

# Optimal Model for Appointment and Promotion in Public Banks (Case Study: Refah Bank of Tehran Province)

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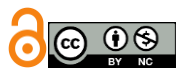
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## ABSTRACT

**Objective:** Appointments and promotions of human resources in organizations should be conducted with due consideration to the necessary educational and experiential qualifications, following the verification of competencies and successful performance in their previous positions. This study aimed to present an optimal model for the appointment and promotion of managers at Refah Bank in Tehran Province.

**Methodology:** The current research is an applied study and was conducted within a mixed-methods framework, utilizing thematic analysis in the qualitative section and inferential statistics in the quantitative section. The qualitative section involved 17 experts (CEOs, deputy CEOs, directors, and heads of departments at the central Refah Bank) selected using the snowball sampling method and adhering to the principle of theoretical saturation. In the quantitative section, all branch heads of Refah Bank in Tehran city, numbering 131, were considered, with 98 participants selected using Morgan's table and purposive sampling as the sample members. Data collection tools included semi-structured interviews in the qualitative part and a researcher-constructed valid and reliable questionnaire in the quantitative part. Data from the qualitative interviews were analyzed using MAXQDA software, while data from the questionnaire were analyzed using Smart-Pls software.

**Findings:** The findings revealed that 34 basic themes, 12 organizing themes, and 4 global themes could contribute to the development of the promotion model and the formation of a thematic network, while 109 basic themes, 33 organizing themes, and 8 global themes were effective in developing the appointment model.

**Conclusion:** The results showed that the proposed models for employee promotion and appointment were highly suitable. The identified dimensions for developing the promotion model were ranked as follows: 1- Competence and skill enhancement, 2- Educational and research performance, 3- Tenure and records, 4-

Job performance. The dimensions of the appointment model were ranked in order of importance as 1- Focus on internal organizational processes, 2- Willingness, 3- Trustworthiness, 4- Integrity and piety, 5- Assessment and analytical power, 6- Focus on employees and customers, 7- Knowledge and capability, 8- Leadership and strategic planning.

**Keywords:** *Appointment, Promotion, Banking Managers, Refah Bank of Workers*

## 1 Introduction

The selection and appointment of capable managers to managerial positions are of utmost importance for organizations. Such that the succession planning movement in organizations has gained many supporters in order to fill this gap and ensure the presence of capable managers for the future of organizations (Danaeefard, 2021). While the selection and appointment of capable managers are vital activities for organizations, there are also barriers and limitations in choosing the right managers. In the third millennium and in today's turbulent business world, organizations are competing to identify, attract, retain, and promote the most competent managers as a competitive advantage (Piryaei & Niknami, 2017). In today's complex and evolving society, training and development programs for managers at various levels, aimed at efficiency and effectiveness of their activities, are considered the most important and valuable mission of organizations. In all organizations (governmental and non-governmental), the selection, retention, and professional development of employees for effective managerial positions is a fundamental challenge (Ranjbar et al., 2022). From one perspective, managerial jobs are complex and successful and effective performance in an organization requires a set of competencies, skills, abilities, and specific characteristics. If the selection of managers is done correctly and appropriately, it will have organizational and social benefits. Therefore, it is appropriate for organizations to strive to recruit the most suitable, beneficial, committed, and best individuals from among job applicants in society, especially for service in governmental agencies and public services. This is significantly important for managers of organizations that interact with a diverse set of human resources with different cultures and values (Ryan et al., 2012; Seyedi et al., 2020). Thus, the selection and appointment of competent managers and the career advancement of managers and employees are among the most critical and sensitive issues in the operations of any organization. Therefore, criteria and standards are needed to appoint and promote the most suitable individuals to manage organizational positions or to be promoted to higher positions and roles (Danaeefard,

2021). These criteria vary in each organization depending on the prevailing values and the perspective towards managers and employees. Today, the banking system in all countries, including Iran, is considered a fundamental pillar of development, and most financial transactions occur through banks. The more important an issue and its role in the economy and development of a country, the greater the need to pay attention to the problems and challenges in its managerial domain. One of the most critical issues that has become a source of challenge in the banking sector of Iran, especially in the state banking system, is the issue of appointment and promotion of managers. The increasing need for capable, talented, and competent employees highlights the fact that identifying and utilizing competent individuals is a fundamental challenge facing the banking system because the dynamism of banks depends on the process of promoting and appointing employees. Today's banking system requires appropriate human resource management methods. Currently, in the country's banking system, significant importance is not given to the human resources sector, and one of the challenges and problems is the manner of appointing managers and promoting them to managerial positions. One of the banks and institutions that has not paid sufficient attention to selection and appointment systems based on suitable components and indicators has been the Refah Workers' Bank, and the unsuitable management systems are the result of weaknesses in the process of appointing and promoting employees and managers. It seems that one of the most important pillars of establishing corporate governance in any bank or non-bank credit institution is managing the system. In such a way that if efficient and healthy management is not established in banks, it is not possible to hope for the improvement of corporate governance standards in the banking network. Given the issues mentioned and the fundamental weakness in the way of selecting, appointing, and promoting managers at Refah Bank, the current research seeks to answer the question: What is the optimal model for appointing and promoting managers at Refah Bank of Tehran Province?

## 2 Methods and Materials

The present study is an applied research conducted within a mixed-methods framework using thematic analysis in the qualitative part and inferential statistics in the quantitative part. Initially, qualitative data collection was conducted. Research participants in the qualitative section included experts (CEOs, deputy CEOs, directors, and heads of departments) selected through snowball sampling. The researcher reached theoretical and thematic saturation with the seventeenth participant. In the qualitative part, using thematic analysis, the basic, organizing, and global themes of appointment and promotion of Refah Bank managers were identified. The data collection tool was semi-structured interviews conducted with questions ranging from 35 to 60 minutes. To ensure validity and to be certain of the accuracy of the findings in the qualitative part, valuable opinions from professors familiar with this field and experts who were knowledgeable and skilled in this area were used. For calculating the reliability of the qualitative section questionnaire, inter-coder reliability method was used, and the intra-theme agreement percentage, which serves as a reliability index for analysis, was calculated to be 94%, indicating the questionnaire's suitable reliability. MAXQDA software was used for qualitative data analysis. The statistical population in the quantitative section comprised branch managers of Refah Workers' Bank in Tehran city, totaling 131 individuals. Utilizing Morgan's table and purposive sampling, 98 individuals were selected as the statistical sample members. The data collection tool for the quantitative section was a researcher-constructed questionnaire in three parts: personal characteristics with 3 questions (gender, educational qualification, and work experience) and 42 items based on the findings from the qualitative stage. To calculate the validity of the quantitative section, face validity, content validity, and construct validity were employed. Given that the average variance extracted (AVE) for all components was greater than 0.5, the validity

of all items was confirmed based on the research findings. Reliability was calculated using Cronbach's alpha coefficient and composite reliability. The Cronbach's alpha coefficient for all research components was above 0.7. For the analysis of descriptive and inferential data obtained from the questionnaire, Smart-PLS software was used.

## 3 Findings and Results

Based on the data obtained, 47% of participants in the qualitative part held doctoral degrees, and 53% held master's degrees. Regarding the work experience of the respondents, 64% of the participants had 20 to 25 years of experience, and in terms of gender, 82% of the participants were male, which constituted the majority. In the quantitative section, over 50% of the sample members were respondents with a master's degree, which was the highest percentage compared to other categories. Regarding work experience, about 67% of the sample members had 20 to 25 years of experience, making up the largest percentage of the sample in this category. In terms of gender, more than 73% of the sample members were male, and 27% were female.

After conducting semi-structured interviews and thematic analysis, the basic, organizing, and global themes for the promotion of employees at Refah Bank of Tehran Province were identified. The content analysis of the interviews and the categorization of the basic themes are shown in Table 1. As can be inferred from the data and information in the table, 34 themes can be influential as basic themes in the promotion of employees at Refah Bank of Tehran Province. Subsequently, for the development of the promotion model for Refah Bank employees, axial coding was conducted, and organizing themes were formed. To present the global themes (dimensions) and complete the model for employee promotion at Refah Bank of Tehran Province, selective coding was implemented, and a network of themes related to employee promotion was formed. The relevant results are presented in Table 1.

**Table 1**

*Network of Themes for the Promotion of Employees at Refah Bank of Tehran Province*

Global Themes	Organizing Themes	Basic Themes
Competence and Skill Enhancement	Knowledge and Capability	High public relations skills; High focus and precision; Managing issues; Complete knowledge of financial and banking laws
	Skill Enhancement	Accounting skills; Good communication skills; Mathematical and computational skills; Proficiency in computer use and full familiarity with information technology; Obtaining technical or competency certificates
Years and Records	Educational Background	Relevance of educational field to the job; Education level of employees
	Years of Service and Managerial Experience	Length of service years; Length of managerial experience

Educational and Research Performance	Educational and Research History	Job-related research activities; Participation in general training courses; Participation in specialized training courses; Proficiency in specialized software; Proficiency in foreign languages
	Level of Education and Literacy	Conducting training workshops; Training colleagues
Work Performance	Quality of Work	Major functions (sensitive events); Accuracy and cleanliness in work; Performing tasks without avoidable errors
	Ability to Perform Tasks	Performing tasks independently until results are achieved (without supervision)
	Quantity of Work	Keeping tasks up to date and not having backlogged work; Number, size, and timing of tasks meeting standard levels
	Responsibility	Responsibility towards superiors and colleagues; Maintaining bank and customer secrets; Diligence and persistence in task execution
	Compliance with Laws and Regulations	Appearance condition; Timely completion of tasks; Adherence to administrative hierarchy; Efficient use of resources
	Updating Knowledge and Skills	Efforts to increase job knowledge and skills; Effective use of opportunities and effective communication with managers and colleagues

The reliability analysis of the observable variables showed that the absolute factor loading values of the observable variables corresponding to their latent variables in the model were above 0.7, indicating that the measurement model of the research is homogeneous. Moreover, as shown in Table 2, the results of Cronbach's alpha and composite reliability also indicated that the value

of this index is above 0.7. Therefore, the reliability of the items was confirmed. Additionally, as shown in Table 3, the results of the average variance extracted also confirmed the convergent validity of the tools. The quality test of the measurement model was also conducted based on the results, which were positive and indicative of the model's quality.

**Table 2**

*Cronbach's Alpha and Composite Reliability Values*

Dimension	Cronbach's Alpha	Composite Reliability
Competence and Skill Enhancement	0.735	0.727
Years and Records	0.789	0.828
Educational and Research Performance	0.952	0.977
Work Performance	0.774	0.856

**Table 3**

*Average Variance Extracted*

Dimension	AVE
Competence and Skill Enhancement	0.575
Years and Records	0.707
Educational and Research Performance	0.954
Work Performance	0.968

**Table 4**

*Cross-Validation or Shared Index*

Dimension	1-SSE/SSO
Competence and Skill Enhancement	0.315
Years and Records	0.186
Educational and Research Performance	0.645
Work Performance	0.391

To prioritize the dimensions affecting the promotion of employees at Refah Workers' Bank, coefficients obtained from structural equation modeling were used. Based on the results shown in Table 5, competence and skill enhancement,

educational and research performance, years and records, and work performance were prioritized from first to fourth, respectively.

**Table 5**

*Prioritization of Dimensions for the Promotion of Employees at Refah Workers' Bank, Tehran*

Prioritization of Variables	Path Coefficient	Dimensions
1	2.316	Competence and Skill Enhancement
2	2.308	Educational and Research Performance
3	2.252	Years and Records
4	2.248	Work Performance

Using confirmatory factor analysis, the overall structure of the research questionnaire underwent content validity assessment. For confirmatory factor analysis and structural equation modeling, standard factor loadings and t-statistics were calculated. Generally, the strength of the relationship between a factor (latent variable) and an observable variable is indicated by the factor loading. Factor loadings range from zero to one. If the factor loading is less than 0.3, the relationship is considered weak. A factor loading between 0.3 and 0.6 is considered moderate, and if greater than 0.6, it

is very desirable. When the correlations between variables are identified, a significance test should be conducted. To check the significance of the relationship between variables, the t-value or t-statistic is used. Since significance is assessed at the 0.05 error level, if the factor loading values calculated with the t-test are less than 1.96, the relationship is not significant. Given that all factor loadings were above 0.6, the suitability of the proposed model was evaluated as highly desirable.

**Table 6**

*Factor Loadings for the Components of Employee Promotion at Refah Workers' Bank, Tehran*

Factor Loadings	Components	Factor Loadings	Components
0.890	Work Quality	0.978	Knowledge and Capability
0.825	Ability to Perform Tasks	0.933	Skill Enhancement
0.892	Quantity of Work	0.924	Educational Background
0.883	Responsibility	0.873	Years of Service and Managerial Experience
0.845	Compliance with Laws and Regulations	0.976	Educational and Research History
0.952	Updating Knowledge and Skills	0.978	Level of Education and Literacy

After conducting semi-structured interviews and thematic analysis, the basic, organizing, and global themes of employee appointment at Refah Bank were extracted. The thematic analysis of the interviews and the categorization of these themes are presented in Table 7. As can be inferred from the data and information in the relevant table, 109 themes could be influential as basic themes in the appointment of employees at Refah Bank of Tehran Province. Subsequently, for the development of the

appointment model for employees of Refah Bank of Tehran Province, axial coding was performed, and organizing themes were formed. Continuing this, to present the global themes (dimensions) and complete the appointment model for employees of Refah Bank of Tehran Province, selective coding was executed, and a network of themes related to the appointment of employees was established. The related results are presented in Table 7.

**Table 7**

*Network of Themes for Appointing Employees at Refah Workers' Bank, Tehran Province*

Global Themes	Organizing Themes (Components)	Basic Themes (Indicators)
Integrity and Piety	Focus on Organizational Benefits Adherence to Principles, Values, and Ethics	Attention to key bank customers; Disregard for personal interests Commitment to Islamic banking; Efforts to alleviate deprivation and empower vulnerable societal groups through financing; Simplifying processes for employee and customer satisfaction; Facilitating and promoting ethical and philanthropic activities
	Fairness and Justice (Just)	Non-discriminatory practices among customers; Reduction of poverty and equitable distribution of banking facilities; Support for weaker social strata

	Loyalty (Faithfulness)	Loyalty to bank customers; Loyalty to superiors
	Responsibility and Accountability	Enhancing public trust and confidence in the bank; Reassuring investors; Enhancing investors' risk capacity; Ability to analyze issues and strive for solutions
	Trust and Belief (Firm Belief) in God	Trust in divine promises and distrust in oppressive powers; Independence from others when relying on God's power; Trust in divine promises
	Knowledge of Islam and Being Islamic	Islamic lifestyle of bank employees; Loyalty to the Islamic system; Political participation and promoting good and forbidding evil among colleagues
	Humility	Not submitting to anyone but God while showing humility before Him; Lack of correspondence between outward and inward humility; Spirit of brotherhood and equality
Knowledge and Capability	Measuring Level of Intelligence	Intelligent contributions to improving bank service processes; Innovation in reducing customer wait times; Environmental intelligence and customer attraction for the bank; Intelligence in customer relations
	Attention to Innovation	Creating changes in traditional banking business processes; Innovation to increase transaction volume and speed; Innovation to improve service quality; Transforming banking from a business perspective; Transforming the concept of branches and delineating bank branches
	Attention to Scholarship	Preserving existing knowledge and using up-to-date knowledge; Creating new knowledge and innovations; Utilizing customer knowledge; Ability to manage information and knowledge; Preserving the knowledge of managers and bank departments
	Development and Improvement	Ability to develop and improve others; Self-cultivation; Self-education
	Possessing Technical Knowledge or Skills	Acquiring technical and professional skills and changing attitudes; Good communication skills; Awareness of financial and banking laws; Collaboration and coordination with other employees
	Ability to Balance Work and Life	Reducing stress in life and at work; Spending an appropriate amount of time daily on exercise; Allocating leisure time in work schedule; Ability to manage complexity or uncertainty (Ability to work in complex conditions)
	Ability to Manage Resources	Ability to manage financial resources; Ability to manage budget resources; Ability to manage human resources
Willingness	Having a Willingness Towards Responsibility	Goal setting in responsibility; High motivation for taking on responsibility; Ambition and fearlessness in accepting responsibilities
	Motivation	Having job and service motivation; Focus on personal and organizational advancement
Leadership and Strategic Planning	Attention of Organizational Leaders on Management and Leadership Styles	Strategic management planning based on forecasting; Strategic management planning with an external orientation; Incorporating strategic thinking at all levels; Establishing new strategies and developing existing strategies
	Organizational Responsiveness	Direct monitoring and periodic reviews of performance; Developing regulations, organizational circulars, and other monitoring mechanisms
	Honesty in Promises and Adhering to Them	Commitment to promises and agreements made to subordinates; Loyalty to commitments and work relationships with superiors
	Avoidance of Behind-the-Scenes and Dishonest Management	Clean management of affairs in the bank; Involving employees and those managed and served in affairs; Rapid identification of corruption and wrongdoing; Timely rectification of matters; Optimal achievement of goals; Justifying employees and those managed
Focus on Employees and Customers	Awareness About Customers and Market	Focus on customers and markets and anticipating market changes and effectively guiding them; Segmenting customers and the market into homogeneous groups and understanding the characteristics of each segment; Recognizing patterns of change and dynamics of the market and customer segments
	Achieving Customer Satisfaction and Interaction with Customers	Managing information with a focus on customer needs; Organizing the bank's news system; Continuous electronic communication with customers
	Creating Motivation in Employees	Transformation in payment methods; Health and vitality in the workplace; Changes in methods of job and organizational promotion; Enhancing job-related knowledge of employees; Sense of job security and stability, participation, and effective role in the organization
	Attention to Employee Satisfaction and Welfare	Material, welfare, and health facilities at work; Educational facilities at work; Opportunities for job promotion, human relations; Job security and social status of the job; Providing information about performance, policy realization, and organizational programs to employees
Assessment and Analysis Power	Assessment, Analysis, and Review of Organizational Performance	Review and evaluation of current mission and goals of the bank; Identification of the bank's operational scope; Definition and analysis of service area goals; Identification of indicators for measuring goal progress and assessing them
	Special Attention to Information Management	Application of information systems in banking affairs; Meeting the information needs of employees and bank managers
Attention to Internal Organizational Processes	Developing Organizational Activities in Accordance with Customer and Societal Needs	Developing organizational activities in accordance with customer needs; Developing organizational activities in accordance with societal needs
	Establishing Necessary Mechanisms for Developing Outsourcing of Services	Attention and care for contracts and transactions; Focus on the core competencies and capabilities of the supplier; Accepting the supplier group

Trustworthiness	Development of Management Maintenance	Development and nurturing of talents; Experiential succession planning; Creating equal growth opportunities
	Increasing Human Resource Productivity	Enhancing the capability level; Accurate understanding and recognition of employees; Organizational support for employees; Motivating employees
	Preservation and Protection of People's and Organization's Property	Preservation and protection of people's property; Preservation and protection of organizational property
	Special Attention to Commitment	Organizational commitment; Social commitment

The results of the study showed that the absolute values of the factor loadings of the observable variables corresponding to their latent variables in the model were greater than 0.7, therefore, the research measurement model is considered homogeneous. Additionally, as shown in Table 8, the results of Cronbach's Alpha and composite reliability also indicated that this index value is more than 0.7. Thus,

the reliability of the items was confirmed. Also, as shown in Table 9, the results of the examination of the average variance extracted also confirmed the convergent validity of the tools. The quality test of the measurement model was also conducted according to Table 10, and based on the results of this test, the values were positive and indicated the quality of the measurement model.

**Table 8**

*Cronbach's Alpha and Composite Reliability Values*

Dimension	Cronbach's Alpha	Composite Reliability
Integrity and Piety	0.920	0.944
Knowledge and Capability	0.770	0.715
Willingness	0.801	0.734
Leadership and Strategic Planning	0.812	0.893
Focus on Employees and Customers	0.812	0.754
Assessment and Analysis Power	0.741	0.817
Attention to Internal Organizational Processes	0.882	0.825
Trustworthiness	0.885	0.731

**Table 9**

*Average Variance Extracted*

Dimension	AVE
Integrity and Piety	0.699
Knowledge and Capability	0.572
Willingness	0.606
Leadership and Strategic Planning	0.716
Focus on Employees and Customers	0.557
Assessment and Analysis Power	0.734
Attention to Internal Organizational Processes	0.611
Trustworthiness	0.513

**Table 10**

*Cross-Validation or Convergent Validity*

Dimension	1-SSE/SSO
Integrity and Piety	0.597
Knowledge and Capability	0.280
Willingness	0.548
Leadership and Strategic Planning	0.566
Focus on Employees and Customers	0.231
Assessment and Analysis Power	0.241
Attention to Internal Organizational Processes	0.255
Trustworthiness	0.267

To prioritize the dimensions affecting the appointment of employees at Refah Workers' Bank, coefficients derived from structural equation modeling were used. Based on the results presented in Table 11, the priorities were, in order:

attention to internal organizational processes, willingness, trustworthiness, integrity and piety, power of assessment and analysis, focus on employees and customers, knowledge and capability, and leadership and strategic planning.

**Table 11**

*Prioritization of Dimensions for Appointing Employees at Refah Workers' Bank, Tehran*

Prioritization of Variables	Path Coefficient	Dimensions
1	3.330	Attention to Internal Organizational Processes
2	3.317	Willingness
3	3.278	Trustworthiness
4	3.270	Integrity and Piety
5	2.583	Power of Assessment and Analysis
6	2.338	Focus on Employees and Customers
7	2.274	Knowledge and Capability
8	2.232	Leadership and Strategic Planning

Using confirmatory factor analysis, the overall structure of the research questionnaire was validated for content accuracy. Confirmatory factor analysis and structural equation modeling calculated standard factor loadings and t-statistics. Generally, the strength of the relationship between a latent variable (factor) and an observable variable is indicated by the factor loading, which ranges from zero to one. A factor loading less than 0.3 is considered weak, between 0.3 and 0.6 is moderate, and greater than 0.6 is very

desirable. Once correlations between variables are identified, a significance test must be conducted using the t-value. Significance is assessed at a 0.05 error level, thus a t-value less than 1.96 indicates a non-significant relationship. Given that all factor loadings were above 0.6, the suitability of the proposed model was assessed as highly desirable. The results of the path coefficient analysis also showed that the t-values for all dimensions were significant at the 95% confidence level, assessing the model's fit as appropriate.

**Table 12**

*Factor Loadings for the Components of Appointing Employees at Refah Workers' Bank, Tehran*

Factor Loadings	Components
0.760	Attention of organizational leaders on management and leadership style
0.971	Special attention to organizational responsiveness
0.992	Honesty in promises and adherence to them
0.955	Avoidance of behind-the-scenes and dishonest management
0.925	Awareness about customers and the market
0.959	Achieving customer satisfaction and interaction
0.718	Creating motivation in employees
0.778	Attention to employee satisfaction and welfare
0.887	Assessment, analysis, and review of organizational performance
0.825	Special attention to information management
0.796	Developing organizational activities according to customer and societal needs
0.770	Establishing necessary mechanisms for outsourcing development
0.804	Development of management maintenance
0.770	Increasing human resource productivity
0.957	Preservation and protection of people's and organization's property
0.733	Special attention to commitment
0.890	Having a willingness towards responsibility
0.985	Motivation



#### 4 Discussion and Conclusion

The current research was conducted with the objective of presenting an optimal model for the appointment and promotion of banking managers at Refah Workers' Bank in Tehran Province. In the development of the promotion model for employees of Refah Bank in Tehran Province, the results indicated that 34 themes could be effective as basic themes in the promotion of employees. These include 1- Knowledge and Capability, 2- Skill Enhancement, 3- Educational Background, 4- Years of Service and Managerial Experience, 5- Educational and Research History, 6- Level of Education and Literacy, 7- Quality of Work, 8- Ability to Perform Tasks, 9- Quantity of Work, 10- Responsibility, 11- Compliance with Laws and Regulations, and 12- Updating Knowledge and Skills as organizing themes. Ultimately, global themes were formed, and the dimensions of the promotion model for Refah Bank employees were presented as follows: 1- Competence and Skill Enhancement, 2- Years and Records, 3- Educational and Research Performance, and 4- Work Performance. The research findings of Piryaei and Niknam (2017), which offered a model for improving the promotion system of education managers, corroborate these findings in terms of possessing skills, expertise, and also managerial performance in the promotion system (Piryaei & Niknami, 2017). Additionally, the results of the studies by Taheri and colleagues (2017), and Mansouri and Khalkhali (2017), which consider the educational performance of employees as one of the effective indicators of promotion, are in line with this (Mansouri & Khalkhali 2018; Taheri et al., 2017). In continuing to develop the appointment model for employees of Refah Bank in Tehran Province, the results showed that 109 themes could be effective as basic themes in the appointment of employees. Thirty-three components were also categorized as organizing themes in the appointment process, including 1- Attention to Organizational Benefits, 2- Adherence to Principles, Values, and Ethics, 3- Fairness and Justice (Just), 4- Loyalty (Faithfulness), 5- Responsibility and Accountability, 6- Trust and Belief (Firm Belief) in God, 7- Knowledge of Islam and Being Islamic, 8- Humility, 9- Measuring Level of Intelligence, 10- Attention to Innovation, 11- Attention to Scholarship, 12- Development and Improvement, 13- Possessing Technical Knowledge or Skills, 14- Ability to Balance Work and Life, 15- Ability to Manage Resources, 16- Having a Willingness Towards Responsibility, 17-

Motivation, 18- Attention of Organizational Leaders on Management and Leadership Styles, 19- Special Attention to Organizational Responsiveness, 20- Honesty in Promises and Adhering to Them, 21- Avoidance of Behind-the-Scenes and Dishonest Management, 22- Awareness About Customers and the Market, 23- Achieving Customer Satisfaction and Interaction, 24- Creating Motivation in Employees, 25- Attention to Employee Satisfaction and Welfare, 26- Assessment, Analysis, and Review of Organizational Performance, 27- Special Attention to Information Management, 28- Developing Organizational Activities in Accordance with Customer and Societal Needs, 29- Establishing Necessary Mechanisms for Developing Outsourcing of Services, 30- Development of Management Maintenance, 31- Increasing Human Resource Productivity, 32- Preservation and Protection of People's and Organization's Property, and 33- Special Attention to Commitment as organizing themes. Ultimately, global themes were formed, and the dimensions of the appointment model for Refah Bank employees were outlined as 1- Integrity and Piety, 2- Knowledge and Capability, 3- Willingness, 4- Leadership and Strategic Planning, 5- Focus on Employees and Customers, 6- Power of Assessment and Analysis, 7- Attention to Internal Organizational Processes, and 8- Trustworthiness. Comparing the results of this research with the findings related to other researchers showed that this research's findings regarding the impact of learning ability and trustworthiness align with the research and job competencies with the research by Seyedi and colleagues (2019), and from the perspective of public relations, organizational ability, and skill with the research by Byrne and colleagues (2019) (Byrne et al., 2017; Seyedi et al., 2020). In determining the degree of suitability of the model for promoting and appointing employees at Refah Bank in Tehran Province, which was done using confirmatory factor analysis and examining the results of the path coefficients, the results showed that the suitability of the proposed model is very desirable. Refah Workers' Bank used coefficients derived from structural equation modeling. For prioritizing the dimensions and components affecting the promotion of employees, 1- Competence and Skill Enhancement, 2- Educational and Research Performance, 3- Years and Records, and 4- Work Performance were assigned the first to fourth priorities, respectively. In terms of the dimensions of the appointment model, 1- Attention to Internal Organizational Processes, 2- Willingness, 3- Trustworthiness, 4- Integrity and Piety, 5- Power of Assessment and Analysis, 6- Focus on Employees and

Customers, 7- Knowledge and Capability, and 8- Leadership and Strategic Planning were prioritized from first to eighth, respectively.

Based on the results obtained and the findings of the current research based on the identified dimensions, the following strategic and practical recommendations are deemed important and are proposed:

Considering the development of the employee promotion model and the ranking of related dimensions, it is recommended that in implementing the employee promotion process at Refah Bank, attention should be paid in order to Competence and Skill Enhancement, Educational and Research Performance, Years and Records, and Work Performance. Regarding the prioritization of components for the promotion of employees at Refah Bank in Tehran, the knowledge and capability, educational and research history, updating of information and skills, skill enhancement, educational background, and the quantity and quality of work could be evaluated.

Considering the development of the employee appointment model and the ranking of related dimensions, it is suggested that in implementing the employee appointment process at Refah Bank, special attention should be paid to Attention to Internal Organizational Processes, Willingness, Trustworthiness, Integrity and Piety, Power of Assessment and Analysis, Focus on Employees and Customers, Knowledge and Capability, and Leadership and Strategic Planning, and taking into account the prioritization of components for appointing employees at Refah Bank in Tehran, honesty in promises and adherence to them, motivation, trust and belief (firm belief) in God, special attention to organizational responsiveness, achieving customer satisfaction and interaction, and preservation and protection of people's and organization's property should be considered.

It is recommended that senior managers of Refah Bank, considering the principles and concepts of trustworthiness, pay adequate attention to the appointment and promotion of individuals with the traits of preserving and protecting people's and organization's property and commitment (organizational, social, etc.). This is only possible with attention to Islamic management, consideration of subordinates, alignment of goals, and planning.

It is suggested that senior managers of Refah Bank, in addition to considering openness and promoting trust by creating a friendly and intimate environment in the organization, pay special attention to selecting individuals with the characteristics of observing fairness and justice

(Just), loyalty (Faithfulness), responsibility, and accountability and adhere to principles, values, and ethics as the cornerstone of promoting and appointing managers.

It is recommended that senior managers of Refah Bank, in addition to selecting, appointing, and promoting employees who are particularly attentive to the principle of piety and obedience to God and avoiding any sin and error in the organization, also consider traits such as trust and belief (firm belief) in God, knowledge of Islam and being Islamic (correct beliefs and religion-centered), and humility and modesty in the appointment and promotion process.

It is suggested that senior managers of Refah Bank, in promoting and appointing managers, pay special attention to assessing the level of intelligence, attention to innovation, attention to scholarship, understanding or political knowledge, and self-cultivation or self-education, and place these issues among their priorities.

It is proposed that possessing technical knowledge or skills, the ability to balance work and life, the ability to manage financial, budgetary, and human resources, the ability to manage complexity or uncertainty (ability to work in complex conditions), the ability to manage information and knowledge, the ability to develop and improve others, and finally, the ability to analyze issues and problems and strive for their resolution be among the components considered by managers in the appointment and promotion process.

Having a willingness towards responsibility and having job motivation and attention to individual and organizational advancement are among the indicators that should be considered in the promotion and appointment of managers and employees and be prioritized. Therefore, it is suggested that senior managers of Refah Bank consider these two issues.

### Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

### Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

### Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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## Declaration of Interest

The authors report no conflict of interest.

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## Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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