities is reading book, watching a video, listening to the radio, and using interactional computer programs for skill-making. In order that programs for fostering leadership have high effectiveness (Leem and Lee, 2015).

There should be facilitating conditions such as support of top management, backup systems to foster skills, cultural values supporting continuous learning, etc., it seems that the most obvious task of top managers in revising structure and accelerating the trend of intra-organizational transformations in order to achieve predetermined goals in the circle of desired organizations and firms is, compiling and adopting patterns and strategies based on which the direction of the organizations and firms is visible as clear as possible. Thus, any mistakes in adopting an appropriate pattern not only confronts achieving the predetermined goals with serious problems and difficulties, but also causes to be wasted a substantial amount of physical resources of organizations. Most managerial structures lacking an appropriate pattern to achieve their desired goals are usually caught in the routine planning and experience a kind of passivity and backwardness. On the other hand, even those top managers, who adopt appropriate strategies for accelerating motional trend of planning areas, can not always have confidence in strength and efficiency of the strategies adopted over the time. Because, gradually or suddenly rapid transformations of environmental conditions of organizations and the area of leaders and managers development challenge the validity of current strategies and make the necessity to restructure and modify them inevitable. In this regard, one of the most important components of leadership development is, modifying and developing strategic mechanisms and compiling appropriate patterns. In other words, a new scientific and applied look at leadership development and growth of managers will be

necessary. The existence of such a phenomenon in today full of change and vicissitudinous era is common and natural, that is, moving from the status quo to the desired status of management development (Mirsepasi, 2013).

On the other hand, oil and Oil Company play a basic role in the economic infrastructure of the countries producing this precious material. Iran's economy is also mainly based on oil. In Iran, firstly, oil as a energy source has changed the life and economy of people in the country and leads to economic growth and development (Jong and Bruch, 2013).

Secondly, oil revenues have caused a progress and advance in all economic and social aspects. It is necessary to mention that according to the statistics and information inserted in comprehensive human resources system, our Country's Oil Company has managers and leaders with an average age of 51 years among which independent companies affiliated to Oil Ministry have the youngest leaders with an average age of almost 49 years and staff of Oil Company have the oldest leaders with an average age of 52 years. According to the high average age, many leaders nearing retirement, and need of projects like Southern Pars zone requiring to complete strong managerial staff for their exploitable plans, fostering future managers is an undeniable necessity. In the meantime, today's managers especially at the top level play a basic role in order to discover talents and foster and educate tomorrow's leaders. In fact, the important role of current managers in creating a culture of succession-fostering, meritocracy, and talent-finding in Oil Company is not deniable and negligible at all. On the one hand, equipping Oil Ministry and affiliated companies to assessment centers, database of managers, and establishing a management training center for Oil Company will be effective in promoting the level of knowledge, skill, and capabilities of the current managers and will provide groundwork for investment in fostering leaders who should lead and manage Oil Company in the future years. What features our leaders, especially in great oil industry, should have, what tasks and roles they should play, what kind of abilities and skills they should have for maximum penetration and effect on their subordinates, are the questions which occupy the mind of any researcher. On the other hand, everything has ever been taught to our managers is based on findings which are not clear to be consistent with our culture and perhaps in many cases, there is an immense distance between managerial learnings and culture of the country. Perhaps, it is for the reason that despite that whatever universities and managerial training centers attempt and train educated persons, it is observed no sign of change and development in organizations especially in the industry. Indeed, what is the problem? And how can a dynamic metamorphosis and change be institutionalized in this society? It seems that the main problem is that the managers do not know what kind of knowledges they should be learned about management and leadership, what kind of personality characteristics they should have, what abilities and skills they should have, what kind of philosophical mindset they should have, and finally, what roles and activities they should carried out to lead their subordinates to dynamism and development. This research try, by identifying components of fostering organizational leaders in Oil Company, to provide a model to facilitating the growth and development of leaders in this great industry in the country (Nameless, 2010).

2. LITERATURE REVIEW

Fostering leaders as a basic ring of productivity plays a strategic and crucial role in any large and small social system. On this occasion, enormous investment is fulfilled to foster and strengthen leadership abilities and skills in developed countries. Factors such as globalization of trade, texture and composition of the population, vision and development plans, political and social changes, rules and regulations available and their changes are among factors which can influence on the expected roles of leadership in different public and private sectors (Mirsepasi, 2013).

Such that, looking deeper to the existence of organizational knowledge, it is found that unfortunately, many basic assumptions which are educated and implemented in the name of leadership and management are outdated and most of assumptions available about business, technology, and organization go back to at least 50 years ago, the life of these assumptions has been over, and it seems that it is time to be proposed a comprehensive model of training and learning for leaders and managers (Jong and Bruch, 2013).

Fostering leader is of characteristics of initiating and innovating organizations. In fact, forgetting leader fosterage is a kind of pause or retreat, and pause and retreat is equal to approach to the wane point of an organization. What is certain is that organizational survival of none of leaders is not permanent and merely relying on current managers is inconsistent with foresight and correct planning for the survival of an organization. Therefore, managers interested in excellence of organization should put the fosterage of managers on their agenda. About the subject of fostering leader, Peter Drucker believes that should we have consensus only in one thing and certainly talk about it in today's world of management, it will be that leaders are made and not born, and there should be a systematic method in organizations we can develop and foster future required talents and skills, and top management of the organization can not leave the responsibility on chance.

Patterns have been proposed for fostering and promoting managers that some of them are mentioned below.

2.1. Bouyatzes Pattern

During a research who conducted on 2000 managers from different organizations, Bouyatzes specified leadership merits in three categories and stated specified capabilities for each category. These three categories are:

- a. Purpose and action of management category: Including capabilities such as effectability, application of distincting concepts, efficiency-orientation, and detachment action;
- b. Leadership category: Including capabilities such as conceptualization, self-confidence, and application of oral statements;
- c. Human resources management category: Including capabilities such as using social power, group process management, perceptual objectivity, self-controlling, adaptability (Heydari et al., 2011).

2.2. Scheroeder Pattern

Scheroeder pattern is a complete pattern which describes managerial development process. In this pattern, five characteristics including knowledge, ability, motive, values, and management and leadership have been mentioned as merit factors of leaders and managers. Schroeder pattern is also referred to as leadership and management development effectiveness model. Schroeder has drawn the manager's development effectiveness model in the form of a process whose data are displayed in the form of system outputs after passing through the processing stage, managerial behaviors, and management development. The main aim of Schroeder model is, identifying, measuring, and developing the capabilities of leaders and managers. Schroeder has introduced components and capabilities for guarantee of high management performance which are as described below:

- Cognitive capability (capacity/competence components)
- Motivational capability (motivational components)
- Orientation capability (directional components)
- Progress capability (effectiveness components).

Finally, Schroeder believes that by developing and fostering managers and equipping them to progressive insight, it can achieve desired outputs (Woodall and Winstanly, 1998).

2.3. J. Koneger Pattern

J. Koneger, a professor in Harvard University also as an outstanding researcher in the field of development, suggests a four-dimensional pattern in order to develop the Individual capabilities of managers. These dimensions are: Personality, analytical perceptions, skills, and taking reflection from environment. In the pattern, nine methods commensurate with the dimensions of development have been proposed (Ghaffarian and Vafa, 2001).

2.4. General (Main) Pattern for Developing and Fostering Leader

Ghaffarian in a pattern presenting in the following figure has placed merit components and leader capabilities in six general groups (capability and merit dimensions) in a conclusion as described below:

- Professional knowledge and information
- Skills (behavioral skills, mental skills)
- Personality traits and capabilities (self-confidence and introversion)
- Attitude and insight (value, fundamentalism)
- Professional credit (formal strong communications, professional power, etc.)
- General credit (informal strong communications, general reputation, etc.).

These dimensions form a general pattern for fostering managers; the model which links merits and capabilities of leaders to managerial effectiveness (Gibson and Mason, 2011).

In a research, it is allocated to investigate reasons for creating failure related to leadership skills in organizations, Results of the research show new requirements in business from environmental changes demand a different style of organizational leadership

3. METHODOLOGY

compared to the past, new generations of employees demand new management and leadership styles in their organization and the amount of investment on the empowerment of managers in this area is not enough so that, only 38% of respondents have declared to satisfy with the amount of investment done in this area; moreover, return on investment has also been less than expected and the results of the investment have been considered sufficient by only 21% of organizations' managers and final point that the research has addressed about the reasons for decreasing organizational leadership effectiveness is related to resistance of managers against necessary changes in leadership style and application of new doctrines. In the research, solutions for improving leadership style have been considered so that, almost 30 specified solutions have been listed and managers and consultants of more than 500 organizations have been asked to prioritize the most important ones. Results of this section of the research show the first effective item in improvement of organizational leadership style is, creating a specified and significant distinction between salaries and benefits of leaders and other employees of organization that this difference in income in many areas can lead to encourage the leaders to effectively use leadership skills and to stimulate the employees to empower themselves in this topic (Johnson et al., 2012).

In another research under title of designing an Academic Effective Leadership Pattern, the researchers acknowledge that the studies have been showed that organizational success depends on effective leadership. This is true in all organizations including academic centers. Since, universities and high education centers are facing growing challenges in the third millennium, resolving these kinds of challenges will require having efficient and effective leadership and management. In this article, according to the theories available in the field of leadership, different effective leadership patterns and academic effective leadership have been studied and examined, and ultimately, a conceptual pattern of academic effective leadership of our country has been designed based on eight indicators which was accepted by academic leadership experts. According to the leadership experts' opinion and the results of statistical tests, the eight criteria of effective leadership have been prioritized in order of importance in the format of creating attraction, team providing, group empowerment, continuous performance improvement, having vision, self-assessment, inspiring, and mentoring (Boies and Howell, 2006). In a research under title of "strategic thinking of leadership to design supportive environment of organization" acknowledge that leadership capacity for strategic thinking is a key for a much higher performance. Knowledge of combining work with experience is a pure combination for ability of strategic thinking. Internal environment changes of organization with organizational elements can create a higher cognitive and functional environment.

Leaders are considered as makers and reformists of the internal environment of organization who have high ability for promoting and establishing a stronger relationship between organizational processes and employees' ability. A set of activities including specialized plans of training, increasing skill and learning can foster leaders with high skills which lead to team works by increasing strategic thinking.

Because of limited studies and lack of determination of concepts formed for fostering organizational leaders in Oil Company, achieving a deep description of experiences, perceptions and attitudes of top and middle managers and clear-sighted persons in order to explain developmental dimensions and dominant conditions and their consequences, qualitative method of theory derived from data has been used. Research method of theory derived from data is a qualitative research method by which a theory is created by using a group of data. So that, the theory explains a process, an action, and an interaction on a broad level. This method is inductive and exploratory which will allow researchers in various fields to develop their theory through comparative analysis of observations instead of relying on existing theories, and since, the theory is derived from data, it is proportional to the situation under study and provides a better explanation of existing theories for undetermined situation (Bazargan and Abbas, 2009).

In theory derived from data, a research starts from a field of study, and it is given a chance to what is proportional and relevant to the topic appears and therefore, it is considered a kind of exploratory research as well (Strauss and Corbin, 2012). Because fostering leaders was one of vague and little-known issues before the stakeholders of oil industry, interviews were organized with top and middle managers of Oil Company who had management and policy-making experience in order to explore a pattern for fostering organizational leaders in Oil Company. To avoid bias, a semi-structured tool with 12 items centered on dimensions, traits, and components of fostering leaders, factors influencing on the model for fostering leaders, as well as strategies of fostering organizational leaders was proposed in the format of traits and requirements, individuals and groups involved, barriers and factors facilitating the fosterage of leaders in Oil Company, changes made, and the like which extracts content, strategies, context and environmental conditions, as well as the consequences of fostering leaders in Oil Company. Times of interviews were between 60 and 120 min and they were carried out in presence that the presented items were recorded on a tape recorder and then were implemented (Creswell and Clark, 2010).

Participants in the present research included 21 top and middle managers and clear-sighted persons of Oil Company who were selected based on repetition logic (Gull et al., 2008) and in order to develop theory purposefully which is referred to under title of theoretical sampling (Rabins and Steffen, 2012) and it continued until that saturation in gathered information is achieved. In the process of gathering information, concepts and interpretations in this regard were gradually being accumulated so that from the fourteenth interview, conclusion and investigation of the interpretations led to the main topic, thereafter it was tried the next items to be set forth and continued around it. The interview was continued up to 21th interview as well. To ensure the validity of the research, namely the accuracy of findings from researcher's viewpoint, participants, or research report readers (Kumar et al., 2013).

The strategies of implementation by members, investigation by peer, being collaborative, reflectability of researchers were used during which some of participants revised final report of the first stage, analysis process, or the topics obtained and expressed their opinions about them. Several professors and PhD students in Educational Sciences investigated the findings and commented on them, simultaneously, the participants were used in analyzing and interpreting the data, according to the background of the researcher in the field of educational sciences, it is tried the main item of the research proceeds in the format of Strauss and Corbin's systematic model by relying on asking open questions and coding with an open mind as far as possible biases are avoided (Low et al., 2016).

4. EXAMINE QUESTIONS

In the research, the qualitative method was used in order to achieve a deep understanding of phenomenon under study. Therefore, to conduct the plan, in the first stage, to identifying a system for fostering organizational leaders in Oil Company, undetermined situation, different dimensions of the system were known by using the context theory-systematic plan and conducting interview based on the theoretical sampling. In stage analysis of the findings, the concepts as an analysis unit were considered at the text levels of the whole interview, paragraph, statements, and sentences by using analytical techniques and it is tried to extract the open cods by separating the text of the interview to the elements having a message within the lines and paragraphs. 125 concepts were obtained through open coding that 32 main categories were formed by classifying these concepts and were classified around 15 main categories in the coding stage (Figure 1).

During the selective coding process and integration process for integrating and refining the theory, the texts of the interviews were investigated for several times and after identifying the central category and using it in order to approach the categories, the statements and ideas indicating the relationship between the main and subordinate categories were considered. Accordingly, the relationships between the main categories and paradigm model of fostering leaders were formed. Ultimately, detected categories were placed in 6 formats of the paradigm model along with the relationships between them in the form of causal conditions (4 categories)-main category (3 categories)-strategies (1 category)-intervening factors (2 categories)-context factors (4 categories)-and consequences (1 category) (Figure 2).

5. CONCLUSIONS

5.1. Central Category

The central category is looking for answering the question that what is going on? Fostering leaders is a category that all the factors move to describe and explain it. This category has consisted of 3 main categories and 8 sub-categories. The first category which is important in the discussion of fostering leaders is attention to leadership thinking. The category of leadership thinking has consisted of sub-categories of strategic thinking and critical thinking. Everyone acknowledges this point that human being is the most important and at the same time complicated component of the process of value creating. Reaching a common goal for a group depends on their motivation. Studies show that averagely about 60% of the capabilities of any human being depend on their motivation and this is sufficient to refer to the importance of the has. But, motivation is a very complicated issue, because human being is complicated. When leaders struggle to affect their group's thoughts and performance, they have to face the question, How can we manage something which is not seen? The answer of any leader to the question determines a big part of enthusiasm, commitment, and performance of an organization's staff. Appropriate motivation of subordinates means taking more than 60% of the way to success, and neglect of the issue makes any proper plan stagnated and failed from the beginning (Low et al., 2016; Heydari et al., 2011).

The first sub-category of leadership thinking is critical thinking. The first treat which requires for a leader having critical thinking is the trait of penetration. Penetration is a process which changes or affects a person's behavior, why people do to their desire. Here, a manager or leader supposes that anyone naturally has needs and wants and his/her duty to penetrate the others is, guiding them towards their wants. Also, generally patterns for penetrating people can be classified in four basic groups which are: Penetration via authority, penetration via threat and coercion, penetration by workmanship, penetration via cooperation and collaboration. We can take advantage of each of the ways to penetrate in different leadership styles and also different conditions of organization.

The second subject of the central category refers to effective communications. The category includes the sub-categories of achieving the goals of group and preservation and promotion of group. In investigating the relationship between leadership and

Figure 1: Process of data management and evolution of the model in three coding stages

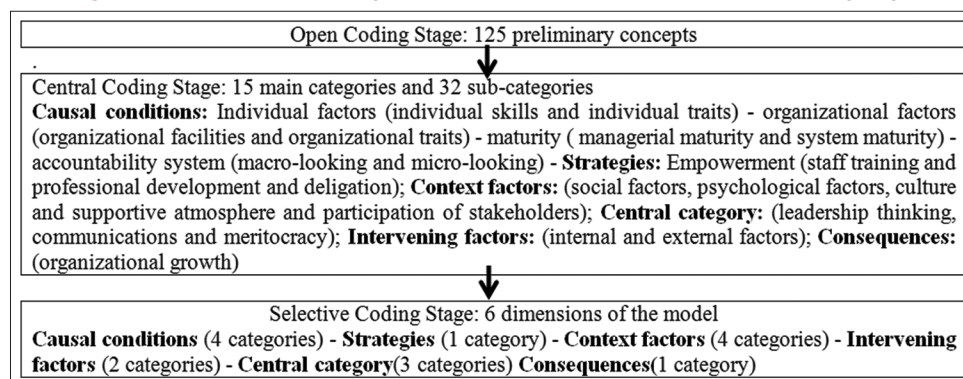
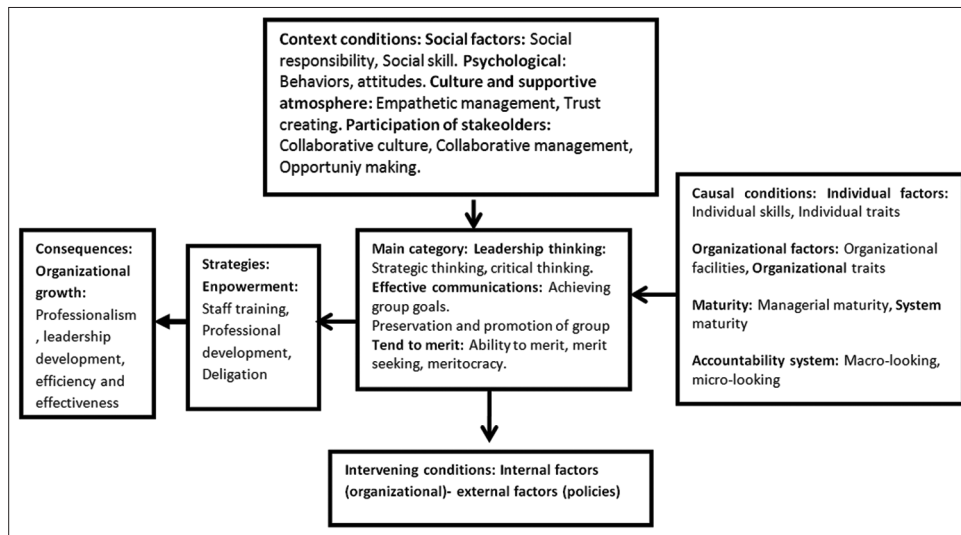


Figure 2: Qualitative model of the research, fostering organizational leaders in Oil Company (according to systematic plan of data-base theory)

organizational communications and the nature of leadership styles effect, interaction of leadership styles with situational variables in organization and followers' traits, we can reach to this definition: Leadership is: Interpersonal effect applied in one or more special situations through the process of communications in order to achieve the goal(s) of a person or organization. It is interesting that this definition points out the dependence of leadership on communications, that is, there can be no leadership without relying on communications. In the scope of communicational tasks of an organization's leadership, it should be noted that generally the task of a leader is, affecting group to do two main goals: (1) Achieving the group's goals, and (2) preserving and promoting the group.

The third subject of the central category refers to tend to merit. The approach of Oil Company system from taking a decision in identifying, recruiting, and fostering leaders to appointing and maintaining them should be tent to merit approach. It is obvious to achieve this we require basic infrastructures in this field that it contains from soft cultural approach es to modeling and expression of merit in goals and values. This general category has been classified in three categories which are: (1) Ability to merit, (2) merit seeking, (3) meritocracy. Establishing a successor-fostering system requires that in first step, notion of meritorious-seeking should be expressed in dimensions, bodies, and elements of Oil Company whose appearance is in goals, values, and long-term plans of Oil Company. In the first step, demanding and meritorious-seeking should certainly dominate over the system; That is, individuals who are assigned to a position (responsibility) should be meritorious. In this regard for different responsibilities specially key responsibilities of Oil Company, necessary merits for incumbency of the position should be defined and in other words, merit model should be institutionalized. Any responsibility has its own special merits and the difference of merits should be considered.

5.2. Causal Conditions: Antecedents of Fostering Leaders in Oil Company

Conditions are set of events and phenomena which create situations and issues related to the phenomenon and explain to a certain

extent how and why people and groups respond in terms of those conditions. In the present research, according to Strauss and Corbin's paradigm model, "conditions" have been discussed under titles of causal causes, intervening, and context. In the present research, the causal conditions have consisted of 5 main categories and 8 sub-categories. The first category is individual factors which have been introduced with sub-categories of inherent skills and individual traits. The inherent skills are related to traits which are in the nature of a person and are not acquirable.

Organizational factors are the second category of causal conditions. The category consists of sub-categories of organizational facilities and organizational traits. Organizational facilities refer to current economic and social conditions in organization for establishing a correct succession-fostering system. Innovation is among these conditions. The innovation should occur at different levels and fields. Using new managerial practices as well as existing modern technologies for servicing in organization are among these conditions. Organizational traits have considered cases facilitating establishment of succession-fostering pattern in Oil Company as well. From one of the interviewees' viewpoint, "In Bess and Rigue's opinion, the world is changing with increasingly speed and the wave of this change has covered everything including organizations. For example, an increase in cultural diversity among individuals working in organizations is very obvious. Accordingly, it can be said that leaders have faced new challenges as well and to manage these conditions, need for behavioral features and a special style in leadership is felt."

The next category in causal conditions is maturity. The category has been described by two categories each of which has covered this general category from a view and they are: (1) Managerial maturity, and (2) system maturity. When leaders are equipped to special abilities in terms of management quality in an organization and there are a sufficient number of executives and potential management options for different positions and on the other hand their establishment is according to their education and experience and a specialized look is dominated, the organization will have managerial maturity.

The following statements indicate the interviewees' look about the matter which have been stated by one of the specialists in the arena of human resources management and of course succession-fostering.

Managerial maturity is the level of development of manager on desired subject. To what extent do the managers of organizations - in the field of both implementation and scientific - have a necessary insight, attitude, understanding, and tact in the field of succession-fostering system and talent management? Is there the insight (not knowledge, because everyone has the knowledge) in this field? Insight is institutionalization of knowledge inside us which operationally appears in our mind and behavior; even if insight is conceptual, but its external evidences also appear.

Accountability system: This general category has been considered from two perspectives: (1) Macro-looking, and (2) micro-looking. Macro-looking indicates that Oil Company is accountable for resources and facilities received and specified objectives and a system is established to rank organizations. Micro-looking indicates that managers in their management position are accountable for their budget available and the objectives of their scope of management and individual performance of the manager is assessed, thus, ranking of managers system is established within the organization. In other words, as long as such the system is not established, it can not be spoken of establishing management succession-fostering system. The following statements indicate the establishment of accountability system as one of the antecedent of management succession-fostering system which have been stated by the interviewees in different dimensions and categories.

5.3. Context Conditions of Fostering Leaders in Oil Company

Context is a special set of conditions which gather in a special time and place to create set of circumstances and issues to which persons respond by special action and interactions. Context conditions of fostering leaders in the present research include social and psychological factors.

Social factors contain sub-categories such as social responsibility and social skills. Social responsibility means that a leader would be accountable for all issues emerged in organization. This requires that the leader have traits such as foreseeing, servicing, supervising, and commitment to the growth of individuals. Foreseeing is a correct and knowing guess about something which may happen in future and the serving leader obtains necessary tools and munitions to use and exploit situations in this way. The visibility of leaders having the foreseeing trait is wider than their followers. Serving leaders are able to foresee the future as well as the results of their decisions and this is a great advantage for them, the ability which may be seen less in other leaders or does not exist at all.

Basic and major part of service is, supervising and being servant. Being servant includes empowerment which shows leaders should be as servant and agent of their followers. Being servant and supervising are interpreted as commitment to service; servicing to people and attention to the organization's considers moving

towards being servant and supervising as a new paradigm in leadership. Serving leaders are servants who put needs of the others prior to their needs and wants. A Serving leader promotes servicing and encourages followers to present their ideas and opinions for growing organization and creating effective changes.

Commitment to the growth of people is as a democratic aspect of serving leadership. The serving leaders foster their followers to obtain their maximum potential capacity and encourage them to more creativity and effort. The challenge of reliable leaders is attention to the growth and development of their followers.

The second sub-category of social factors is social skill. To be able to be a leader, a person should possess skills such as listening, empathy, healing, awareness, and persuasion. In leadership literature, listening includes a process in which a leader is able to recognize their followers' inner thoughts and pay attention to their opinions and ideas and be completely aware of them. Leaders can show their respect and appreciation to others by listening (Strauss and Corbin, 2012).

The second category of context conditions includes psychological factors. This category contains sub-categories of attitudes and behaviors. The value of self-awareness and self-management, establishment of relationships, intuitive, and emotional factors are unquestionable. In today's organizations, work teams are vital for success. Managers and employees can create team morale and empowerment of working environment by improving emotional intelligence characteristics. Leadership of an organization demands special features for adaptability to changes and in order to survive and grow in new business environments that generally, managers in response to them encounter many problems. In this field, one of the most important personality components which can help leaders and managers. Behaviors are one of the psychological sub-categories. These behaviors include cases such as resiliency and gratitude.

Successful coping with stressors and difficult situations is called Resiliency. Resiliency was proposed as a popular field in recent years and studies and discovers personal and interpersonal abilities of resilient individuals having power to accept reality and causes progress and resistance in difficult conditions and they believe that life is more meaningful than what they want to surrender against difficulties. Resiliency at an organizational level is structural and procedural dynamism which causes an organization to have necessary capacity for dealing with difficulties. Resilient organizations are known by dimensions such as effective structures of power, social relationships, reality admittance, positive attitude to change, differentiation, and communications. Gratitude comes when we acknowledge to have received a positive social behavior in a relationship. Gratitude is a positive moral emotion or three reasons.

First that, it allows us to know whether we have had a positive emotional behavior towards other person.

Second that, it motivates us to express a positive social behavior and avoid an anti-social behavior.

Third that, moral behavior of a person who has had a meritorious action and has been appreciated by us ie reinforced. Studies have showed physical health and mental health of persons who have written their appreciable memories have been better than those who have written their mental stressful memories and other unpleasant events.

Second sub-category of psychological factors is Attitudes. The attitudes have much importance in the process of fostering leaders. For many years, psychologists had focused on the illness-like dimensions of man's performance and behavior and considered less the positive features. But, lately a movement has occurred in this area who are looking growth and development of individual, organization, and society. The effects of this movement can be observed in organizational and applied studies. Factors such as forgiveness and optimism can be among the sub-categories of psychological behaviors.

Another category in relationship with context factors is culture and supportive atmosphere. Culture and supportive atmosphere: One of the context factors influencing on establishment of management succession-fostering system in Oil Company is supportive atmosphere and environment. The supportive atmosphere and environment factor influences on establishing succession-fostering from two basic viewpoints. (1) Empathetic management, and (2) trust-creating. Establishment of management succession-fostering system requires to train individuals having capabilities and abilities for incumbency of managerial positions. On this basis, it should be allowed to appear abilities including acceptance of subordinates' mistakes. Identifying managers with high capabilities requires that the managers have not self-centered and individualistic morale in their management position and allow the others to have freedom of action. Commitment of Oil Company's board of directors to establish management succession-fostering system is among the other considered issues. Generally, should Oil Company have not a empathetic management, infrastructure of succession-fostering is not provided. Empathetic environment and atmosphere is not achieved by individualistic managers' look, self-centeredness, and that in affairs we consider only our view. Thus, successor-fostering in an organization whose managers have self-centered morale is not established.

Another point and issue which has been considered by several officials and heads of Oil Company is persuasion of managers to attend executive activities, and in fact, create a sense of fixation to Oil Company that the fixation to actions and activities should be created in everyone by involving them in managing Oil Company.

Another sub-category is opportunity-making. In parallel of culture-making for successor-fostering, it should be made opportunity for all stakeholders to attend in managing Oil Company and their participation in decisions-making. In other words, it should be made opportunity for all Oil Company society to attend and participate. After making an opportunity for participating the all Oil Company society, it shall be provided an equal opportunity for all managerial talents to attend. This opportunity-making can be realized by opportunity justice. That is, all shall have an equal opportunity in order to attend the management arena of Oil

Company given their capabilities and talents. In this regard, it should be managed to avoid exclusive management which places at the possession of a few special persons, and it should be provided a context for the best to attend by rotation of management.

Another sub-category in context conditions is participatory management. This category has consisted numerous interpretations. In other words, the category means that there shall be cooperation in decisions-making and affairs are done through autonomous teams. That is, Oil Company shall enjoy of attendance of advisory rings, institutions, and council in taking and implementing decisions. Beside of organizing the autonomous teams, rings, and institutions, the management in Oil Company should be done in the form of democratic leadership and by participating all stakeholders. After the Oil Company system believed in cooperation, in exchange for the cooperation and the culture, rings, institutions, and councils as well as autonomous teams should be created in the structure of Oil Company in order to realize this and in fact, to manifest the cooperation. In the researcher's opinion this structuralization is among soft structuralizations in the researcher's opinion, because, activities which are done in the structure are of software.

5.4. Intervening Factors

In addition to causal conditions which have direct effect in providing the pattern for fostering leaders, there are factors which are in relationship with these conditions and are followed by continuity or discontinuity of the pattern for fostering leaders. These conditions are called intervening conditions by Strauss and Corbin. In the present research, these factors have two categories of internal factors and external factors. The internal factors include the cases which exist within the organization and are related to the organization and include the cases such as roles multiplicity, roles conflict, lack of appropriate structures, Lack of attention to improving systems, and lack of meritocracy. Role concept is a interdisciplinary one. Psychologists define "Role" as an aspect of personality and in fact, as "external function of ego." In social psychology, role refers to a set of formal and predictable attributes which is associated with a social particular status or position and is distinct from personal characteristics of a person who has that status or position. In today's organizations, roles multiplicity are very evident that this factor causes the loss of job focus. Should roles multiplicity are to the extent to which the person is unable to meet the role commensurate with their social base as it is expected, they will face the issue of roles contradiction or conflict. Roles conflict is used in cases that playing conflicting roles is not socially possible and a person is unable to play the role because of having one or more bases which require to play conflicting roles. Role conflict means that because of roles multiplicity, some roles are incompatible with other roles and even in some cases, a role may be so important which affects other roles. In other words, a person may have numerous roles that it may occur a kind of collision and confrontation between them that it is said so-called roles conflict; That is, some roles are incompatible with some other. In the category of fostering leaders, roles conflict causes to lose organizational focus.

Second category which has been proposed as intervening factors is related to policies being needed for fostering leaders in

organization. The policies imply that rules and regulations are needed for managing organizations. On the other hand, the rules and regulations need for appropriate structures to establish an appropriate pattern for fostering leaders in an organization. Should the rules and regulations have defect and shortage, fostering leaders will be incorrectly implemented and meritorious persons will not be choosed for leadership.

5.5. Strategies

According to Low et al., 2016, strategies are acts, interactions, and actions which apply in normal procedure and how to manage situations by persons in face with problems. These are the behaviors people, organizations, and societies do or say. These acts are deliberate actions undertaking to solve the problem and a special phenomenon is formed by being done them. Strategies have been obtained by empowerment category. Empowerment is deligation of power to others, and for a serving leader, it includes effectively listening, making a significant impression on people, emphasizing team work, and valuing the love and equality. Empowerment emphasizes team work and reflects, interest, and equality values. To empower, behavior of leadership should be “bringing in its wake” and “attraction” not guidance. The purpose of empowerment is the creation of successful leaders at different levels of organization. Empowerment should be along with deligation so that, persons can well manifest their talents. This ensures that the focus is removed from an individual and all individuals in the organization are important.

5.6. Consequences

According to paradigm model Low et al. (2016), any certain act/ interaction done or not done in response to an issue or a problem or in order to manage or keep a situation on behalf of a person or persons, intentionally or unintentionally occurs. In the present research, the consequences have been obtained by Organizational Growth category. Organizational growth is a kind of programmed effort to create a kind of metamorphosis which has been aimed to assist the members of organizations so that, they are able to do affairs that they are obliged to do better than before to be done. Organizational growth is a tool for advancement of organization. In other words, everything is applied for betterment of an organization is called Organizational Growth. This general category has consisted of three other categories under titles of (1) Professionalism, (2) Management Development (Leem and Lee, 2015) and (3) efficiency and effectiveness.

1. Professionalism: When an organization wants to move toward growth, expertized level of the organization should be promoted and expertized look should be dominated on the entire body of Oil Organization and all affairs. Basically, debate of successor-fostering promotes expertized level of the system and scientific power of the system and whatever it goes higher, the Board of Trustees and beside of it, the organization is empowered. Result of successor-fostering will be promotion of the management of organizations in terms of knowledge and abilities.
2. Management Development: Management Development means that Oil Organization increases its management capacity and is able to possess managers with different abilities. This capacity increase means that we are able to identify management talents

in the organization and foster them for incumbency of different positions, and for each management position, different talents are prepared for incumbency of responsibility.

3. Efficiency and effectiveness: Among the consequences of fostering leaders in management of Oil Company is realization of efficiency and effectiveness, and efficiency of the organization will increase. In short, the organization gets more ready and it can hope that its efficiency increases. The rule should be that the role of a manager is a determinant role. When Imam Khomeini said, Beheshti was as a nation, it is true that a manager can change a society. Efficiency means doing things right. That is, those goals the organization has set for them are rightly realized. Effectiveness means identifying appropriate goals for Oil Company. Generally, successor-fostering causes to improve organizational performance and increase the productivity of the organization. Generally, fostering leaders causes the organization to have an upward trend for realizing its goals and plans, and quality is improved in the organization day-to-day. It means that we believe that should successor-fostering occurs in handling managers which is imperative, the organization achieves a better excellence. In our country, many motions is step by step, namely, by the change of a manager, an organization falls one step even if a meritorious manager has been selected outside the organization. Therefore, successor-fostering helps that the curve of the organization is a continuous upward curve (Kim et al., 2015; Prince, 2014).

In summing up the above categories and sub-categories, it can be said that fostering organizational efficient and meritorious leaders requires attention to all aspects and holism view which can be as an appropriate and optimal pattern for fostering them that the pattern includes attention to central conditions and categories, context conditions, causal conditions, intervening conditions, strategies, and consequences.

6. ACKNOWLEDGMENTS

This article derived from doctoral thesis corresponding author majid arash in in Educational Administration of Allameh Tabataba'i University. Thanks to all those who is collaborated in this research Especially Allameh Tabataba'i University.

REFERENCES

- Bazargan, B., Abbas, A. (2009), Introduction to Qualitative Methods & Common Approach Mix in Behavioral Sciences. Tehran: Didar Publication.
- Boies, K., Howell, J.A. (2006), Leader-member exchange in teams: An examination of the interaction between relationship differentiation and mean LMX in explaining team-level outcomes. *Leadership*, 17(3), 246-257.
- Creswell, J.W., Clark, V.L.P. (2010), Designing and Conducting Mixed Methods Research. 2nd ed., Vol. 34. Sage Publication, Inc. p388-389.
- Farndale, E. (2005), Human resource professionalism: A comparison between UK and European countries. *International Journal of Human Resource Management*, 16(5), 660-675.
- Fernandez, V., Fellow-Smith, E.A. (2011), Feedback on a specialty trainee's management and leadership group. *The International*

- Journal of Clinical Leadership, 17(1), 53-60.
- Ghaffarian, G., Vafa, V. (2001), Managerial Merits. Vol. 2. Tehran: Industrial Management Organization. p9254-9260.
- Gibson, J.W., Mason, J.L. (2011), Executive leadership development as a strategy for long term business success. *Journal of Business and Economics Research*, 5(9), 1-10.
- Gull, G., Mervitte, M., Bourg, B., Gull, G., Jouyi, J. (2008), Quantitative and Qualitative Research Methods in Behavioral Sciences and Psychology. Thousand Oaks, CA: Sage Publications.
- Heydari, H., Rahman, R., Farsani, B., Meysam, M., Esmaeizadeh, E., Zohreh, Z. (2011), Dynamic Theory Of Leadership Development, National Conference On Management & Leadership Challenges in Iranian Organizations. Esfahan: Islamic Azad University: Unit of Sciences & Research. p1.
- Johnson, R.E., Veuns, M., Lanaj, K., Mao, C. (2012), The leader identity as nantecedent as the frequency and consistency of transformational, consideration, and abusive leadership behaviors. *Journal of Applied Psychology*, 97(6), 1262-1272.
- Jong, D., Bruch, S.B.H. (2013), The importance of a homogeneous transformational leadership climate for organizational performance. *International Journal of Leadership Studies*, 8(1), 1-18.
- Kim, D., Jung, J.T., Yen, Y.Y., Kim, C.M. (2015), The influence of the process of creating organizational culture on organizational commitment and job involvement. *Indian Journal of Science and Technology*, 8(S7), 383-393.
- Kumar, K.K., Jain, K.K., Tiwary, R.R. (2013), Leadership activities and their impact on creating knowledge in organizations. *International Journal of Leadership Studies*, 8(1), 16-27.
- Kuneger, J.A., Kanago, K., Rabindran, R. (2012), Charismatic Leadership in Organizations. Vol. 1. Translated by: Vahid Kamalian Mehrizi & Hamidreza. Translated by: Nasr Esfahani. Tehran: Esmaeili Givi, Samt Publications.
- Leem, T.J., Lee, S.W. (2015), The role of non-financial measures in the relationship between servant leadership and organizational effectiveness. *Indian Journal of Science and Technology*, 8(S8), 275-283.
- Low, R.Q., Baharudin, A.S., Lim, S.C. (2016), The organizational factors that influence the adoption of problem solving tools in Malaysia small and medium enterprises. *Indian Journal of Science and Technology*, 9(10), 1-5.
- Lunenburg, F.C. (2011), Leadership versus management: A key distinction-at least in theory. *International Journal of Management, Business, and Administration*, 14(1), 1-4.
- Maxwell, M., John, C.M. (2012), Necessary Attributes of a Leader. Translated by: Aziz Kiavand. Tehran Fara Cultural Organization Publications.
- Mirsepasi, M. (2013), Necessity of strengthening management skills, management studies quarterly periodical. Faculty of Management and Accounting of Allameh University, 4(3), 1-11.
- Moosakhani, M., Morteza, M., Mohammadnia, M., Ali, A. (2007), Presenting & explaining indicators of new leadership model and how to integrate it in organizations (comparative comparison of serving leadership and transformational leadership). *Management Culture*, 14, 163-201.
- Naidoo, L.J., Scherbaum, C.A., Goldstein, H.W., Graen, G.B. (2011), A longitudinal examination of the effects of LMX, ability, and differentiation on team performance. *Journal of Business and Psychology*, 26(3), 347-357.
- Nameless, N. (2010), Designing a Plan For Developing & Fostering Leaders of Global Firms, Required Merits of Iranian Leaders in World Class, 7th International Conference On Management. Tehran: Aryana Research Group. p1-28.
- Noel, N., Jim, J., Datlich, D., David, D. (2014), Fostering Leaders. Translated by: Haydeh Hadavi. Tehran: Cultural Research Office.
- Prince, M.J.A. (2014), Experimental study on nonionic surfactants for minimizing surface adsorption as an improved oil recovery (IOR) process. *Indian Journal of Science and Technology*, 7(S6), 78-81.
- Rabins, R., Steffen, P. (2012), Foundations of Organizational Behavior. Translated by: Ali Parsaeian & Seyyed Mohammad Arabi. Tehran: Cultural Research Office Publications. p322.
- Rodriguez, J.O., Shaw, M.E. (2012), Refocusing training leaders toward the learning organization paradigm. *Journal of Business Leadership Today*, 3(7), 1-19.
- Strauss, A., Corbin, J.M. (2012), Foundations of Qualitative Method, Techniques & Production Stages of Context Theory. Translated by: Ebrahim Afshar. Tehran: Ney Publication.
- Taslimi, T., Mohammadsead, M., Bazargan, B., Abbas, A., Moosakhani, M., Mohammad, M., Alvadari, A., Hassan, H. (2003), Developing change-creating leadership development pattern in state universities in order to modify job alienation (case study: Payame-Noor University). Publication of Governmental Management, 3(8), 19-38.
- Woodall, J., Winstanly, D. (1998), Management Development: Strategy & Practice. Oxford: Blackwell Publishing.