

Designing Elite Recruitment Model for Iranian Educational Organizations

Zahra Moghimi¹, Gholamreza Memarzadeh Tehran^{2*}, Mahmood Alborzi³

1. PhD student, Department of Public Administration, Islamic Azad University, Qazvin, Iran.
2. Professor, Department of Public Administration, Islamic Azad University, Qazvin, Iran.
3. Associate Professor, Department of Public Administration, Islamic Azad University, Qazvin, Iran.

Article history:

Received date: 2 July 2019

Review date: 22 October 2019

Accepted date: 28 October 2019

Keywords:

Cultural components, Elites recruitment, Institutionalism, Gap analysis

Abstract

Purpose: Educational organizations, like any other organization, need an efficient model and tools to adapt to environmental conditions, to benefit from technological advances, and to meet the diverse and broader needs of target groups. Elite and efficient human resources is the most important factors contributing to the success of organizations. Thus, the current paper proposes a model for elite's recruitment to Iranian educational organizations based on the ethics and specific cultural contexts of Iranian society. **Methodology:** The current paper is an applied, descriptive-survey. The research methodology is also a combination of quantitative and qualitative approaches. The statistical population included all educational organization in Tehran who studied in the academic year of 2017-18. Fifteen (15) experts of National Elite institute were selected by snowball sampling method. Research data was analyzed using GAMS software. **Findings:** The results indicated the optimum model dimensions have increased in optimal condition compared to the current situation. **Discussion:** there is a significant difference between the current situation and the desired level, which necessitates serious attention to the factors affecting the elite's recruitment and the development of appropriate mechanisms for their recruitment in educational organizations.

Please cite this article as: Moghimi Z, Memarzadeh Tehran G, Alborzi M. (2020). Designing Elite Recruitment Model for Iranian Educational Organizations, *Iranian journal of educational Sociology*. 3(1): 43-55.

* Corresponding Author Email: gmemar@gmail.com

1. Introduction

Nationally, the elites and experts of each country are considered to be the most important and valuable assets of the country, because the effective presence of the elites increases the speed of development and minimizes the time to achieve it (Davenport, 2004). Strategic and economic excellence in the future will be for those organizations that can better capture, nurture and maintain a diverse group consisting of the best and most talented human resources in the market (Hesselbein, et al., 1999). The definition of term “elites” is a bit difficult because each organization has its own particular attitude in this field and there is no universal and common definition (CIPD, 2006). In a general definition, genius is defined as a set of individual capabilities, including skills, knowledge, and the ability to develop and improve (Michaels, 2001). In the other definition, it includes high-performance people. In this case, elites may have special skills or specialized skills making them difficult to be replaced by other employees (D'Annunzio-Green, 2008). Gagne (2007) argues that talent involves a significant maturity that generally refers to competencies (knowledge, skill, and ability), and that puts an individual among the top 10 percent of colleagues who work in the same field. Berger (2004) also considers elites to be individuals who show superiority, inspiration, and value for the organization. Although elitism returns to individual abilities, it is cultivated through training and education (Sabunca & Karacay, 2016).

Modern organizations are not seeking recruitment, but are seeking to attract elites, something that is called the battle for the acquisition of elites (Michaels, 2001). As well as taking good measures to attract customers, it has to be done in order to attract elites. Today, elite management means all organizational activities to recruit, select, develop and maintain the best employees in the strategic roles of the organization (Krishnan, 2017). In the absence of planned measures to recruit elites, the phenomenon of elite immigration or brain drain will become a serious crisis for countries. As in our country, it has become a serious problem. Rich countries develop their immigration policies to attract elites. They use their universities as magnet for absorbing talent. Most immigrants from developing countries are educated individuals. Today, most governments have made laws and restrictions on the entry of skilled laborers (Phillips & Roper, 2009).

Cappelli (2004) argues that highly qualified individuals tend to manage their surroundings, and the organization can, in their favor, offer the most challenging tasks, provide opportunities and compensate for excellent services, in proportion to their ability to benefit from them. Brandth & Kull (2007) said that it depends on the ability of the organization to adapt a profile best suited to the company's business and organizational culture. Tulgan points out in his book on the success of the talent Zarei (2013) that people in the 21st century economy are working in areas of self-employment business. The relationship between the employee and the employer is a joint venture. The employee gives his or her talent, skills and time to his employer, he / she gives him cash, a share sheet, etc. (Snell, 2007). This relationship has always existed between the employee and the employer, but in recent years, in particular with regard to talented and elite people, there has been a shift in the balance of power.

One of the major ideas in the field of recruiting elites is the Talentship Model introduced by Boudreau and Ramstad (2005), according to which the recruitment and utilization of elites leads to organizational development and efficiency. The data and information that comes from this model can push all levels of the company towards talent and elitism. In this model, the measurement criteria are categorized into three general categories that include impact, efficiency, and efficacy. These three categories are connected by a number of factors, which include factors from the elite mass of the company to a sustainable strategic advantage.

Organizations must pay special attention to their recruitment strategies to succeed in recruiting elites. Human resource recruitment strategies are designed and implemented with the aim of obtaining appropriate staff with high levels of competence, skill, knowledge and potential for future education. Effective crafting is achieved through the development of strategies for recruiting the most qualified forces to the organization. Intrusive strategy, in addition to aligning with the HR strategy of the organization, should include the best

practices for defining the exact requirements of the organization in terms of skills and competencies and covering the following activities:

A) Defining skills and competency needs: Ideally, this should be done using a number of systematic analyses of skills and competencies. Collings, Mellahi (2009) believe that choosing the criteria for staffing to meet current and future needs is important for recruiting high-potential individuals and their identification process in organizations, hence the criteria for recruiting and choosing individuals are subject to the following:

- Career history and history of progress, education, geographic mobility, agility in learning, previous leadership positions, the size and extent of leadership responsibilities, ability to progress, the craving for progress, individual assessment in comparison with the values and competencies of leadership in the company, previous performance rating, formal leadership assessment tools, and risk-taking ability

Generally, the best criteria for selecting and recruiting high-potential individuals are those related to past performance and factors related to the employee's future talent, although they point out that both past performance and future talent should be based on real and tangible data (Collings, Mellahi, 2009).

B) Analysis of the factors influencing decisions for joining people to the organization: These factors include the employer's brand and organization's reputation, adequate and complete pay and benefits, job opportunities and promotion, opportunities to use existing skills, or acquisition of new skills, opportunities to take advantage of the latest technologies, high level education, an intrinsically pleasing and responsive job, the belief that the organization is doing valuable work, and the opportunity to create a job for the future of the individual (Armestrang, 2008).

C) Analysis of competitors' activities: To investigate what the competitors are doing about factors influencing people's decision.

D) Development of tools and techniques to recruit the best employees to the organization: such as structured interviews and psychometric tests.

Some of the innovative strategies that organizations use to recruit elites are shown in Table 3.

Table1. Recruiting strategies

No.	Researcher	Recruiting strategy
1	Douglas et al (2008)	Emphasis on name, opportunity, ideal, culture, meritocracy, and pivotal talent, citizenship (global)
2	Smilansky (2006)	Identify and develop individual talents at lower levels and apply their results to the design of management training courses
3	horwitz et al (2006)	Using the strategy of paying salary and appropriate remuneration considering the nature of the labor market and the unemployment rate and the economic and social conditions
4	Nanda (2004)	The emphasis is on in-organizational recruitment (maintaining the talent within the organization rather than recruiting the stars of other organizations)
5	French Petroleum Institute (2010)	Emphasis on the innovation and development of new technologies, the recruiting of high-level PhD graduates, the recruiting of creative people with individual autonomy
6	Statoilhydro Norway (2007)	Competitive rewards, continuous higher education, job improvement and progress, flexible working hours, professional work environment with diverse tasks, promotion of people in the face of new challenges, creation of a large labor market within the organization for employees, use of foreign experts, recruiting talented and fluent foreign language staff
7	American Gas Technology Institute (2008)	Effective communication with the last year's graduates and the graduation of first-level universities, admission of trainees from prestigious universities and creating incentive conditions for their recruitment after graduation, emphasis on recruiting motivated and interested employees, creating a recruitment menu on the company's website , paying close attention to recruiting the best staff for technical and administrate departments simultaneously

8	Saudi Aramco (2009)	Providing 15% of manpower from 50 different nationalities, concluding widespread contracts with universities and foreign and domestic institutions, awarding employees to nominate candidates, selecting domestic professionals with the goal of developing their capacity for management positions, selecting multinational staff with the purpose of the operation is to recruit highly skilled professionals, recruit graduates with high degrees, recruit specialized professionals with the ability to work with multinational forces.
9	towers perrin (2005)	Competition-based payments, competitive retirement benefits, salary increase based on individual performance, organization's reputation for having a good employer, opportunities for development and learning, balance between work and life, career development opportunities, challenging work
10	Armstrong (2008)	Employer brand and reputation of the organization, adequate salary and benefits, job opportunities and promotion, opportunities to use existing skills or acquire new skills, opportunities to take advantage of the latest technologies, achieve high level education, an intrinsically satisfying and responsive job, the belief that the organization performs valuable work, an opportunity that will create a job for the future of the individual
11	Aker Group (2010)	Hire through the promotion of domestic staff, university graduates, faculty members, recruitment agencies, and advertising
12	Lusaka (2005)	Occupation (creating a job or aggregating multiple tasks in an activity and assigning it to a newcomer to the organization instead of having a job vacancy)
13	Power Research Institute (2010)	The use of manpower as needed (specific research contracts), the reduction of manpower training and maintenance costs due to the temporary recruitment, the reduction of recruitment costs, the lack of emphasis on core occupation
14	Iranian Institute of Materials and Energy (2010)	Use of electronic space in manpower recruitment, recruiting a group, temporary recruiting instead of permanent at the start of entry for individual matching assessment
15	Iran Polymer and Petrochemical Research Institute (2010)	Conducting specialized recruiting seminars to assess the applicants' ability to obtain opinion of the relevant organizational units (internal workflow), assessment of admission to postdoctoral courses, the condition of having two external papers and the recruitment of an applied project from the industry to transform the situation, the emphasis on employment temporary on arrival, the use of cyberspace to identify human resources
16	Regulations for the recruitment and maintenance of elite manpower (2004)	Flexible working hours, assigning a job rating higher than the assigned rating, reducing the required empirical records for managing management positions, prioritizing the military service to the elite

What is more crucial in the domestic or foreign nomination process is to find out who has high potential (Verhaegen, 2005). Many organizations have turned to competency models to identify factors such as the knowledge, skills, and abilities needed to succeed in various occupations. The emphasis is on the organization's need to identify specific criteria for the selection of the elite. The operational definition of these criteria is very important. There are two general ways to do this. In the first method, only a specific activity will be investigated and based on this, the activity of the people will be considered. The second method is based on identifying the scientific, executive, and abilities of a person during his career (Mirsepasi, 2010).

According to the stated content, the primary pattern of the research consists of four dimensions (definition of competencies, analysis of factors affecting recruitment, competitor analysis, and development of recruitment tools).

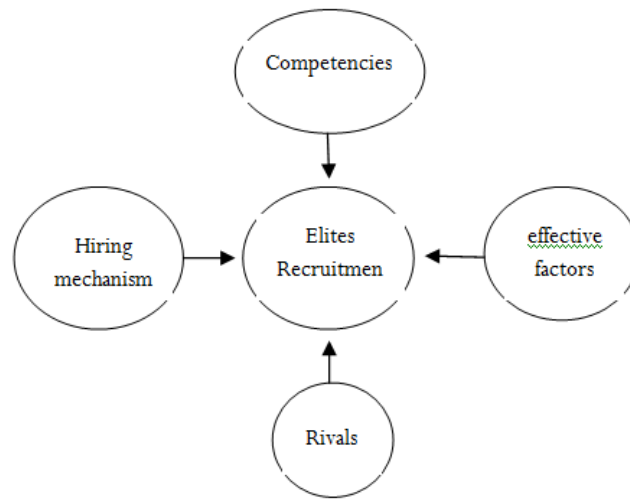


Figure1. The Conceptual Model of the Factors Affecting Elites recruitment

Since the purpose of this research is providing the most suitable methods for recruiting elites with regard to the specific characteristics of educational organizations of Iran, the institutionalism Theory has been chosen as the theoretical framework of the research. The attention to institutionalism is more on mechanisms such as informal structures, ideologies and adaptation. Institutionalization is generally known as a theory that introduces organizations as rituals, and institutions. Therefore, the research in terms of presenting an indigenous and contingent model that is specific to educational organizations of Iran has innovation as it seeks to establish the bureaucratic logic of the administrative with the logic of institutionalization based on the ethics and values of the Iranian community and the religious and customary assignments and voluntary human welfare.

2. Methodology

The current paper is an applied, descriptive-survey. The research methodology is also a combination of quantitative and qualitative approaches. It is quantitative because it tests the four dimensions of the background in Iran's educational organizations and is qualitative because it has used by experts to obtain the necessary information on the four dimensions and to model localization of the model. The statistical population of this study included all educational organizations in Tehran who studied in the academic year of 2017-18. According to experts, if the purpose of the interview is to explore and describe the opinions and attitudes of the interviewee, and taking into account the time and resources available, 10 to 15 samples will be sufficient for the interview (Verhaegen, 2005). Based on this, by using a snowball sampling method, fifteen (15) experts in educational management were selected from experienced university professors and the National Elite Institute managers. Having interviewed the number of experts, the collected data reached saturation point and the continuation of the interview were not necessary, according to the researchers. The research method is that at first the original pattern of research and its main dimensions were extracted from the background. Subsequently, the components related to each dimension were approved and refined and the validity of the model was confirmed based on exploratory studies and in-depth interviews and the formation of a panel of experts. Interviews are also conducted in a semi-structured way. The reason for the use of semi-structured interviews is that researchers can get more details about the subject through the

information that the person who is likely to be interviewed through a state and memory presentation. Since in this study the quality of the work process and the results were emphasized by the researchers, they were interviewed by well-informed people, according to the main question of "What are the strategies of recruiting elites in Iranian educational organizations?" The following questions were raised more about these issues: 1. With your experience in human resource management, how do you think and how can you increase the recruitment of elites in Iranian educational institutions? 2. What factors help to improve the recruitment of elites in Iranian educational organizations? 3. How can an organization become an ideal venue for the presence of the elite? 4. What do you suggest to improve the elite's ability in the organization?

And etc. Questions were also asked during the interview to obtain useful information about the organization's essential competencies, as well as how to empower and institutionalize the organization according to the circumstances. During the interviewees' explanations, if the experience, personal observations or specific points was presented, the researchers allowed the subject to fully discuss it and then added to the richness of the interview with questions about the subject.

Data analysis was conducted in the interview method using the Grand Theory. This method emphasizes data analysis through coding. In the open coding, concepts are brought to the surface from the depth of data. To do this, the elite concept of engagement was formulated by carefully studying the interviews, compiling information and coding. The axis of coding is the process of converting concepts into categories. To do this, the concepts associated with each of the categories of the conceptual model of research were categorized and related to that category. In other words, similar codes were put together and underneath a more abstract concept that covered everyone. The results of the interviews and the review of the conceptual categories obtained showed that one can, in terms of the common aspect, include the concepts obtained in the form of four themes of recruitment : 1. the characteristics that the elite must possess. 2. Features that the organization must have. 3. A special look to the environment and competitors. 4. The process that the organization must design to recruit elites. For example, a summary of an interview is given below:

"... The Supreme Leader is the flag holder of the great scientific movement in the country and always encourages the scholars and scientists of the country to make a double effort to promote the perfection of the Islamic homeland. The national elite foundation has been formed at the initiative of the Supreme Leader, and the foundation has the task of identifying, supporting and guiding the elites. The program should be funded by the Foundation and made available to government agencies. In many cases, lacking appropriate plans to recruit and support elites will pave the way for the elite to leave the country. Serious efforts must be made to identify the elites from the ministries of science, education and health or at the various festivals. In this regard, organizations can provide elite individuals with special facilities and use them to solve organizational problems. Educational support can be formed even before entering organizations. These supports require a system that firstly identifies well-known experts, and secondly, organizational custodians to support them as a kind of investment for the future. The margin for the elites must be such that they can be recruited in organizations after graduation. A lack of job security can also have an adverse effect on recruiting elites. On the other hand, it is often observed that the process of recruiting elites to organizations due to redundant bureaucracy has been difficult so that susceptible individuals occasionally prefer to avoid hierarchical processes to enter such structures. Another important factor is the cultural aspect, and it should be given special attention, and it is also the creation of a sense of commitment and responsibility in the elites towards the country and its compatriots, because the role of the elites in the scientific progress and dignity of the country is undeniable, and their absence in organizational structures can bring irreparable damage to the country S4. ". extracted categories from interviewing with S4 have been shown in table 1.

Table2. Samples of extracted categories from an interview with S4
Extracted categories

1. Identify elites
2. Academic support before entering the organization
3. Appropriate support after entering the organization
4. Planning to use the skills and abilities of the elite
5. Removing bureaucracies in the elite's recruitment
6. Provide special facilities to the elites
7. Create job security for elites
8. Creating a sense of commitment and responsibility in the elite

All 15 interviews were categorized and classified as S4, and in the process of extracting codes, they were placed in similar groups in terms of their common features and their relationship and nature. Since the purpose of the research is to localize the proposed model, the indigenous components include the study of the empirical background and upstream documents of the country, such as the Islamic-Iranian Progression Model, the 20-year vision document, the general policy of the administrative system, the 1404 vision document, cultural engineering plan, and religious narratives. Then, Delphi method was used to reach consensus in decision making. The combination of Delphi members was selected according to the expertise and knowledge of the members in the field of research. Since there was a consistency among the members, 15 people were selected for the Delphi method by snowball random sampling method. These people are faculty members in the field of education management or managers with 5 years' experience in human resource management. In the first stage, the research question was defined and the characteristics of the participants in the Delphi team were determined, accordingly. Then the candidates for participation in this group work were identified and invited to participate in the research. This phase was completed by assigning team members. The second stage was devoted to the production of ideas in the field of research. At this stage, the members of the group presented their ideas about the factors related to the issue of research, and a total of 21 cultural attributes identified as weaknesses in their escape barriers to the recruitment of the elites. Then, we tried to extract the final list of cultural components by analyzing and refining these ideas, eliminating duplicates, and using the homogeneous terminology. In the third stage, the members of the group determined the importance of the factors and selected the most important ones. Accordingly, the number of factors decreased to 15. The fourth step was to review the importance of the factors based on the results of the previous stage and determine the order of importance of the factors. At this stage, each member was placed in the views of other members of the group and was re-examined in the amount or order of importance of the agents. Members' revisions continued to persist.

3. Findings

In this research, the Kendall Coordination coefficient was used to determine the consensus among panel members. The Kendall Coordination coefficient is a measure to determine the degree of coordination and agreement between several N rating sets corresponding to the object or individual. The magnitude of this scale equals one in the case of full coordination or agreement, and zero in the case of full non-coordination. This coefficient after 4 rounds of the Delphi method was significantly improved in each period until it reached the acceptable level in the fourth stage and the Delphi process was completed. Table 2 shows the value of the Kendall coefficient per step.

Table3. Review the consensus of panel members

Component	First stage		Second stage		Third stage		Fourth stage	
	No.	Kendall	No.	Kendall	No.	Kendall	No.	Kendall
Avoiding Discrimination and Kinship	17	0.41	16	0.53	16	0.58	15	0.87
Justice in recruitment	17	0.39	16	0.46	16	0.56	15	0.85
Attention to virtue and specialty	17	0.46	16	0.51	16	0.57	15	0.83

The proportion of behavioral and belief patterns among employed and organization	17	0.31	16	0.35	16	0.59	15	0.83
Islamic scholarship and meritocracy	17	0.39	16	0.46	16	0.63	15	0.86
Observing ethical considerations in decisions and strategies	17	0.32	16	0.38	16	0.52	15	0.89
Prioritization of political orientation	17	0.29	16	0.39	16	0.57	15	0.79
Reverence and attention to the social status of the elite	17	0.41	16	0.48	16	0.61	15	0.78
Use of spiritual and immaterial incentives	17	0.43	16	0.47	16	0.63	15	0.75
Promote the attachment of elites through the promotion of Islamic values	17	0.36	16	0.43	16	0.61	15	0.84
Familiarity with healthy competition rules	17	0.32	16	0.41	16	0.59	15	0.92
No blind imitation	17	0.47	16	0.55	16	0.63	15	0.76
Bureaucratization of the recruitment process	17	0.46	16	0.57	16	0.69	15	0.83
Avoiding retrospection and focusing on records	17	0.32	16	0.49	16	0.67	15	0.89
Use of electrons in recruitment	17	0.31	16	0.41	16	0.59	15	0.82

As stated, having identified the cultural factors, clustering was used to classify cultural barriers associated with each theme. The input of the matrix clustering model is of the type of data obtained from observations of physical processes. Each observation contains n measured values, and a set of N observations is written as $X = \{X_k \mid k = 1, 2, 3, \dots, N\}$, which expresses a matrix $N \times n$ as that of the Equation (1).

$$X = \begin{bmatrix} x_{11} & x_{12} & \dots & x_{1n} \\ x_{21} & x_{22} & \dots & x_{2n} \\ \vdots & \vdots & & \vdots \\ x_{N1} & x_{N2} & \dots & x_{Nn} \end{bmatrix} \quad \text{Equation 1}$$

In the first step, after creating the data matrix, the normalized data of this matrix was minimized by maximizing the normalization method so that the data would be in the range of 0 to 1 (Johnson & Whitcher, 1999). After forming the normalized data matrix, a matrix of similarity was constructed from the normalized data matrix. The datasets of the similarity matrix of the next NC represent the membership of each object in each cluster, which is in the classical set of zero or one. The objective function in the K-means method for clustering the set of objects X to the C -cluster number is expressed as Equation 2, which is minimized in the clustering process of this objective function:

$$J(x:v) = \sum_{i=1}^C \sum_{k=1}^1 x_k - V_i / \quad \text{Equation 2}$$

And the center of the clusters was also calculated through Equation (3).

$$V_i = \frac{\sum_{k=1}^N x_k}{N_i}, \quad x_k \in A_i \quad \text{Equation 3}$$

Davis-Boulding Verification and Matlab software have been used to determine the optimal number of clusters. According to this indicator, suitable clustering occurs when the clusters are spherical, dense and separable. The results are shown in Table 3. also the Relationship between the numbers of clusters with the average cluster distance has been shown in figure 2. Finally, based on the results obtained, the components are classified in the table 4.

Table4. Clustering results

Cluster	Clusters centers				Data Squared distance up to center and number of data	
	Criterion	Recruitment effective factors	Competitors	Recruiting tools		
Cluster 1	4.625	5.375	4.75	9	11.25	3
Cluster 2	5.545	4.455	7.182	4.182	78.727	7
Cluster 3	3.667	4.167	3.833	7.333	14.333	3
Cluster 4	4.5	7.5	3.5	5.25	3.75	2
The number of iterations = 2	Total distance = 341.586		Total distance = 108.061		Clusters distance = 233.526	

Table5. Clustering of cultural attributes in appropriate themes

	Criterion	effective factors	Competitors	Hiring tools
Cultural components & theme choices	- Avoiding Discrimination and Kinship			
	- Justice in recruitment, continuity of service and promotion of human resources and payment system	- Reverence and attention to social status of elite		- Bureaucratization of the recruitment process
	- Attention to virtue and specialty	- The use of spiritual and immaterial incentive	- Familiarity with the rules of healthy competition	- Avoiding retrospection and focusing on records
	- The proportion of behavioral and belief patterns among employed and organization	- Promote the level of attachment of elites through promoting Islamic values and work culture in the organization environment	- No blind imitation	- Use of electronic medium in recruiting
	- Islamic scholarship and morality based on the establishment and promotion of managers			
	- Observe ethical considerations in organizational decisions and strategies			
	- Priority of specialization in political tendencies			

Having obtained the primary model, based on the analytical model of the research, a questionnaire was developed for measuring and testing the dimensions and components affecting the recruitment of elites in government agencies of the country. Through these questionnaires, the status of the subsystems of the recruitment system (tools, competency criteria, factors and competitors) was measured in these organizations. The Likert spectrum has been used to measure the indices. The statistical population of the selected government agencies was selected using cluster sampling of ten organizations. The questionnaires were distributed among them. 45 people responded to the questionnaires in the posts of the managing director, the assistants and the board members of the governmental organizations. After collecting the data by creating a multi-objective math function and converting it to a single-objective sum function, and assuming the relationship's linearity, a first-order mathematical model was constructed using the Zeleny model (1986). The researcher in this model is seeking more efficacies through the data collected. The effectiveness is defined by the normalized value in the interval (1 and 0), and variables X1 to X4 represent the effect of each dimension in the calculation of effectiveness. The modified model has been solved for 0.01 values at any time for the modified values. The general model of renewable planning in the present study is as follows:

$$\text{Max } Z = C_1X_1 + C_2X_2 + C_3X_3 + C_4X_4$$

where, x_{ij} and y_{jk} , the value of the variable, Z is the gain, β_{ij} and β_{jk} are the benefits of producing one unit of each variable, Bet_j is the coefficient of the obtained variables and the HCDk is the coefficient of recruitment for this system. In this study, four variables and four clusters were used for this model. The data obtained in the GAMZ software are analyzed and the results are as follows:

By solving the problem in the current situation, the effectiveness level ($Z = 0.66$) is obtained. To get the optimal combination, it is necessary to redefine the problem with 100% effectiveness and find the obtained combination with the existing situation. To this end, identify the gap to reach the ideal conditions of recruiting elites, and take the necessary steps to improve the issue. Therefore, taking into account ($Z=1$), the problem was redefined and coded in the software resulted in the following results (table 5):

Table6. Research variables in the status quo and the desired situation

Gap	The variables of research in the status quo				The variables of research in favored condition				VARz
	margin	High limit	Level	Low limit	Margin	High limit	Level	Low limit	
	0	+INF	0.46	-INF	0	+INF	1	-INF	
-14	EPS	+INF	0.45	-INF	EPS	+INF	0.59	-INF	Competencies
-13	EPS	+INF	0.51	-INF	EPS	+INF	0.63	-INF	Effective factors
-12	EPS	+INF	0.62	-INF	EPS	+INF	0.74	-INF	Competitive
-15	EPS	+INF	0.33	-INF	EPS	+INF	0.48	-INF	Development of tools

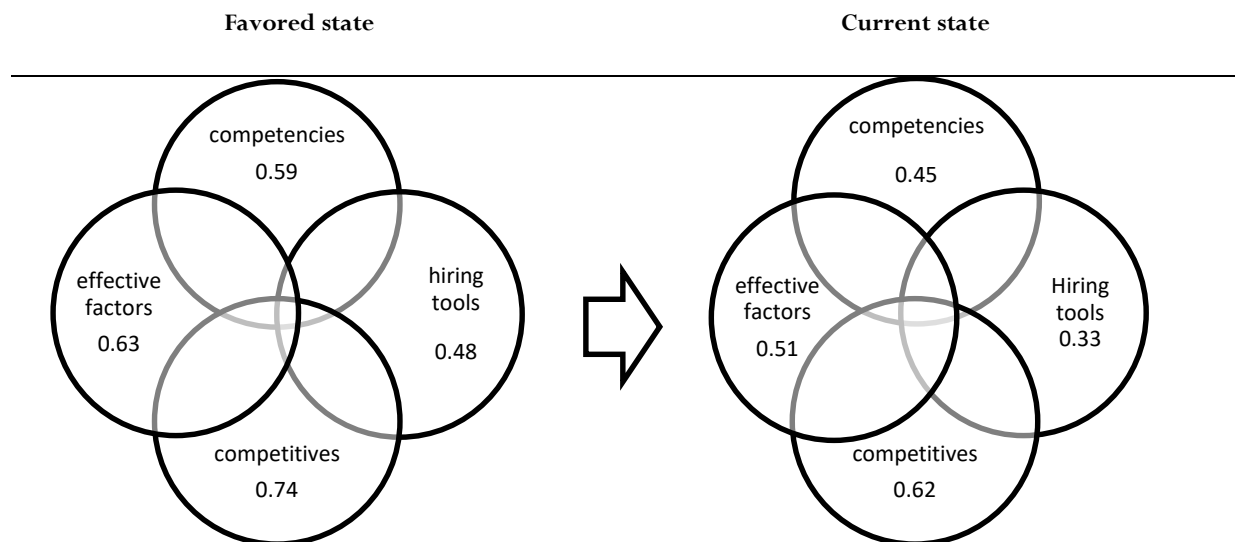


Figure3. The Effective Pattern of the Elite Recruitment System in Iranian Governmental Organizations

4. Discussion

In Appropriate recruitment system is one of the most important tools for human resource management in organizations. In educational organizations, this system can attain the operational viewpoints and approaches of management and meet the organization's expectations by using appropriate mechanisms. The lack of extensive field studies on indigenous patterns of elite recruitment in developing societies, including Iran, has created a major research vacuum in this area. An efficient and up-to-date recruitment system can be a prerequisite for organizational and social modernization, and it is essential to take effective measures to build this capacity, especially in countries that lack it. The current paper aimed at designing a model for managing elite recruitment in Iranian educational institutions. This model helps policy makers and government administrators to gain a wider insight in order to improve the effectiveness of the recruitment system. The model is necessary in order to improve the management of the country and improve the process of developing and meeting the expectations of organizations, considering the combination of attitudes

(competence definition, tool development, competitors and effective factors). Undoubtedly, the role of culture is undeniable in the recruitment system's effectiveness. Some cultural features facilitate the development process and improve the performance of the recruitment system, and their weaknesses are a barrier to this process. In the present study, we study 15 cultural characteristics of Iranian society, whose deficits can be considered as a barrier to the effectiveness of the recruitment system. As a result, seven cultural characteristics have been identified as the main cultural components including the avoidance of discrimination and affinity, the centrality of justice in the recruitment, continuity of service and improvement of human resources and payment system, attention to virtue and specialty, proportion of behavioral and belief patterns of the employed and the organization, knowledge and morality-based competence in appointment and promoting managers, observing ethical considerations in organization's decisions and strategies, and priority of specialization on political tendencies.

In order to increase the recruitment system effectiveness, it is necessary to pay attention to the consistency between its dimensions (ie, the definition of competencies, the development of recruitment tools, attention to competitors and effective factors) with cultural characteristics. Accordingly, the situation can be compared with the desired situation. According to the results, the optimum size of dimensions in the explained model indicates the orientation of the recruitment system from the existing situation to the optimal situation. The optimal level of dimensions of competence definition, tool design, competitors, and effective factors has increased in the desired state of affairs. According to some experts in management science such as Verhaegen (2005), Ingram (2016), Memarzadeh G, Mirsepasi (2009) emphasized on the precise definition of competencies. In fact, the emphasis is on the organization's need to introduce specific criteria for the selection of the elite, which has led many organizations to resort to suitability models. In recent years, attention to the concept of competence in HRM has been much greater than in the past. Mansfield says in the definition of competence: The characteristics of a person who helps him to be more effective or to perform better. Different organizations, ministries and official institutions around the world, all depending on their circumstances and needs, define a framework for their expected competencies. One thing to keep in mind is that competencies are not limited to indicators such as intelligence, education, and so on. You should see what features can be the source of the job in the desired job position. It should also be noted that elite behavioral characteristics should be considered. Some features of the elite personality are different from other people in the community. The elite is utopian not selfish that is, it is seeking macro goal and not a micro one. All the above aspects of competence have to be considered in the definition. At this stage, lack of competence is one of the most important cultural barriers. After determining the competence criteria, in case of unfair choices and interfering personal judgments or political tendencies in the recruitment process, the first step in the recruitment process is mistakenly taken and the whole process will be diverted.

Given the factors affecting recruitment, an analysis of the gap between the current and the desired status showed that Iran's educational organizations have not yet achieved the appropriate conditions. Organizations must attract more elites to the organization by appropriately structuring and reinforcing effective factors to achieve optimal conditions. This finding is consistent with that of Armestrang (2008) and Mirkamali (2015). Every year many elites recruited by foreign organizations leave country due to lack of proper business conditions, such as insufficient salaries and benefits, lack of conditions for promotion, daily routine and suppression of creativity, weakness of organizational morality and culture, and etc., many of these people consider the cause of immigration from the country, in addition to material incentives, immaterial impacts, and the achievement of social status. Therefore, the programs of reverence and appreciation of the elites should be placed on the agenda of organizations and be part of the organizational culture and social culture. On the other hand, the strengthening of national and religious beliefs and the promotion of the culture of patriotism and love of one another will further the commitment and attachment of the elites to the community and the people, and replacing expectations with commitment, will lead to sustainability and increase the recruitment of the elites.

Also, according to the results, paying attention to the ways of recruiting elites in competing organizations can be very promising. The abduction strategy, which is based on the recruitment of competitor and peer elite organizations, is one of the techniques of elitism in many international organizations. It is noteworthy that this competition should be conducted in a healthy environment and with respect to professional ethics values and codes. Moreover, this formulation should not lead to blind imitation, without regard to the underlying conditions. Everything must be localized and applied to the conditions of the situation after analysis in its context. The findings of this section are consistent with that of Groysberg, Nanda, Nohria (2004).

Given the development of tools, it should be noted that according to the results, there is a great deal to achieve optimal state. Reducing bureaucracy in the recruitment process helps to optimize this dimension. Meanwhile, recruiting based on career history, although it's a great asset, takes the opportunity to grow from many of the young elite who are ready to enter the job market and thus preventing new ideas from entering the organization. To be more effective, elite recruitment tools should be designed in a distinctive way, with regard to their IQ and their specific personality traits.

The model presented in this study, while possessing a comprehensive system structure, expresses a new orientation in the elite recruitment models and considers the recruitment process as a factor in establishing a sustainable balance between the organization and the elites in order to promote social capital. This model has been refined, according to experts, with sufficient theoretical support. The model presented in this study can assess the performance of Iranian educational institutions in this field. This model, using various quantitative models and measurable indicators, allows organizations to take advantage of the design of the decision support systems in designing dashboards.

References

- Armestrang M. (2008). Strategic Human Resource Management, 4th Edition, London.
- Berger L. (2004). Creating a talent Management system for organization excellence: Connecting the Dots. In Berger & Berger (Eds.). The Talent Management Handbook: Creating organizational excellence by identifying, developing & promoting your best people. (pp. 3–21), New York: McGraw-Hill.
- Boudreau J W, Ramstad P M. (2005). Talentship, Talent Segmentation, and Sustainability: a New HR Decision Science Paradigm for a New Strategy Definition. *Human Resource Management*, 44 (2):129-136.
- Brandth E, Kull P. (2007). Talent Management. Master's Thesis in Business Administration. Ethel Brundin.
- Cappelli P. (2004). Talent Management in the 21st Century: Singapore Management University.
- CIPD. (2006). Talent Management, Understanding the Dimensions. CIPD, London.
- Collings D G, Mellahi K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*. 19(1): 304 – 313.
- D'Annunzio-Green N. (2008). Managing the talent management pipeline: Towards a Greater Understanding of Senior Managers' perspectives in the hospitality and tourism sector. *International Journal of Contemporary Hospitality Management*.20(7):807 - 819.
- Davenport D. (2004) .Brain Drain and Science and Technology. *Human Capital Policy*, (33): 617-630.
- Gagne F. (2007). Ten Commandments for academic talent development. *Gifted Child Quarterly*. 51(2): 93-118.
- Groysberg B, Nanda A, Nohria N. (2004). The risky business of hiring stars. *Harvard Business Review*. 93-101.
- Hesselbein F. (1997). Tomorrow's organization: a work from the Peter Drucker's Institute. Translated by: Amini, F. (1999). Tehran, Fara Publications
- Ingram G. (2016). Talent management in healthcare organizations. *Procedia Economics and Finance*.39 (2016) 339 - 346.
- Krishnan S. (2017). Talent management and dynamic view of talent in small and medium enterprises. *Human Resource Management Review*. 27 (3): 431– 441.
- Memarzadeh G, Mirsepasi N. (2009). HRM Model of Cooperative Sector, *Taavon Review*.20(212):53-89
- Michaels E. (2001). The War for Talent, Boston: Harvard Business School Press.
- Mirkamali M. (2015), Identifying the Criteria for Recruitment & Maintaining Human Resources and Providing Appropriate Solutions. *Development Management Review*, (22): 9-18
- Mirsepasi N. (2010), Pathology of Elite Recruitment & Maintenance Plan, *Management & Human Resources in Oil Industry*, (11): 7-19
- Phillips D R, Roper K. (2009). A framework for talent management in real estate.*Journal of Corporate Real Estate*.11(1):7- 16.
- Sabunca U S, Karacay G. (2016). Exploring Professional Competencies for Talent Management in Hospitality and Food Sector in Turkey. *Procedia - Social and Behavioral Sciences*. 235 (1): 443 – 452.
- Smilansky J. (2006). Developing Executive Talent Best Practices from Global Leaders.
- Snell S. (2007). Human Resource management.
- Verhaegen P. (2005). Academic talent: Quo vadis? Recruitment and retention of faculty in European business schools. *Journal of Management Development*. 24 (9): 807-818.
- Zarei A. (2013). New Sociological Institutionalism, *Humanities Methodology*.19 (77):165-193.