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STUDYING THE EFFECTS OF MERITOCRACY ON JOB MOTIVATION OF IT AND COMMUNICATIONS STAFF OF THE ARMY OF KHORASAN RAZAVI

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ABSTRACT

This study aims to investigate the effects of meritocracy on job motivation of IT and communications staff of the army of Khorasan Razavi. According to the objectives and the nature of research and in terms of data collection method, this is a descriptive-correlational research. The statistical community includes all IT and communications staff of the army of Khorasan Razavi that 100 people were randomly selected as a sample. Tools used in this study include job motivation questionnaire (Robinson, 2004) and meritocracy questionnaire (Pierce and Tiso, 1994). Based on the results of this study, it is found that meritocracy can have an effective influence in the staffs' job motivation. It is then found that there is a significant relationship between competency desire, competency measurement, competency assignment, competency maintenance and competency training and staffs' job motivation.

Keywords: *Meritocracy, Aspects of Meritocracy, Job Motivation*

INTRODUCTION

It is for nearly three decades that the importance and value of human capital as a valuable asset in the organizational level is emphasized, and today, human resource managers believe that the selection and appointment of qualified persons in accordance with occupational status makes clear this value. Recent research on human resource issues have come to the conclusion that what lies in the absorption process to maintain and develop human resources is the selection and appointment which is based on merit. Although, paying attention to the staffs' competence has a long history, the scientific attitude to merit in the work and organization is not more than a few decades ago in terms of duration. Meritocracy is one of the issues in human resource management that is raised in different levels of organizations and indicates the employment of the best people in the best position in an organization. To achieve meritocracy, the administrative part of the community should implement it in a sub-processes of competency desire in the society and organizations and competency knowledge, competency training, competency assignment and competency maintenance by managers and custodians of human resources section. New technologies and accelerating the transformation has increased the need for specialized manpower more than before. This brings the businesses and governments forward a meritocratic system. According to what mentioned above, people are judged in terms of varying criteria of competencies in a meritocratic system (Bazyari and Amirtalesh, 2006). Motivation is one of the important factors in this regard that its creation among staff is one of the tasks of a competent manager. Motivation has been generally defined as an internal state that causes doing a specific behavior by a person. Employee motivation is not a personal or organizational attribute, but the result of the interaction between a person and one's working environment, and due to this interactional nature of the motivation, organizational policies can affect employees' job motivation in a positive or negative way (cited from Arshadi, 2007). This interactive nature of job motivation suggests that various types of person - environment adaptation can have significant impacts on these variables. Given that identifying the factors influencing the job motivation are among the necessities that can contribute increasing productivity and job satisfaction of staff, the purpose of this study was to answer the question of whether meritocracy impact on IT and communications staff of the army of Khorasan Razavi or not.

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Research Literature

Concept of Meritocracy

Today, competency is not merely to have knowledge, expertise, skills and abilities required to perform duties, but it needs to have skills beyond what is regarded in today's world in the context of global changes. Fostering managers at the global level is the discussion of world today. The concept of meritocracy is outlined as the merits, selection, recruitment and constant attraction of forces and then providing the ways to apply management in terms of peoples' competencies (Management and Planning Organization, 2003). Meritocracy must be considered at all levels and not be restricted to administrators. What is important is that it should start from the highest level. To achieve organizational goals, Competent and qualified persons should be at the helm. Meritocracy refers to the manner of governance or management that is chosen based on their ability and merit, not on the basis of financial or social status and family. The basis and foundation of meritocracy is to observe social justice in order to nurture talents (Golkar and Nasehfar, 2002). According to Pearce and Tisoy (1994), Meritocracy refers to the set of activities and methods through which people are chosen based on their competency for working in the organization and their bonuses and promotions are done on the basis of skills and abilities. Meritocracy is defined as a process that includes items of competency desire, competency imaginary, competency selection, competency measurement, competency assignment, competency training and competency maintenance (Abtahi and Abadsabuour, 2008). The main definition of competency is defined as a system. All must join hands in order to these ideals and human desire be achieved. Hanson (2001) maintains that competency is a set of behaviors or activities related types of knowledge, skills and motivations that are the behavioral technical and motivational requirements for successful performance in a specific job or role. Meritocracy is a system in which roles, benefits and job opportunities are entrusted based on merit alone i.e. the ability, skill, knowledge, aptitude and competence based on the values of society, regardless of any other advantages such as wealth, social class, race, party, the like (Veisi *et al.*, 2011). Creating meritocracy is possible based on a comprehensive system as well as by considering its entire dimension. Certainly, history and reputation are among the unstable characteristics of competency and to cooperate in a meritocratic organization, one should approve his/her competency in a form of innate talent and intelligence, education and skills. Competent people are distinguished from others in some personal traits and thus should receive benefits much more than others. The best author, manager, seller, athlete and tutor are the ones who are distinguished from others and have competitive advantage in comparison with others that makes them singular from others and this competitive advantage is the cause of obtaining more income and respect for them compared to others (Golkar and Nasehifar, 2002).

Types of Competencies

Every company or organization has some merits that include core competencies, technical or interactional competencies and managerial competencies. Hamel and Prahalad (1994) have defined core competencies as collective learning in the organization that explains how to coordinate diverse production skills and integrate multiple streams of technology. Interactional or technical competencies include those competencies that are particular to that unit or deputy and it is not necessary that other units or deputies have that competency. For example, competencies such as employee relations, training, development, planning for success and compensation are among functional and technical competencies that are required for employed people in human resources (Han *et al.*, 2006). Principles of meritocracy are not easily possible. One of the limitations related to meritocracy is the issue of measuring its criteria such as IQ, knowledge and experience. Another limitation is related to the probability and chance in the measurement of criteria such as behavioral variables, skills and information. Meritocracy is a social system based on individual merit that can conducive to more efficiencies. The positive result of such a system is to nurture talents and its negative consequence is the conflict between the individuals, for determining competency only on the basis of performance is not acceptable for many staff. For these people, parameters such as work experience (not necessarily experience), age, veteran and friendship and kinship relations seems most important (Golkar and Nasehifar, 2002). Many studies have been conducted in the field of meritocracy, including the one done by Heterzeli (2001) who stated two major social and moral axes in

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meritocracy in his study. Schroeder (1989) concluded in his study that five characteristics of knowledge, abilities, motivations, values and management style are factors of managers' competencies. Also, Arizi and Golparvar (2006) concluded in their study that to expand citizen participation and meritocracy, attention to organizational structure and the attempt to direct these structures towards bureaucratic organizations in Iran's future seems necessary. The need for meritocracy is to provide the structural, attitudinal, organizational and legal infrastructures. The establishment of meritocracy in an organization is began with competency desire and evolved with competency selection and competency training and continued with competency maintenance. Given that competency is defined as the process that include competency desire, competency imaginary, competency finding, competency selection, competency assignment, competency training and competency maintenance, each of these variables will be described below.

Competency Desire

It means creating the culture of respect to the competent people and employing them in the community and organizations. Competency desire is emerged as a social value and a culture in the society and is much considered as a value in the Islamic culture (Isfahani, 2010). The component of competency desire can have an effective influence in the job motivation of bank staff.

The studies conducted by Geravand (1989) and Mahmoudi *et al.*, (2009) indicate that developing a model to assess the competence of managers and assessing their competence as well as psychological factors have much effects in creating job motivation of employees. In other words, creating a culture of respect to competent people and belief and employing them in the community and organization will increase the motivation of these people. Competency desire, as a social value, like other sets of values that is emerged as a culture of a society which competency desire has been considered as a value in the Islamic culture.

Competency Measurement

In the stage of competency measurement, those who think that have the ability are re-identified based on general and specialized capabilities or examination and tests and structured interviews. People who think they have the necessary capability and competence will be assessed that this step requires a careful reading of religious, moral, social and cultural teachings as well as managerial and administrative categories to define measurement criteria. Providing such principles that is far from right and wrong must be done gradually and in long-term horizon (Isfahani, 2010).

According to the research done by Ali *et al.*, (2004) Allah (2002), evaluation of selection system and appointment of middle and senior managers of state banks as well as staffs based on regulations and rules is the criteria for their selection and appointment that this issue will increase job motivation among these people. In other words, the capabilities and competencies are considered in competency measurement i.e. competence that is a combined set of skills and personal characteristics and personality traits and behaviors that which is directly related to successful performance on the job should be a criterion for selection. They are divided into two categories: the basic capabilities that if acquiring, one meets the minimum expectations and standards of a job and distinguishing features that raises one's performance to a moderate level, which this issue is much more considered in finding competency.

Competency Selection

At this stage of the process, meritocracy is appointing competent people in their place. In competency selection in an organization, the features required for a job should be specified by analyzing the existing job.

Referring to these points is necessary here that competency is not absolute and permanent, but a relative issue and further, according to the number of management levels, each and every individual person should be put in his/her own category and level and each person is suitable for a specific category of management that existing cultural background is necessary. Lack of existing cultural background causes creating group interests and abnormal thoughts, beliefs and values.

Any imprudent risk action will follow failure associated with the process of appointing competent people. For this reason, required supportive culture and rules should be created along with competency appointment. According to Isfahani (2010), the part of competency selection is of two steps: first, the

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previous steps of assessment and analysis and then assigning the desired position to the competent people and the ideal condition should be specified.

Competency Training

Competency training is one of the discussions that if implemented in any system, its results certainly are development, reconstruction and development in all economic, social, cultural, educational and political fields, both internal and diplomacy system. By providing the contexts to nurture potential and actual managers through short-term and long-term tests, the meritocratic system should lead them towards higher insight, awareness and empowerment which in parallel, this system will be the context to accept heavier responsibilities and performing the efficient role of tasks (Isfahani, 2010).

Competency Maintenance

Retaining qualified managers in companies and organizations as the forerunners of success and efficiency in the organization and management, the discovery of talented people and applying talents management succession planning in the organization seems necessary and organizations are needed to select and maintain qualified and experienced individuals for guiding different sectors and makes the development conditions of organizations hundredfold by giving bonuses and upgrades, post and providing optimal conditions for these people (Deshnegi, 2011). Maintaining and retaining the competent people are called competency maintenance. It is important to attract people. Thus, we must take the necessary measures to provide justice to people and contributes to the survival of the people in the organization (Isfahani, 2010). In the competency maintenance step, the necessary arrangements should be provided and exiting trained managers as the capital to other organizations or other countries should be avoided with transparency and doing fairness and equality.

Job Motivation

As Steers *et al.*, (2004) pointed out, the term motivation is rorted from the Latin word mover meaning movement (Lathm and Mann, 2006), Blanchard (1983) considers motivation as creating incentives among people and defined motivation as the needs, desires, drives and driving force in humans. According to Murry (1991), drive and purpose constitutes two main elements of each motivation. Drive is an internal process and guides the individual for action or a specific behavior. Expressing the results and measurable outcomes expected from the activities also realizes the element of purpose and by achieving that purpose, motivation will be brought to an end (Naeli, 1984).

Motivation has been defined as an internal state that causes doing a specific behavior by one person. In one perspective, motivation causes directing the behavior, the intensity of behavior and its persistence throughout time and direction refers choosing specific behaviors among the set of possible behaviors (Mirzaie, 1986). Campbell (1976) defined motivation as: Motivation is concerned to the set of independent or independent variables that indicate the direction, extent and stability of behavior, provided that effects, talents, skills, and understanding of the regarded task and the constraints that govern the environment are kept constant (Stirez and Porter, 1991; cited from Shekarkon and Arshadi, 2008). Also Mirkamali (1882) considers motivation in management as creating desire, passion to do the work, encouragement and satisfaction of employees through satisfying reasonable physical, social and psychological needs. Job motivation is not a personal or organizational attribute, but is the result of the interaction between man and his environment and due to this interactional nature of motivation, organizational policies can motivate job creation positively or negatively. This interactive nature of job motivation suggests that different types of individual adaptation to the environment can have significant impacts on this variable (Murvitz, 2009; cited from Arshadi, 2007). According to Franko *et al.*, (2004), job motivation exists when there is alignment between one's objectives with those of organization (Franko *et al.*, cited from Arshadi, 2007). In their study, Mahmoudi *et al.*, (2009) concluded that psychological factors have the most critical role in creating job motivation among managers under study. Also, Samereh and Sayedi (2007) conducted a study to investigate the extent of job satisfaction of organization's staff and the effect of individual and organizational factors on it with an emphasis on Frederick Herzberg's health-motivation theory to enrich their jobs. In a study done by Franco *et al.*, (2004), the results achieved indicated that feelings of proudness, effectiveness, honesty in management

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and job security are the most important motivational factors. Almost all contemporary theories recognize that motivation refers to the dynamics of resource allocation; however, theories of motivation are different from each other essentially in this connection that to which part of a complex network of motivational structures they emphasize (Aliabadi *et al.*, 2004).

Meritocracy and Job Motivation

As stated, meritocracy is based on competency desire and competency selection. These competencies include knowledge, skills, abilities, and structures such as values, motivation, innovation and self-control. Meritocracy system is a system where the best people in the best position with the highest efficiency perform their job and receive salary and benefits commensurate with their efforts. For acquiring benefits of meritocracy (individual and organizational effectiveness, improving job satisfaction, employee morale, sense of belonging to the organization, creating motivation, effort, improving the performance and capabilities of staff), it is reasonable that the organization institute meritocracy and along with it, and as part of it also considers competency selection and conditioning (Isfahani, 2010). Given that one of the factors influencing job motivation that makes the person aware of his/her results is feedback that can provide clear information for him directly from the effects of one's performance. Lack of meritocracy rules in the workplace and neglecting the conditions of workforce are the factors that cause non-motivation and dissatisfaction (Kajbaf and Pourkazem, 2005).

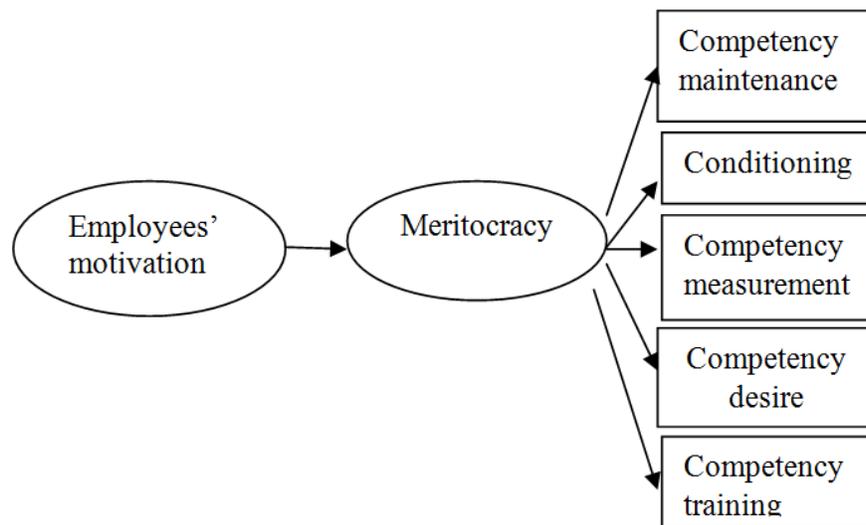


Figure 1: Research conceptual model

Of research done in the field of meritocracy and job satisfaction, the research conducted by Franco *et al.*, (2004) can be noted that examined the factors influencing the motivation of health staff. The results obtained indicate that feelings of proudness, effectiveness, honesty in management and job security are the important motivational factors. Schroeder (1989) concluded in a study that five characteristics of our knowledge, abilities, motivations, values and management style are the factors of managers' competency. Hertzli (2001) concluded in his study that meritocracy is necessary and expressed two major axes of ethical and social requirements in meritocracy. He considered ethical axis appropriate and complies with the integration of intelligence and seriousness, both of which are hereditary factors and social factors that is effective for the impacts of meritocracy in creating better society and eliminate barriers to the advancement of science and industry. Generally speaking, there are several factors that together can be the cause of job motivation of staff. According to some researchers, managers' role in the motivation and desire to work among employees is very important. Creating appropriate structure on the one hand and designing appropriate strategies on the other along with leadership style are three factors that are in the hands of administrators and managers can easily meet the needs of their employees through these factors

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and create the context needed for job satisfaction. But what is certain is that first the managers should have some specifications and are trained well to afford this work and on the other hand, this issue is achieved through proper employment of managers i.e. the phenomenon which we call meritocracy. So managers should be selected and trained in the framework of meritocracy and have been received required authorities.

Research Hypotheses

The Main Hypothesis

Meritocracy impacts on the motivation of employees.

Sub-hypotheses

Competency desire impacts on the job motivation of employees.

Competency measurement impacts on the job motivation of employees.

Competency selection impacts on the job motivation of employees.

Competency maintenance impacts on the job motivation of employees.

Competency training impacts on the job motivation of employees.

MATERIALS AND METHODS

The current study is applied in terms of purpose and a descriptive-correlational study in terms of research’s data collection method. Data collection method in this research was library studies and questionnaires. In the current study, the statistical population includes IT and communications staff of the army of Khorasan Razavi that the number of all employees are 148 people. 100 people were randomly selected as a sample among all employees. Tools used in this study were meritocracy questionnaire (Pierce and Tiso, 1994). To investigate meritocracy in organizations, job motivation questionnaire (Robinson, 2004) is used to assess the amount of staffs’ job motivation that includes 11 items and the participants are asked to specify their motivation for doing different working activities in a 5-degree scale from "strongly agree" or "strongly disagree ". The scale is scored from 1 to 5. Meritocracy Inventory has been modified from Pierce and Tiso and has totally 10 questions. The structure of the questionnaire has been adjusted based on activities such as rewards to eligible participants, selection and promotion based on merit and the like. After the questionnaire was collected from sample and data were reviewed and analyzed, the data obtained are analyzed using inferential statistics in the present study. It should be noted that to investigate research hypotheses, Pearson regression coefficients to determine the relationship among the variables are used. SPSS software is used to analyze data.

Data Analysis

Meritocracy impacts on the motivation of employees.

Table 1: Results of correlation Test

Indices Variables	Statistical	Pearson coefficients	correlation	Significance level	Results
Meritocracy and job motivation		0.76		0.001	There is a significant relationship

The correlation coefficient between the two variables and the significance level in the two components of meritocracy and job motivation of employees are seen in Table 1. Given the correlation coefficient achieved (0.76), the statistical data showed that there is a strong relationship between the two components and the significance level (0.001) achieved from two components of meritocracy and job motivation among employees indicate the fact that there was a significant correlation between these two variables. As a result, the first hypothesis is significant at the level of $P < 0.05$ and it can be said with 95% confidence that there is a significant relationship between two components of meritocracy and job motivation of employees. The final results indicate that the impact of meritocracy can be effective in job motivating employees.

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Sub-hypotheses 1: Competency desire impacts on the job motivation of employees.

Table 2: Results of correlation test

Indices Variables	Statistical	Pearson coefficients	correlation	Significance level	Results
Competency desire and job motivation		0.62		0.007	There is a significant relationship

The correlation coefficient between the two variables and the significance level in the two components of meritocracy and job motivation of employees are seen in Table 2. Given the correlation coefficient achieved (0.62), the statistical data showed that there is a strong relationship between the two components and the significance level (0.007) achieved from two components of competency desire and job motivation among employees indicate the fact that there was a significant correlation between these two variables. As a result, the first hypothesis is significant at the level of $P < 0.05$ and it can be said with 95% confidence that there is a significant relationship between two components of competency desire and job motivation of employees. The final results indicate that the impact of competency desire can be effective in job motivating employees.

Sub-hypotheses 2: Competency measurement impacts on the job motivation of employees.

Table 3: Results of correlation test

Indices Variables	Statistical	Pearson coefficients	correlation	Significance level	Results
Competency measurement and job motivation		0.58		0.016	There is a significant relationship

The correlation coefficient between the two variables and the significance level in the two components of competency measurement and job motivation of employees are seen in Table 3. Given the correlation coefficient achieved (0.58), the statistical data showed that there is a strong relationship between the two components and the significance level (0.016) achieved from two components of competency measurement and job motivation among employees indicate the fact that there was a significant correlation between these two variables. As a result, the first hypothesis is significant at the level of $P < 0.05$ and it can be said with 95% confidence that there is a significant relationship between two components of competency measurement and job motivation of employees. The final results indicate that the impact of competency measurement can be effective in job motivating employees.

Sub-hypotheses 3: Conditioning impacts on the job motivation of employees.

Table 4: Results of correlation test

Variables	Statistical Indices	Pearson coefficients	correlation	Significance level	Results
Conditioning and job motivation		0.69		0.003	There is a significant relationship

The correlation coefficient between the two variables and the significance level in the two components of conditioning and job motivation of employees are seen in Table 4. Given the correlation coefficient achieved (0.69), the statistical data showed that there is a strong relationship between the two components and the significance level (0.03) achieved from two components of conditioning and job motivation among employees indicate the fact that there was a significant correlation between these two variables. As a result, the first hypothesis is significant at the level of $P < 0.05$ and it can be said with 95% confidence

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that there is a significant relationship between two components of conditioning and job motivation of employees. The final results indicate that the impact of conditioning can be effective in job motivating employees.

Sub-hypotheses 4: competency maintenance impacts on the job motivation of employees.

Table 5: Results of correlation test

Indices Variables	Statistical	Pearson coefficients	correlation	Significance level	Results
Competency maintenance and job motivation		0.54		0.018	There is a significant relationship

The correlation coefficient between the two variables and the significance level in the two components of competency maintenance and job motivation of employees are seen in Table 5. Given the correlation coefficient achieved (0.54), the statistical data showed that there is a strong relationship between the two components and the significance level (0.018) achieved from two components of competency maintenance and job motivation among employees indicate the fact that there was a significant correlation between these two variables. As a result, the first hypothesis is significant at the level of $P < 0.05$ and it can be said with 95% confidence that there is a significant relationship between two components of competency maintenance and job motivation of employees. The final results indicate that the impact of job maintenance can be effective in job motivating employees.

Sub-hypotheses 5: competency training impacts on the job motivation of employees.

Table 6: Results of correlation test

Indices Variables	Statistical	Pearson coefficients	correlation	Significance level	Results
Competency training and job motivation		0.66		0.003	There is a significant relationship

The correlation coefficient between the two variables and the significance level in the two components of competency training and job motivation of employees are seen in Table 6. Given the correlation coefficient achieved (0.66), the statistical data showed that there is a strong relationship between the two components and the significance level (0.03) achieved from two components of competency training and job motivation among employees indicate the fact that there was a significant correlation between these two variables. As a result, the first hypothesis is significant at the level of $P < 0.05$ and it can be said with 95% confidence that there is a significant relationship between two components of competency training and job motivation of employees. The final results indicate that the impact of competency training can be effective in job motivating employees.

Conclusion

Main Hypothesis

According to Table 1, it can be seen that the correlation coefficient for the variable of meritocracy is equal to 0.76 with significance level of $\text{sig} = 0.001 < 0.05$. The researcher claims will thus be accepted and it can be said with 95% confidence level that meritocracy has a direct, positive and significant effect on employees' job motivation. Therefore, there is a significant relationship between the two components of meritocracy and job motivation of employees.

Sub-hypothesis 1:

According to Table 2, it can be seen that the correlation coefficient for the variable of competency desire is equal to 0.62 with significance level of $\text{sig} = 0.007 < 0.05$. The researcher claims will thus be accepted and it can be said with 95% confidence level that competency desire has a direct, positive and significant

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effect on employees' job motivation. Therefore, there is a significant relationship between the two components of competency desire and job motivation of employees which the final results indicate that the component of competency desire can have an effective influence on employees' job motivation.

Sub-hypothesis 2:

According to Table 3, it can be seen that the correlation coefficient for the variable of competency measurement is equal to 0.58 with significance level of $\text{sig}=0.016<0.05$. The researcher claims will thus be accepted and it can be said with 95% confidence level that competency measurement has a direct, positive and significant effect on employees' job motivation. Therefore, there is a significant relationship between the two components of competency measurement and job motivation of employees which the final results indicate that the component of competency measurement can have an effective influence on employees' job motivation.

Sub-hypothesis 3:

According to Table 4, it can be seen that the correlation coefficient for the variable of conditioning is equal to 0.69 with significance level of $\text{sig}=0.003<0.05$. The researcher claims will thus be accepted and it can be said with 95% confidence level that conditioning has a direct, positive and significant effect on employees' job motivation. Therefore, there is a significant relationship between the two components of conditioning and job motivation of employees which the final results indicate that the component of conditioning can have an effective influence on employees' job motivation.

Sub-hypothesis 4:

According to Table 5, it can be seen that the correlation coefficient for the variable of competency maintenance is equal to 0.54 with significance level of $\text{sig}=0.018<0.05$. The researcher claims will thus be accepted and it can be said with 95% confidence level that competency maintenance has a direct, positive and significant effect on employees' job motivation. Therefore, there is a significant relationship between the two components of competency maintenance and job motivation of employees which the final results indicate that the component of competency maintenance can have an effective influence on employees' job motivation.

Sub-hypothesis 5:

According to Table 6, it can be seen that the correlation coefficient for the variable of competency training is equal to 0.66 with significance level of $\text{sig}=0.003<0.05$. The researcher claims will thus be accepted and it can be said with 95% confidence level that competency training has a direct, positive and significant effect on employees' job motivation. Therefore, there is a significant relationship between the two components of competency training and job motivation of employees which the final results indicate that the component of competency training can have an effective influence on employees' job motivation. These results are consistent with research done by Franco *et al.*, (2004), Timerk (2001), Jamieson (2000), Bern (2006), Allah (2002), Arizi and Golparwar (2006), Geravand (1889), Mahmoudi *et al.*, (2009), Ali *et al.*, (2004), Mahmoudi and Colleagues (2009), Larijani (2006) and Mahmoudi *et al.*, (2007).

Suggestions

Given the impacts of meritocracy in employees' job motivation, it is suggested that other variables are evaluated among staff at different centers. Also researchers should consider the impact of meritocracy category in variables such as working absenteeism or turnover of staff and enhance managers' knowledge through holding educational seminars and familiarize them with the influential role of meritocracy variables and job motivation.

Given the influential of meritocracy in advancing the goals of the organization, managers should recruit qualified and experienced executives.

Also, designing the structure of management system in organizations should be based on meritocracy and selections are based on meritocracy in organizations and variables of conditioning, competency measurement, competency training and competency maintenance should be observed and implemented in the centers by managers. It is hoped that the results of this study create a pattern of how to consider the impacts of meritocracy variables in employees' job creation. Given that meritocracy also have a positive impact on the job motivation of employees makes clear this issue that meritocracy is an important

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predictor in employees' job motivation. It is hoped that the findings of this research will assist the authorities in promoting the organization.

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