EFFECTIVE FACTORS IN RECRUITING AND IMPROVING EDUCATION DEPARTMENT STAFFS IN DISTRICT ONE OF TEHRAN

SIMA FAGHANI SHOJA[1*] AND MAHNOOSH ABEDINI[2]

[1*]MSc Student of Educational Management, Department of Humanities, Qeshm International Branch, Islamic Azad University, Qeshm, Iran E-mail: simafaghanishoja@gmail.com
[2]Assistant Professor of Farhangian University of Bandar Abbas, Hormozgan, Iran

ABSTRACT

Recruiting capable and expert forces in Education Department is considered as one of the ways for improving educational level in every society. This study aims at evaluating effective factors in recruiting and improving staffs in Education Department in district one of Tehran. The main question of this study is how many factors can affect recruiting capable staff in Education Department? We used library research and field study methods as our research methods. The researcher has prepared a questionnaire; it is used as the research tool. Statistical Population consists of 520 people of managers and experts in Education Department (district one of Tehran). 220 people have been selected from among this population as research participants. They were chosen by a simple random sampling method based on Cochran formula. The reliability of this research through Cronbach's alpha coefficient is equal to 0.786. It means that the reliability of the questionnaire is high in a remarkable manner. Our findings indicate that there is a positive and significant relationship among some of these factors including salaries and facilities, job security, job training and management factors such as organizational communications, also cultural factors and recruiting capable human resources. So it is necessary to analyze different functions of these factors in order to recruit expert and capable human resources for educational system.

Keywords: development, recruitment, utilization

INTRODUCTION

Today, paying attention to productivity human resource is one of the most elegant, most accurate and perhaps most complex tasks in the field of management. Productivity measures in any learning environment have relative performances. One of the manager's duties is timely detection of them at any time and place. So, paying attention to efficiency and improvement of human resource in universities is one of the critical tasks of managers. One of the key issues for improvement of education levels in the country is recruiting capable staffs and also increasing their abilities during years of working. The process of recruiting and selecting creative and responsible staffs can increase the efficiency of the educational organizations[1]. This has a long-term positive effect. In Education Department, human resource plays the most important role. Teachers

are considered the most important factor in improving quality of the education. It is worth to mention that nurturing human being is a reciprocal interaction. In fact, it is the result of teacher's action and student's reaction. According to Jean Piaget, even the most beautiful reforms and reconstructions in Education Department will fail if teachers are not available in sufficient number and quality.

Description of the problem

One of the major problems of executive agencies is lack of trained staff with sufficient skills. Universities and higher education institutions don't play a major role in preparing people for entering to the systems. University graduates with a collection of scientific information are not yet prepared to be active in executive agencies. That's why the government staff training and empowering them

and increasing personnel job skills for desired activities is one of the most important strategies for strengthening human resources in the organization. So, developing short- or long-term training programs for staff to improve their thinking capacity will increase their ability. This has a major role in strengthening personnel to do their jobs better. In human resources, there are lots of methods and techniques for educating, enrichment and improvement and they relies on three important hypotheses[2]. The first hypothesis is that we need to know none of the teaching methods and techniques can be considered as the best one. The effectiveness of learning methods and techniques is related to some variables like learning goals, records and condition of the participants in a training course; of course, teaching records and skills of teachers are very important. Secondly, in any training course some of these methods and techniques are used. In fact, training course planners can use more than one of these methods and techniques according to training course goals to gain practical objectives. Third, it should be noted that the combination of some of the training methods and techniques is very useful in some conditions of training activities. So, it is logical when some planners use more than one teaching methods and techniques for some discussions. Shortage of training budget in some executive agencies and enterprises are considered as the most important obstacles and bottlenecks. Other barriers that prevent improvement in this field include managers do not believe in trainings and some staff are not interested in it[3]. Training courses will be effective when they are considered as a part of managers' programs and also if training courses to be related to job promotions and receiving higher salaries or when training courses are related to gaining higher positions in the organization. Given the above mentioned points in the field of recruitment of human resources in Education Department; in this paper we are going to explain some of the effective factors on recruitment of human resource in Education Department, district one in Tehran and categorizing these factors and their effects.

Theoretical foundations
Manpower planning in Education Department is very important because this organization must provide human resources for other organizations and also needs expert human resources for researches. On the other hand, recruiting and keeping expert human resource is very important in Education Department so, any investment on human resource planning in Education Department

means better and planned recruitment for having qualified staff to reduce training and keeping costs. It means better and higher efficiency, gaining benefits and at the end, higher yield and economical returns for Education Department. Human resource management is defined as: "recognizing, selecting, recruiting, training and nurturing human resources for reaching organization goals". Also human resource planning is defined as: "a process by which an organization can describe how many personnel it needs which skills it needs and for which jobs or time it needs some expert personnel"[4]. According to World Bank report in ranking countries on the level of government spending in education sector from 2000 to 2002; Iran with designating 4.9% of its GDP to education sector stands in 59th place out of 109 countries in the world. According to UNESCO, Education Department's general costs as a percentage of total government costs for different sections during 2000 and 2001 were about 20.4%. This figure has reached to 20.9% in 2008. A significant part of these costs in Education Department is designated to human resources. In the present competitive environment, recruiting and retention of talented staffs is very hard. All organizations emphasize on right time recruitment of suitable personnel for suitable jobs because this era is known as transition from industrial era to intellectual capital era. That's why most of experts call this era as "knowledgeable personnel" era. Today, organizations compete with each other according to their staff's skills and talents. They know clearly that by recruiting and keeping best and most talented personnel, they can reach more market share and increase their profits[7]. One of the most common models in the field of talent management is "5-factor model" presented by Phillips and Roper[5]. This model contains the following elements:

Recruitment
The most important process in talent management is attracting and recruiting talented staffs. One of the problems in organization selection systems is selecting and recruiting capable personnel according to suitable indicators. For example, Google spends 187 hours for selecting people to choose the best and right person. In order to attract talents, creating an organizational brand and introducing unique characteristics of the organization to the audiences is very important. One of the most effective ways for attracting talented people to an organization is introducing internal progresses potentials to talented people. It means you must show to new staffs that

organization managers are nominated to a job position because of their competence and ranking for that position. To this end, organizations must set aside traditional methods to attract or recruit and they must apply new and creative strategies, for example, some strategies like using active sites or networks in this field, setting programs for introducing colleagues and offering wages above the market level[6].

Choice

Today, it is more common to use objective performance measures such as psychological evaluations, behavioral interviews, personality assessments and some job knowledge tests for selecting the right person for a job position.

Involvement

It is useful to involve persons in different ways including paying attention to innovation, accepting personal responsibility for events that occur and moral trends for organization success.

Development and Improvement

Due to the unique characteristics of talented people, development and improvement strategies must be very specific and unique. In the improvement discussions of talents, operational managers (direct managers) have the most important role. These managers must understand and recognize what is causing an employee to be stronger.

Encouraging employees to take responsibilities

One of the solutions is encouraging employees to take responsibilities for self-development. For example, employees must be asked to present their needs for self-development or self-improvement. This (asking the person about improvement) will lead to discover hidden talents[7]. Retaining personnel has a very close link to organization performance management system. Given the challenges and expectations, maintaining young generation is very important. Talents push the organization to improve their capabilities and abilities continuously. One of the best solutions in this regard is to develop a meritocracy approach. Talented individuals leave organizations because of a lack of attention from their managers. The results of a study show that learning and improvement opportunities in an organization are more important than the other factors in the eyes of the respondents[8]. The results of Tahmasebi's research show that out of 93 factors, opportunity factor for professional development is the most important than others[9]. The results of this study were largely

consistent with the results from Verhaegen research. Results show that for talented people, internal rewards are more important than external rewards. It is worth to mention that external rewards are not insignificant but internal rewards are put in the first priority by talented people. In fact, management in Education Department is a conscious effort to improve the quality of education and nurturing people who will play a role in individual and collective upheaval. By using scientific principles and measures in managing educational agencies and organizations, not only the quality of education improves but also there is a saving in human and financial resources. When educational managers have sufficient knowledge and skills, without any doubt, the educational system in that society will have higher efficiency and credibility. So, it is necessary to perform in-service trainings for updating and improving managers' skills. According to the research results, this is a very impressive factor for improving managers' incentives to accept managerial position. In organizational life, job security is one of the most important issues that makes personnel mind busy. A part of intellectual and mental energy perishes because of this issue. If the personnel have a suitable level of mind comfort, they can put all their efforts for the organization and on the other hand, the organization is also less prone to human stresses.

Job security issues through human resource development are as follows:
1. Professional enabling
2. Courage and practice enabling
3. Gaining experiences enabling
4. Improving job satisfaction
5. Behavioral skills enabling
6. Communicational skills enabling
7. Effective thinking enabling
8. Job conscious enabling [10]

So, Education Department must prepare a suitable bed for enabling and job security for managers. Managers should not be afraid of their destiny or committing probable mistakes. They must be sure about the future and job stability because according to research results, good job security will increase attracting capable people for managerial positions. Manager's authority should be determined according to the responsibilities assigned to him. Lack of a balance between authority and responsibility will lead to lower adequacy and efficacy, decreasing the satisfaction and increasing anguishes and so the effectiveness of the organization will be reduced. A good flow of

information in micro or macro organization is like a blood circulation in body. Having good communication is necessary to have the best organizational performances and gaining maximum benefit from the most valuable source of management (people). By proper communications in Education Department, there will be a mutual trust between people. It is obvious that in such environment, people feel trust, freedom and identity. No doubt that in such environment, exchanging thoughts, feeling and emotions is optimal and there is a bed for securing human relations and organizational communications. According to research results, school factors are very important, too. So, satisfying school's needs, both human resources and equipment or health, will influence on recruiting capable personnel. All managers need support for management, space, time, funds and equipment to do the jobs that seems more important to them and enhance organizational effectiveness. In general, the major role of managers in improving the effectiveness and efficiency of the organizations – especially in Education Department- is known for everyone. Success realization is by having capable, competent, skilled and expert managers. Although we have many qualified and competent managers in managerial positions but shortages, obstacles and problems related to this key position makes it less attractive. So, according to research results in previous papers, we can understand the importance of recruiting capable human resources as school principals[11].

Research Background

In his research, Rezapour found for main variables (authority, job stability, material and spiritual factors, personal issues and problems). He claims that these will largely courage capable persons for managerial positions. There is a very meaningful difference between the subjects' comments (managers, employees other than managers) according to their job records and educational backgrounds about encouraging and recruiting capable people[12]. Mousavi showed in his research results that some factors are largely influence on teachers' tendency to work as a principal in girls' schools, these factors are: financial factors, authorities proportionate with responsibilities, job stability, personal issues and problems, motivation, educational background and work experience[13]. The results of another research by Kabirzade showed that some factors like financial factor, in-service trainings, job security, authorities proportionate with responsibilities, organizational

communications, ways of appointing principals and some schools factor can influence on recruiting qualified personnel for managerial positions in Education Department[14]. From Kashani and Rostampour point of view, human factors are the most important factors for improvement and development of a nation[15]. Also, Mohammad Reza Karamati concluded in to different plan that according to increasing the number of students in Esfahan, Education Department must prepare more educational spaces[16]. Kazemipour concluded that given ever-increased demand for educational facilities in Tehran – because of expanding this city, migration and population explosion- there are some shortages now. She emphasizes on planning for education to satisfy population needs[17]. In another research, Zaki pointed to some manpower productivity factors in schools of Esfahan, they are respectively, related to components of innovation, organizational health and job satisfaction[18]. Also, in a foreign research, they pointed to the role of capable human resources in Education Department. For example, Harington showed that seven factors play major role in decision making by professional human resources, they are: improvement for gaining better jobs by personnel, job environment and relations, salary and job premiums, job consultation facilities, flexibility in job programs, welfare facilities and geographical location[19]. And also, Brown after many studies suggested the following criteria that are necessary for educational management: 1. Ability to communicate with organization personnel, 2. having managerial skills, 3. having organizational skills, 4. having professional skills, 5. having necessary experience and 6. Competence and Abilities[20] Also, it has proved that recruiting managers in organizations depends on people's incentives to participate and choose this position. So, organizations must first create this incentive and then try to recruit personnel. In another research, Maddux studied managerial needs in universities. They recognized main needs of managers and presented some points for satisfying their needs (financial, respect and so on). They concluded that there must be a balance between managers' needs and how to satisfy these needs[21]. Yangan and Lee showed that Success Motivation Project in Northern California to prepare managers to find motivation toward jobs in the new job world is very effective: (1) Readiness, (2) having high motivation for job improvement, (3) Reducing managers' basic needs and (4) Encouraging and appreciating their works[22]. Levine's research on Education Department personnel with the emphasize on preparing a bed

for managers' development showed that participation is some plans like course planning, teachers innovations, evaluation, re-designing, in-service trainings based on shortages for correcting functional deficiencies, job ladder and or financial rewards are very important for creating motivation in school principals[23]. In another research on effective factors on job motivation and managers' satisfaction, Broad Bridge and Parsons concluded that job processes must be scientific and skillful to influence managers' motivation but there are some other factors like salary, rewards, suitable environment and condition that influence on job satisfaction among managers[24]. In short, history review shows that there are many factors that can influence on creating motivation and recruiting capable human resources for managerial positions including material factors, in-service training, job security, and authority proportionate with responsibility, communications and the way of appointing managers, schools' factor and so on.

METHODOLOGY

In this research, we used both library and field studies. First, by examining and studying resources such as books, articles and other conducted researches; we gained theoretical basis and framework. Then according to obtained information we organized research tool (questionnaire). This questionnaire is performed in statistical population. Then information entered the computer to have more analysis. The questionnaire presented to the sample volume. Information of the questionnaire must be coded and then entered to the computer. For analyzing the information we used SPSS software. The next step was analyzing descriptive statistics, tables and charts. In inferential step, we used correlation and regression analysis, then, final report was presented. The sample population consisted of 520 people from managers and experts from Education Department, district 1 in Tehran. We used random sampling method and Morgan table to choose 220 people for main sample population. Measuring tool for this paper is questionnaire. Validity of this questionnaire is approved by related elites and experts and its reliability is measured by Cronbach's alpha.
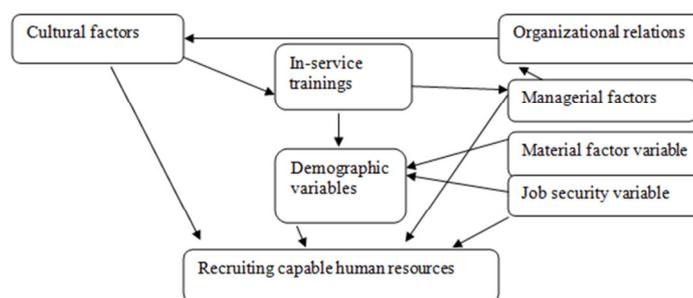
RESULTS

Results of descriptive statics show that the majority of people in this sample are 31 to 40 years old (63%), 19% of them are between 20 to 30 and 63% of them are male and 37% are females. About educational degree; the majority of them have a bachelor's degree (58%) followed by Master's degree or higher (40.5%). In terms of job services; 149 people (53%) have worked for 5-10 years and 2% of them have the least job services which is less than 2 years. 59% of the people had Master's degree and 40.5% of them were school principals. In inferential statistics; we used Kolmogorov-Smirnov technique to prove that data are normal in the significance level of 5%. The results show that in all cases, the level of significance is greater than 0.05. This shows that null hypothesis based on normality of the data is proved. The average components of recruitment include material factors (3.66), job security (3.63), in-service trainings (3.93), managerial factors (3.70), organizational relations (3.73) and cultural factors (3.67) show that the average for all components is more than 3. In primary factor analysis and considering to this fact that the average size of sampling adequacy is about 95%; so data are suitable for a factor analysis (Table 1).

Table1

Correlation of variables in terms of recruiting competent managers and experts for Education Department

Pearson correlation coefficient	Score	Significance level	Hypothesis test
Material factors	0.643	0.000	Confirmed
Job security	0.426	0.003	Confirmed
Demographic variables (age, gender, education)	0.521	0.003	Confirmed
In-service training	0.463	0.000	Confirmed
Managerial factors	0.421	0.003	Confirmed
Organizational communication factors	0.510	0.000	Confirmed
Cultural factors	0.472	0.000	Confirmed

As correlation coefficient indicates, there is a meaningful relation between dependent and independent variables. All entire hypotheses in this study have been proven. There is a relationship among independent variables (Figure 1).

Figure1
The correlation of independent variables

DISCUSSION AND CONCLUSION

The first factor mentioned in the research is material factor. Research results show that there is a meaningful relation between material factor and recruiting capable human resources in Education Department. In fact, given the high correlation coefficient we can say that material factors play an important role in recruiting expert and capable forces to all organizations including Education Department. The Results of another research [21] has indicated that the effects of material factors are higher than average level. Also, Levine in his research suggested that financial rewards can motivate schools principals. The second factor is job security. Correlation coefficient shows that there is a meaningful relation between job security and recruiting capable human resources in Education Department (0.426). Kabirzade et al [21] introduced job security as one of the most important factors in attracting capable forces in their research results. Our result is in consistent with the above mentioned results. Job security is very important in our country because the rate of unemployment is relatively high so, job security can make up for the financial shortfalls. This can have more effective on informal teachers because formal teacher joy job security. The third factor is demographic variables (age, gender, educations). The results show that according to managers and experts' point of view there is a meaningful relation between demographic variables (age, gender, educations) and recruiting capable human resources in Education Department. It means; age, gender and educations can have direct effects on recruiting capable forces in Education Department. In another

research by Zaki has mentioned to this point, too. In that research, results show that there is a meaningful difference in male and female teachers' productivity for female teachers. But there wasn't any meaningful difference between the levels of education between teachers in five districts in Esfahan. The fourth factor is in-service trainings. The results show that there is a correlation (0.43) between in-service trainings and recruiting capable forces in Education Department. This is a positive relation. Reviewing other research results show that in-service trainings are very effective to attract capable forces and recruiting them as school principals. These results are in consistent with our results. The next factor is managerial factors and the correlation coefficient (0.421) show that in the managers and experts' point of view there is a meaningful correlation. This factor is presented as one of the effective factors for recruiting capable forces in management positions in Education Department. And also, Brown (1998) after many studies suggested the following criteria that are necessary for recruiting capable persons as training management positions:

1. Ability to communicate with organization personnel.
2. Having managerial skills
3. Having organizational skills
4. Having professional skills
5. Having necessary experience
6. Competence and abilities

Papert showed in his research that recruiting managers in organizations depends on people's incentives to participate and choose this position. So, organizations must first create this incentive and then try to recruit personnel. The sixth factor is

organizational relations and correlation coefficient (0.510) show that in the managers and experts' point of view there is a positive meaningful correlation between organizational relations and recruiting capable human resources in Education Department. Organizational relations mean a set of communication skills for a manager to have effective relations to his/her subordinates or colleagues and other people outside his/her organization. These skills cause the subordinates to be earnest and work better. On the other hand, lack of these skills causes the subordinates to lose their motivation. The last factor in this study is cultural factor. Correlation coefficient (0.472) show that in the managers and experts' point of view there is a correlation between cultural factors and recruiting capable human resources in Education Department. Cultural factors mean a set of factors – as a micro organizational culture – that you can see in every private or public organization. Education Department has a special culture because this organization has special specifications. So, one of the reasons for recruiting capable human resources in Education Department is its cultural environment to compensate the lack of material factors. Although cultural factors are not the subject for many researches but spiritual and material factors [43] or organization health are noted in some researches. Those researchers believe that cultural factors have impact on recruiting capable forces in Education Department. In general, in the eyes of managers and experts who are working in Education Department, there is a set of effective material and nonmaterial factors on recruiting capable human resources. The effective factors that we mentioned in this paper are: material factors, job security, demographic variables, in-service trainings, managerial factors, organizational relations and cultural factors. A complete and organized set of these factors causes the Education Department act in line with its obligations. According to above mentioned points; we suggest some point in this study. Performing some independent studies in the field of improving human resource efficacy is necessary because lacking of such researches is obvious. Since material factors play a significant role in recruiting capable forces in Education Department; we suggest a long-term program for improving the salary, rewards, bonuses and other material facilities for capable human forces who are working in Education Department. It seems more important when salaries or other facilities in Education Department are compared with other government ministries of institutions. In addition, Education Department must have a plan to attract top academics (particularly first grades of University Entrance Exam) by granting them specific and favorite facilities. In this way Education Department can attract elites. In addition, recruiting capable human resources do not rely solely on political and ideological issues but it is necessary to pay attention in characteristics and personal traits of people while recruiting. Some abilities like organizational relations skills and managing them is very important.

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