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Developing a Model of Job Competencies for Bank Saderat Managers

Ahmad Reza Fotovvat[1], Ali Delavar[2*], Noor Ali Farrokhi[3], Jalil Younesi[3], Asghar Minaei[3]

1. PhD Student, Department of Assessment & Measurement, Faculty of Psychology & Education, Allameh Tabataba'i University, Tehran, Iran.
2. Professor, Department of Assessment & Measurement, Faculty of Psychology & Education, Allameh Tabataba'i University, Tehran, Iran.
3. Associate Professor, Department of Assessment & Measurement, Faculty of Psychology & Education, Allameh Tabataba'i University, Tehran, Iran.

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Purpose: The present study was conducted with the aim of "developing a model of job competencies for managers of Bank Saderat".
Methodology: This research is applied in terms of purpose and qualitative in terms of method and has an inductive approach. The participants of the present study were branch managers and banking experts in Tehran. Since in this study, the aim was to present the competency model of Bank Saderat managers, therefore, purposive sampling method was used. The focus has been on people with more experience in the banking industry. At the beginning, criteria for purposeful selection of experts and managers were considered. Based on these criteria, a list of these experts and managers was prepared to make the necessary arrangements for scheduling and conducting the interview. Therefore, the population of this study was the employees and experts of the bank; Sampling was performed by purposive method and the researcher reached the level of theoretical saturation with 15 people. Semi-structured interviews were used to collect data. In order to analyze the data, the content analysis method was used.
Findings: The research findings showed that after analyzing the data obtained from the interviews and all the basic and organizing topics, 5 comprehensive topics are: - Interpersonal competencies 2- Individual ethics 3- Professional ethics 4- Managerial competencies 5- Competencies Professional; The main components of job competencies of Bank Saderat managers were identified.
Conclusion: Considering the compilation of the competency model using the extracted components, it is recommended that standards and criteria based on these components be formulated and designed for hiring managers, and considering that the training and updating of managers is one of the components obtained in This research is recommended that the training of competency programs to managers as well as employees of a complex should be put on the agenda. It is appropriate for managers to help improve organizational behaviors by investing in professional ethics on the people of the organization, and in this way, in addition to benefiting from people with high human capital, they can also benefit from the advantage of expanding the effectiveness of their organization.

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* **Corresponding Author Email: delavarali@yahoo.com**

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1. Introduction

Today, despite the high competition between organizations, many organizations have tried to overcome internal and external obstacles by implementing programs and processes, while improving and improving job performance, and creating the necessary ground for improving the overall situation of the organization, to create Due to the high importance of productivity in the workplace, the job performance of employees is the concern of many organizations (Newman & et al 2004) and as actions and behaviors that are under the control of employees and lead to their achievement Organizational goals are defined. In order to improve the performance of the employees and the organization, the human resources architecture should be drawn based on the model of competencies considered by the organization in order to achieve the above goals in such a way that the organization can be assured of obtaining capable and competent people in line with provide its goals (Movafagh & et al, 2015); In other words, one of the ways to increase the job performance of employees and as a result to improve the performance of the organization is to select and place people based on their abilities and competencies.

Abbaspour (2012) states that in recent decades, when we see a transformation in management ideas in the field of post-modernism, the best belief is that the secret of the success of companies and organizations depends on human resource management based on strategic thinking, As a result of numerous changes in recent times, such as: the dynamic nature of the competitive environment, the flattening of organizational structures, the globalization of organizations and other cases, the need for competent managers and the need for new approaches has become more apparent. "Competency approach" is one of the most recent and important approaches that was proposed as an effective way of thinking to face these changes (Nwokah, Ahiauzu, 2008).

The competency approach is an important milestone that clarifies what is needed for successful performance (Özçelik & et al, 2006). Therefore, the importance of competency-based approaches in the field of management also increases every day; because these approaches solve many of the issues and problems that exist in traditional methods (Ahadzie, 2008). The rapid adoption and expansion of the competency approach is due to the different benefits that this approach has for organizations and managers at different levels (Karami & et al 2009). Competencies are used to increase the performance of an organization and its employees and generate competitive advantage. Also, case studies show that organizations use competencies for various reasons such as: increasing employee productivity, reducing training costs, reducing employee turnover, emphasizing people's capacities instead of their jobs, transferring valuable behaviors and organizational culture, and strengthening team and mutual behavior (Robinson & et al 2007); In addition, the use of competencies is a way to integrate HR strategy with organizational strategy and add value performance to the organization. Competency models help to link people's behavior with organizational strategies, goals and values and are used at the organizational level to guide decision-making (Wickramasinghe & et al, 2009). Competency modeling as a central point for planning, organizing, integrating and improving all aspects of the human resource management system has a wide application in the fields of evaluation and selection, promotion, training and development of people, performance management, recruitment, and career development and planning (Bissett, 2009).

Due to the importance of this, in recent years, many efforts have been made by researchers to study and identify competence. The results of past researches indicate the influence of managerial competencies on marketing effectiveness, effective leadership, performance management, individual and organizational performance, managerial effectiveness, managerial performance evaluation process, workplace learning, effective performance, organizational morale and managers' effectiveness (Spendlove 2009, Rappe & et al 2007, Levenson 2006, Hernandez-Marrero 2006). But it should be kept in mind that the competencies are different from one organization to another and at different management levels, according to the context of its application.

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Today, global competition, the ever-increasing and changing expectations of key customers, the ever-increasing growth of unions, partnerships, mergers and the purchase of ownership of organizations, as well as rapid technological developments and the ever-increasing and changing expectations of employees about working conditions and the amount of talent in different countries, including Iran, and the globalization of organizations, Among the recent notable events are managers of organizations. The globalization of business, the emergence of new communication and information technologies, the increasing importance of the role of human resources, quality and customer-oriented, and the increase of competitive business plans and the like have caused many organizations (small and large, public and private) in response To these challenges, they should not only become flexible, learn and compete, but also pay a lot of attention to improving their managerial and leadership skills. Therefore, the use of management development is increasing in many organizations, and the necessity of a comprehensive competency management model can be felt in the field of bank managers. In recent years, one of the emerging issues is that the competencies and its roles are a factor that helps the organization in facing the changing environment. Since the mid-eighties, the development and evaluation of managerial competencies has been the focus of organizations. The main reason for such attention was the belief that the development of managerial competence brings countless benefits to organizations, and this belief still remains (Rappe, 2007). The competency-based approach to employees, as a strategic principle, as a fundamental strategic principle, is actually the link between employees and their organization, which, considering the competencies of the organization's employees can compete with other organizations, globally (Dubois & et al, 2004)

Based on what was said above and according to the research done by the researcher, not many researches have been done in the field of identifying the competency model for bank managers. Considering the role of Saderat Bank in increasing the financial and economic level of the country, in order to continue its social and economic life and considering the large volume of human resources, it should also consider the development of human resources. The nature of banking services is such that their quality provision is closely related to the personality and emotional and social skills of bank employees and managers, and banks as customer-oriented organizations always try to achieve their goals by strengthening communication skills and creating the necessary platforms to understand the needs and demands of customers. Arrive by them the stability of the system of honoring the lord is the trainings related to the marketing of banking services and others of this category; it is the employment of people with high emotional and social abilities or at least the promotion of this feature in the people providing the services. Considering the importance of developing the skills of managers in the performance of individuals and organizations, it is necessary to study and investigate this variable more. In this research, in order to better understand the requirements, the influencing factors, the tools used and the consequences of the people development process, by using the approach and formulating the required competencies, we are looking to examine and explain this process, so that future researches in the field of manager development to be pursued in a more coherent, efficient and effective way in the organization; In order to achieve this goal, Saderat Bank will need competent managers because from the point of view of literature, the influence of prominent managers in the profit and success of organizations has been revealed, and competencies are a very important approach for the success of managers in new era organizations, based on this The issue of identifying the competencies required by Sadaret Bank managers is an important topic for research. Despite the great importance of the topic and the application of Saderat Bank managers' competencies in performance management, training and development, culture change, recruitment and recruitment, the realization of research strategies and goals has not been done in the country. Based on this, the nature and topic of the present research and its results can be used by Bank Saderat, policy makers and decision makers, organizations and educational centers of Bank Saderat. In this way, the importance and necessity of the present research can be investigated in two theoretical and practical dimensions. In the theoretical aspect, due to the fact that very few researches have been done in this regard, this research can lead to the recognition of managers' competencies in a unified and coherent model. From a practical point of view, this research can help to improve the performance of Bank Saderat managers by

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identifying various dimensions and indicators of competence of operating managers and providing a suitable model.

Professor McClelland (psychology at Harvard University in the early 1970s) showed in an article entitled "A Test for Preferring Competence over Intelligence" that intelligence tests are a weak predictor of a person's success in a job; therefore, he recommended merit as the selection criterion. McClelland, Boyatzis and Boyatzis presented the first model of competences in the book The Competent Manager. Their definition of competence was: the basic characteristics of a person, motivation, characteristics, skills, social role and the set of knowledge that he needs to perform his duties. It is necessary to acknowledge that there is no universally acceptable definition of the concept of competence and different definitions have been formed based on the views and approaches of experts and thinkers. By examining the background of the issue related to the concept of competences, what is clear is the lack of a single definition and specific terminology about competency and its meaning and meaning (Bissett, 2009).

In practice, defining competencies is important for various purposes. One of the driving forces of the competency-based approach is the need Human resource professionals are to interpret the business according to the new needs of learning and performance. Second, many companies seek to develop their leaders from within the organization. This practice has been shown as one of the definitions and characteristics of organizations. , which move from a good performance level to an excellent level when management competencies are identified and defined, the organization can attract and select people who fit the defined model (Ahadzie & et al, 2008). In other words, if the competencies needed to increase performance at higher levels are identified, the recruitment and selection process can be designed to recruit, hire, and identify those most likely to perform well in these roles. A defined model provides an ideal level for those seeking higher positions and useful performance management goals. In order to confirm the lack of consensus among experts, a research was conducted by Zamek in 1982 in the field of defining the concept of competencies. He interviewed several experts in the field of education to clarify what defines competence. David McClelland developed the concept of competence in management discussions in 1973. In his approach, he emphasized on the behaviors and characteristics that successful managers had shown and did not pay attention to the relatively acceptable performance of managers. Such an approach emphasizes distinctive features and superior performance (Dubois & et al, 2004).

Then, Boyatzis expanded the application of the concept of competence in the field of human resources management and defined competence as a combination of motivation, attributes, skills, social role, individual's self-concept with the body of work-related knowledge. After these interviews, he concluded that there is no single agreement and consensus about what constitutes competence. The following definitions have been provided by prominent experts in the field of human resource management, which can to some extent express and confirm the results of the conducted research. Vakola, et al. state that job-related individual competence is a series of basic behavioral patterns of human resources that are related to superior job performance and effectiveness, and they operate both at the individual level and at the group level and create an organization that They use and implement these competencies as a competitive advantage" in the specialized background of human resource management, they have mentioned the concept of competency as an important organizational lever. Some experts introduce the change of approach from job-based organizations to meritocracy-based organizations as a paradigm (Lawler, 1994).

From Lawler's point of view, in fact, the difference is in a state of emphasis on the characteristics of people and organizational performance instead of fixed jobs. The changing world demands flexibility and independence, human resource management practices based on jobs do not respond adequately to these changes (Horton, 2000). The difference between work-based and merit-based approaches is clearly and completely clear in the above table. The most important difference between competency and traditional approaches to employee management is that competency management focuses on inputs, including behavioral characteristics of human resources, while performance management focuses on outputs and job performance. Hence, when competencies are selected for a job description, it is assumed that these competencies have an

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impact on performance. Competencies are inputs that lead to required performance (Lawler III EE, 1994). Therefore, the relationship between competencies and outputs is created indirectly. Competency management also represents cultural changes towards self-control and greater responsibility and striving for excellence instead of meeting performance standards (Horton, 2000). Based on the mentioned points, the focus of competence management is a plan for the future of organizations.

As organizations are changing rapidly it is important to ask what kind of people with what competencies will be needed for the future (Miranda & et al, 2017). Hundgam and Neder Molly raise the question whether there really are fundamental differences between the traditional approach and competency-based management. Competency management does not mean that the functional approach is not valid, but this approach should not be the only basis of human resource management in organizations (Miranda & et al, 2017).

Spesner classifies competence into two categories: required competences, which specify the skills necessary for minimum performance in a job or performing a task, and superior competences, based on which results are obtained above average and higher performance (Foppa L & et al). Q (1993) defines competence as the result of applying knowledge and skills appropriately. In other words, it introduces competence as equivalent to skill along with knowledge (Nijhuis & et al, 2018). Hanstein says: "Competence is generally defined as a set of related behaviors or activities, types of knowledge, skills, and motivations that are behavioral, technical, and motivational prerequisites for successful performance in a specific role or job." In this definition, the motivation component has been added to the competency components as new components" (Zandbergs & et al, 2019), Competence style is a wide range of specifications and characteristics, including knowledge, skills, abilities, traits, attitudes and attitudes, motivations and behaviors that can enable a person to perform his work and task effectively and efficiently, and these characteristics can be measured based on acceptable performance criteria and standards (Miranda S & et al, 2017). Also, Spencer defines competence as a set of skills, knowledge, ability and attitude and personality traits that make people perform successfully and do their jobs well (Arasaratnam-Smith, 2017).

A research conducted by Afsharfar et al aimed at building and validating a tool for measuring the dimensions of human resources competencies in knowledge-based companies reached the conclusion that the structure of human resources competencies includes five separate dimensions, i.e. culture and change agent, talent manager, strategy architect; it is an operational executive and business partner (Afsharfar & et al, 2018). Naderi Darshuri, Sohaili and Karimi conducted a research under the title of identifying and determining the individual competency indicators of IT managers of Tehran Municipality's Information and Communication Technology Organization. This research seeks to find the individual competencies of these managers in the information and communication technology organization of Tehran municipality. The method of conducting this research is descriptive-analytical and it is applied in terms of type. A questionnaire was used to collect information, and the data were identified by factor analysis. In this regard, 61 indicators were classified in the factor of individual competencies, of which 61 indicators were identified and classified into 1 new sub-factor, and 2 indicators were removed from the initial 61 indicators (Naderi Darshouri & et al, 2014).

Khorasani, Zahedi and Kamizi conducted a research titled designing and compiling a business management competency model, and reached the conclusion that the variable of customer orientation is most related to business management, followed by the variables of communication, change and transformation, management Human resources respectively have the greatest impact on the business management of managers (Khorasan & et al, 2012). In the study conducted by Wang and his colleagues entitled "Understanding and Receiving Managerial Effectiveness: A Chinese Perspective" it shows the core competencies for a successful Chinese manager, which are: support, care and maintenance, fairness, self-restraint, responsibility being, awareness and insight, being humble and polite and the behaviors that represent these competencies (Wang & et al, 2018). Ekaterini has done a research entitled "A qualitative approach to the competencies of middle managers", this research, which was conducted with a qualitative method, the result of which shows the competence model of base managers. This model consists of 21 competencies that are arranged in 5 main

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categories, which are: the first category of competencies for business management: development, change and strategic thinking, the second category: leadership, honesty and fostering communication. Oriented for employee effectiveness: commitment to quality, focusing on customer needs, improving systems and processes; 4- People-oriented competencies for building relationships, teamwork, rewards and salaries, attracting and developing talent; The fifth category was competencies for individual effectiveness, including: self-development, result-oriented, influencing others and implementing management (Ekaterini, 2011).
In another research conducted by Erasmus, Ludolph and Hamann titled "Competencies for Human Resource Development Managers", the competencies needed by HR managers in selected South African organizations were investigated. This research also assessed the level of importance and satisfaction with these competencies. Among human resource development managers, it shows that, in order of importance, they are: career and professional development, business competence, principles and theories of learning, individual and interpersonal competence, human resource development competence, access to education, research skills , learning design and development, mental competence and intelligence, training implementation, quality assessment, facilitation, guidance and support, and needs analysis (Erasmus & et al, 2010).

2. Methodology

In terms of the purpose, the current research is of an applied type, because in the current conditions, one of the main issues in business is management skills. On the other hand, its results can be used directly in the bank. In terms of data collection, a combination of qualitative methods has been used. Therefore, at this stage, the research is a qualitative study. In the qualitative approach, people's perceptions, meanings and knowledge are considered as the primary source of data, and since in this research the researcher was looking for the interviewees' perceptions, meanings and knowledge about the job competencies of managers, therefore, qualitative research has been used. . In this type of research, the interview method is an acceptable technique for discovering, understanding and recognizing individuals and groups.
The participants are branch managers and banking experts in Tehran. Since the purpose of this research is to provide a model of the job competencies of Bank Saderat managers, therefore, the purposeful sampling method was used. In this way, the focus has been on people who had more experience in the banking industry. At the beginning of the work, criteria were considered for the targeted selection of experts and managers. Based on these criteria, a list of these experts and managers was prepared in order to arrange the time and conduct the interview. The number of samples was based on the theoretical saturation level. That is, the researcher continued the interviews until more interviews led to more recent data and more knowledge was obtained regarding the identification of the components of the competencies of the managers of Saderat Bank, as well as the compilation of its model. Therefore, in this method, if more interviews do not lead to more data and previous data are repeated, the researcher stops the interviews. With this process, the number of 15 people has been determined to be sufficient for the interview. In the present research, semi-structured interviews with experts and branch managers with experience were used to present the competency model of Bank Saderat managers. The reason for using a semi-structured interview is that, in addition to the possibility of exchanging opinions and thoughts, the discussion and topic of the interview can be guided in order to achieve the goals of the research. After determining the interviewees, the necessary coordination was made for the time and place of the interview session. In some cases, some interviewees changed the time of the interview due to unexpected events, and a few did not cooperate in the research due to some reasons and were left out of the interview process. Before the meeting, the indicators identified in the literature review section, the interview questions and research objectives were given to the interviewees so that they would have the necessary preparation for the interview. In order to record qualitative data and fully preserve the information provided by the interviewees, these interviews were recorded by a tape recorder and then implemented on paper.

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In order to analyze the data, the text of the interviews was studied repeatedly so that the researcher gained relative mastery of all the interviews and became familiar with the hidden concepts and meanings in the interview texts. Then the initial codes were identified manually and by reviewing the interviews. This process was in the form of underlining the words that the researcher identified as primary codes. This work was done continuously to identify the neglected codes in the initial stages.

Next, similar codes and concepts that refer to a specific field or subject were placed in one category. At this stage, the researcher would go back and forth to categorize the codes that referred to a common theme and put them in one category. In the next stage, the researcher reviewed the different classes and by defining and reviewing the common nature that existed within the classes, he considered the appropriate name for the classes, which is known as the theme. In fact, at this stage, the researcher defined a specific and comprehensive name for it based on the common meanings that existed between the codes of the same class. Finally, according to the identified themes, the researcher drew the conceptual model of the research.

3. Findings

The process of qualitative data analysis begins when the researcher identifies and considers meaningful propositions and expressions related to the subject. This analysis begins with the review and repeated study of the data and is coded after identifying the meaningful propositions related to the research topic. The data obtained from the interview was typed and implemented. After the implementation, each of the interviews was given an interview code, which is the code table of research interviews as follows:

Table1. Demographic information of the interviewees

Interviewee code	Organizational position	Interview duration
M 1	Bank CEO	80 minutes
M 2	Bank Deputy	30 minutes
M 3	Bank CEO	45 minutes
M 4	Bank CEO	33 minutes
M 5	Bank CEO	54 minutes
M 6	Bank CEO	45 minutes
M 7	Bank Deputy	42 minutes
M 8	Bank CEO	30 minutes
M 9	Bank Deputy	26 minutes
M 10	Bank Deputy	35 minutes
M 11	Bank CEO	30 minutes
M 12	Bank Deputy	40 minutes
M 13	Bank Deputy	30 minutes
M 14	Employee	22 minutes
M 15	Employee	25 minutes

A total of 15 interviews were completely studied several times and were divided into separate components for analysis at the same time as the study. These divisions have accelerated and facilitated the analysis and coding and discovery of actual and potential themes in the text. Each of these parts is specified in a separate row. Also, dividing the texts into smaller parts has actually been a kind of marking for the ideas that came to the minds of the researchers during the study of the texts. Then the text of each row was studied very carefully and initial codes were created. These codes represent the collection of personal interpretations of the researchers regarding the existing explicit text or the hidden meanings that may have been intended by the speaker. Considering this, the context and context of the interview is involved, as well as paying attention to the elements related to this context, and provides a more accurate and closer analysis to the speaker's intention. In the following, all the extracted codes of management competencies were discussed and analyzed, these discussions and reviews have resulted in "discovery of new and richer categories from the studied and analyzed data" and "correction of discovered codes".

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The results related to the basic themes of the experts are presented below:

Table2. The basic themes of the job competencies of Bank Saderat managers

Basic theme	Source	Basic theme	Source
Attention	M 1 ، M 2 ، M 3	religious commitment	M 10 ، M 7
Attention to the humanity of the workforce	M 4 ، M 5 ، M 6،	obligation	M 6
Giving time to the workforce	M 2	Programmer	M 13 ، M 6 ، M 4 ،
Valuing the workforce	M 2	Proper planning	M 11
Giving importance to the workforce	M 5 ، M 4	Having the power of reason	M 10
Respect for the workforce	M 7 ، M 1	Clever	M 12 ، M 2 ، M 12
Cultivating workforce skills	M 5 ، M 12	high intelligence	M 12 ، M 2 ، M 13
Giving classes for the organization's forces	M 1 ، M 8	Correct decision making	M 1 ؛M 3 ، M 12
Incentive and reward system	M 1 ، M 15	solve problems	M 1 ، M 8
Interaction with workforce	M 3 ، M 15	Solve financial problems	M 1 ، M 15 ، M 7
Attention to the opinion of employees	M 13	Determined and determined	M 10 ، M 7
Teamwork	M 1 ، M 15 ، M 14	independence	M 9
Assisting personnel	M 7	Power and authority	M 1 ، M 13 ، M 7 ، M 4
Guide	M 1	not simple	M 11
Attention to the dynamics and activity of employees	M 1 ، M 2 ، M 7	Non-citizenship of Joe	M 10
Attention to the capabilities of employees	M 3 ، M 5 ، M 15،	Coordination of speech and action	M 13 ، M 2 ، M 12 ، M 1
Accepting the ability to manage in yourself	M 15	to be precise	M 14 ، M 13،
Interest in management work	M 8 ، M 7	Targeted	M 1 ، M 3 ، M 15
Sadr hour	M 6 ، M 4	Foresight	M 14 ، M 9 ، M 10 ، M 12
Forgiveness	M 11 ، M 4 ، M 10	The power of speech	M 7
humble	M 3 ، M 5 ، M 12	The power of communication	M 1 ، M 2 ، M 7
Don't be in a hurry	M 1 ، M 8	Communication with employees	، M 8 ، M 15
good manners	M 1 ، M 15 ، M 7	Presence in the workplace	M 12 ، M 5 ، M 12
well behaved	M 3 ، M 15	overseer of all affairs	M 11 ، M 8
Understanding individual differences	M 13	sharp	M 11 ، M 2
having balance	M 1 ، M 15 ، M 14	Management in their own affairs	M 9 ، M 15
Balance in behavior	M 9	Separating work and personal life issues	M 7 ، M 3 ، M 15
flexible	M 10 ، M 7	Being able	M 5 ، M 15
Clean and tidy appearance	M 6	Not interfering in specialized work	M 3
healthy	M 13 ، M 4 ، M 9	punctual	M 12 ، M 8
being honest	M 11	Don't waste time	M 9
Not flattering	M 10	Solving the crisis	، M 5 ، M 15
responsible	M 12 ، M 12	Resolve employee conflicts	M 12
Accepting mistakes	M 1 ؛M 3 ، M 5 ، M 12	Having work experience	M 1 ، M 6 ، M 9
Criticism of	M 1 ، M 8	Having work experience	M 1 ، M 8
justice	M 1 ، M 7	Eligibility for promotion	M 4 ، M 1
Create equality	M 3 ، M 15	Management education	M 1 ، M 2 ، M 3 ، M 5
Create order	M 13	Related education	M 11 ، M 10 ، M 12،
Employee satisfaction	M 1 ، M 15	skill training	M 13 ، M 14

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Attention to the rights of employees	M 9	up to date	M 9 ، M 3
Familiarity with technology	M 9		

As can be seen above, 81 basic categories of initial codes were extracted from the interviews with experts, examples of the interviews are presented below:
In one of the interviews, it was mentioned to give time to the workers. Interviewee number 2 stated in this context that:
Sometimes the same forces give opinions and suggestions for the issues that happen in the work environment among ourselves in private gatherings, which is very good if it is implemented, but since the manager does not have time for the forces, it is not possible to talk to him, which It is better not to be like this, but to give a chance to the forces, at least he does not have time himself, so leave someone for this job.
Interviewee number 7 stated that:
-He should behave well with his employees and subordinates, that is, he should maintain everyone's respect. If he maintains the respect of the troops, the troops will also learn from him. The staff becomes pessimistic towards him
Also, interviewee number 8 mentioned his interest in management work:
-He should have a management spirit, he should like his work, not as if he has accepted this duty by force, but he should be interested in his work, if he is interested, many problems will be solved.

One of the interviewees admitted that the managers should be the first with the employees:
-He should be like the sea against the tensions created by younger people and small waves will not affect him and he will not have a quick confrontation.
Good behavior was also one of the points that the interviewees expressed. For example, interviewee number 15 stated:
-To behave properly, the manager's temperament should be good so that he can be consulted very easily or if a problem arises for us, we can share with him and ask him for help.
A manager must always have a balance in his work, in this context interviewee number 9 said:
-Management is a very complex task. It is right to create intimacy in the work environment to increase the efficiency of the work environment, on the one hand, to create rules for the hours we are in the work environment so that injustice does not occur, and at the same time, the workers are not upset.
By checking, collecting and numbering all extracted data and codes, we tried to create correct, accurate and distinct categories. Although in the process of thematic analysis method, it is recommended to form the categories from bottom to top and all the codes indicate the identified themes, but in this research, two top-down and bottom-up methods are used at the same time. Two factors led to the adoption of such an approach. First, the single use of the bottom-up method in forming categories was not possible due to the large volume of extracted codes and the difficulty of combining all of them into other themes; Second, the simultaneous use of a top-down view in the field of forming themes due to the breadth and scope of management competencies could be helpful in identifying categories with extracted codes.

Table3. Themes organizing managers' job competence

Basic theme	Theme of the organizer
attention	Attention to personnel
Attention to the humanity of the workforce	
Giving time to the workforce	
Valuing the workforce	Valuing the personnel
Giving importance to the workforce	
Respect for the workforce	
Cultivating workforce skills	
Giving classes for the organization's forces	

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Incentive and reward system	
Interaction with workforce	Interaction and cooperation with personnel
Attention to the opinion of employees	
Teamwork	
Assisting personnel	Personnel assistant
Guide	
Attention to the dynamics and activity of employees	Attention to the capabilities of employees
Attention to the capabilities of employees	
Accepting the ability to manage in yourself	self-acceptance
Interest in management work	
Sadr hour	Tolerant and patient
Forgiveness	
humble	
Don't be in a hurry	
good manners	good manners
well behaved	
Understanding individual differences	moderate
having balance	
Balance in behavior	
flexible	
Clean and tidy appearance	Grooming
healthy	
being honest	be honest
Not flattering	Responsible
responsible	
Accepting mistakes	
Criticizable	
justice	righteous
Create equality	
Create order	
Employee satisfaction	
Attention to the rights of employees	
religious commitment	committed
obligation	
Programmer	The power of planning
Proper planning	
Having the power of reason	Thinking and thoughtfulness
Clever	
high intelligence	
Correct decision making	Decision-making power
solve problems	
Solve financial problems	
Determined and determined	Independence in action
independence	
Power and authority	
not simple	
Non-citizenship of Joe	integrity
Coordination of speech and action	
to be precise	
Targeted	Having certain goals
Foresight	
The power of speech	The power of correct communication
The power of communication	
Communication with employees	
Presence in the workplace	Supervision of work matters

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overseer of all affairs	
sharp	
Management in their own affairs	Self-management
Separating work and personal life issues	
Being able	
Not interfering in specialized work	
punctual	Time Management
Don't waste time	
Solving the crisis	Crisis Management
Resolve employee conflicts	
Having work experience	Sufficient work experience
Having work experience	
Eligibility for promotion	
Management education	Related field of study
Related education	
skill training	Continuous learning
up to date	
Familiarity with technology	

Classification of inclusive subjects:

Since in this research we are looking for the main components of the job competencies of Bank Saderat managers, they are always used as elements of a logical and distinct division, in the initial stage they were used to categorize the codes and were proposed as categories. After re-examining all the basic and organizing themes, it was found that the themes can be divided into 5 major categories: 1- interpersonal (communicative) competencies, 2- individual ethics, 3- professional ethics, 4- managerial competencies, 5- specialized competencies.

Browsing topics:

Following the implemented steps, it was observed that these three can accommodate the data in a classified and at the same time distinct form. After this stage and by using this triad, it was tried to form the sub-categories of these organizing themes; Of course, it goes without saying that during this process and after the initial proposal, the main themes were modified and completed until it can be said that these themes represent the entire data and codes extracted from the conversations.

Table4. Comprehensive themes of job competence of managers

Theme of the organizer	Overarching theme
Attention to personnel	Interpersonal competence
Valuing the personnel	
Interaction and cooperation with personnel	
Personnel assistant	
Attention to the capabilities of employees	
self-acceptance	Individual ethics
Tolerant and patient	
good manners	
moderate	
Grooming	
be honest	
Responsible	Ethics
Adel	
committed	
The power of planning	Management skills
Thinking and thoughtfulness	
Decision-making power	

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Independence in action	
integrity	
Having certain goals	
The power of correct communication	
Supervision of work matters	
Self-management	
Time Management	
Crisis Management	
Sufficient work experience	Specialized competencies
Related field of study	
Continuous learning	

After collecting the data from the interviews and analyzing the topics, 5 overarching themes were identified as the main competencies of managers, which are actually the answers to the main research questions. The figure below shows the research model based on the results of the interviews.

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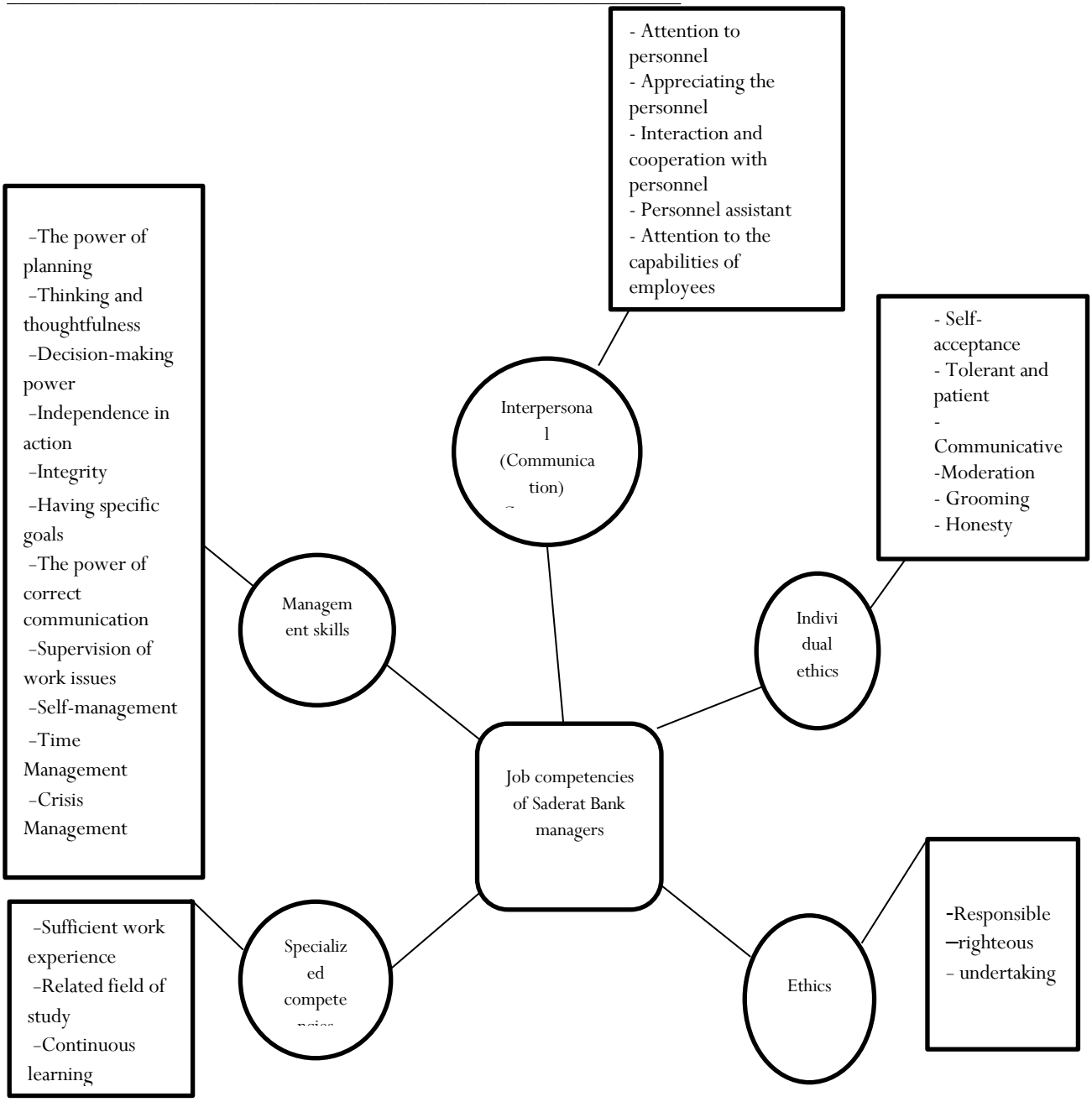

Figure1. Research model based on the results of the interviews

4. Conclusion

In order to identify the model framework of the job competencies of Saderat Bank managers, the data obtained from the interviews and their analysis were used using the theme technique, and the results of the connections between the themes and the codes from the interviews showed that the management of Saderat Bank needs 5 areas of competence. These competencies include "interpersonal", "management", "professional ethics competence", "personal ethics" and "specialized competences", which are in line with the researches of Raybold and Wikins, Agut et al., Abraham et al. and it is the same direction (Raybould & et al 2005, Agut & et al 2003, Pratitnayouth 1999).

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Schutz (1966) believes that people interact with others because of the need for membership, control, friendship and affection. These needs are realized at both behavioral and emotional levels, the need to be a member in terms of behavior, the need to create satisfactory interactions and relationships with others; And from an emotional point of view, it needs to create or maintain a mutual interest as well as the approval of others. Behaviorally, the need for control is the need to start a relationship, and emotionally, it is the need to achieve or maintain mutual respect for each other, and the need for friendship and affection, behaviorally, the need to start and maintain relationships based on friendship, love, and Self-sacrifice and emotional need to reach out, maintain mutual support and connect with others (Sun & et al). As can be seen, all of the above communication needs need to initiate and maintain a relationship in order to be met. Carpenter (1993), also acknowledging this matter, considers communication competence to include the two dimensions of starting and promoting relationships. It should be noted that competence in the beginning is necessary to establish a relationship, but it is not sufficient. In other words, initiation competences are necessary to establish social interactions, but other competences are needed to maintain the relationship (Raybould & et al, 2005).

Initiation as a communication skill includes initiation, control and demand for relationships and requires self-confidence, boldness and self-introduction to new people, extroversion, conversational skills, expressiveness, avoidance of embarrassment and shyness, non-avoidance of communication and interest and social comfort. , promotion refers to skills to bind, satisfy and make them stable; which requires intimacy, willingness to encourage and seek close relationships, appropriate self-disclosure and openness, deep mutual understanding, mutual interest, trust, belief in these reliable, honest and reliable others, interpersonal sensitivity, attention, sincerity and compassion, active efforts In order to be aware of and respond to the needs of others, it is essential to show attention, help and support others, take a point of view and be willing to look at issues from different perspectives (Castro, 2013). The positive or negative outcome of an interpersonal relationship is closely related to how it begins and ends.

Today, the ethics and social responsibilities of managers are more than in the past, the management field experts have paid attention to. Moral and social responsibility is a continuous obligation of business owners and the government, which requires them to comply with the ethical principles of economic development while improving the standard of living of the workforce and their families in the society. On a broad level, it also shows that the social responsibility of companies is the commitment of industry and trade to the society, which should respect different cultures and create job positions to produce the skills of the human resources of the society and the government, since the management of the organizations have also realized that without an integrated ethical system in Those moral needs of the individual, the organization and the society from various directions and aspects such as the economic, cultural, social, political and belief dimensions are not able to continue to exist. An integrated ethics system with a holistic approach and a system that takes into account all ethical dimensions and by creating a balance and the balance between these dimensions and without sacrificing one aspect for other aspects and experiencing excesses in values to create a moral culture acceptable to everyone succeeds (Agut & et al, 2003).

The behavior of managers of organizations, especially operational managers who are in direct contact with human resources, has a great impact on the productivity of human resources and the growth and success of the organization. If the relationship between managers and employees is based on professional and effective ethics, this organization will definitely achieve its goals, and if this relationship is based on unethical behaviors, it will definitely prevent the effects and consequences of that organization from reaching its goals. So, the way managers of organizations should be managed in such a way that by combining ethical principles with current laws, they can expand the culture of useful work in the organization. Managers who do not pay attention to the human dimensions and professional ethics in the organization and are willing to trample on their character to achieve their goals without paying attention to moral and humane principles, may get results in the short term, but in the long term, such a view usually reduces the creativity, efficiency and commitment of employees. It fades and they will see a sharp decrease in efficiency in the organization. Experience has shown that many entrepreneurial and talented forces within the organization remain unknown due to managerial

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weakness and non-compliance with professional ethics by managers, which ultimately leads to them leaving the organization. Today, many of the problems of organizations are the lack of correct and professional communication between managers and employees. Because experience shows that many managers, due to their lack of familiarity with management science and techniques, and also due to their lack of professional ethics, behave inappropriately with their superiors, which ultimately leads to organizational silence or resignation from the elite forces of the organization, will be Therefore, one of the problems of organizations where professional ethics are not respected by their managers is the depletion of the expert body of entrepreneurial and talented forces. Because the unprofessional behavior of the managers has led to the silence of many elite forces at the expert level, or such experts try to confirm the statements of their superiors instead of expressing their opinions and technical opinions in technical meetings. Such issues are like poison, fatal and dangerous for any organization and make organizations disintegrate from within (Naderi Darshouri, 2014).

In the sample of the current research, the degree of cooperation of the participants with the researcher and the degree of their honesty in answering the question are among the things that are almost out of the will and control of the researcher and can affect the results of the research; Also, considering that this research was conducted only in Tehran province, it is recommended to be cautious in generalizing its results, Because the conditions of Tehran province are different from other provinces. Considering the development of the competence model using the extracted components, it is recommended to develop and design criteria and criteria based on these components in order to hire managers, and considering that the training and updating of managers was one of the components obtained in this research. It is recommended that the training of competency programs to the managers as well as the employees of a complex be put on the agenda. It is appropriate for managers to help improve organizational behaviors by investing in professional ethics on the people of the organization, and in this way, in addition to benefiting from people with high human capital, they can also benefit from the advantage of expanding the effectiveness of their organization.

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