

Provide a model for attracting and hiring competency-based manpower based on structural equations in the social security organization

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Abstract

Sustainable achievement and survival in the challenging business of modern life depend on the ability of employees to perform the tasks assigned to them. Thus, recruiting the best employees with a fitting job with target posts may play an important role in organizations. The present study aims to provide a model for recruiting and hiring competency-based human resources based on structural equations in the Social Security Organization of Iran. This study was applicable in terms of aim and "combined" in terms of the method. In the qualitative stage, data-based strategies were used to design a model; in contrast, in the quantitative stage, structural equations of smart pls were used. The statistical population was managers and experts in human resources of the Social Security Organization of Iran. They were selected by the purposeful sampling method; in the quantitative stage, this sampling continued until we reached theory saturation. In the quantitative stage, 250 employees were selected from the section of human resources. After collecting data and extracting concepts, categories, the final model was determined. Given fitness indexes in the quantitative section, it became clear that data was fit with underlying structural factors and they were consistent with fit indexes. After collecting data and extracting concepts and categories, the final model was determined. Given fitness indexes in the quantitative section, it became clear that data fitted with underlying structural factors, consistent with fit indexes. Given the dimensions, the Social Security Organization of Iran needs this model, thus implementing this model based on its capacities and recruiting employees as important organization resources to improve the organization and decrease costs.

Keywords: recruiting human resources, Social Security Organization of Iran, competency, modeling of structural equations

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1 Introduction

Organizations are improved according to their capitals and assets (capital means both material and human), the proper use of which help to achieve organizational development goals. An essential part of the organization's resources are human resources; the provision of this resource requires regular and continuous training activities at

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all levels. The more skilled and knowledgeable the employees of a company and organization, the more fruitful the efforts, and the better the performance of employees more economic added value, all of which in the first stage depends on planning for human resources recruitment [15]. The development of human resources (in Department of Management, Semnan Branch, Islamic Azad University, Iran) requires the provision of efficient and skilled human resources. Employability of employees is defined as the ability of an individual to identify and recognize job and his/her professional opportunities within and between organizations in the process of career advancement. Today, the ability to hire employees is considered the most important factor affecting a person's success in turbulent work environments with flexible and temporary employment contracts. Employability enables employees to optimize and manage career development opportunities [30]. Therefore, an organization with a competitive advantage in attracting and providing effective and qualified human resources adhering to a certain standard, in addition to studying the nature and characteristics required for each job, tries to collect and report sufficient information about them and pay attention to the shortcomings and deficiencies that arise in the quality of work-life of employees. This approach also provides detailed and in-depth planning on how to enter and exit human resources, and through the hiring process, provides the necessary conditions to improve the entry of potential job seekers and the necessary measures to select the best staff [1]. The development of any organization depends largely on the recruitment of human resources because no organization can act beyond the people at its disposal. One of the new topics in the human resource management literature is intellectual capital. Intellectual capital includes human, structural, and relational capital, and human capital is its most important part. This intangible asset plays a key and sensitive role in determining the value of these colleges in the national and international arenas. In the modern era, due to intense competition and lack of highly qualified and skilled staff, finding and maintaining human capital is one of the main priorities of organizations. In fact, it can be said that contrary to what some people think, the big problem of our society is not the shortcomings but the weakness of some management and employment systems based on relationship, incompetence, and merit. Whenever this serious matter is corrected by presenting a model for selecting talented employees, weaknesses can be quickly compensated that improve the effectiveness and productivity of organizations and institutions of society [18].

The recruitment strategy has a great impact on the success of organizations in attracting qualified and talented people and eliminating unqualified people. Organizations with efficient human resources can be involved in creating value and strengthening the foundation of the organization, and by implementing the strategy of attracting human resources as the basic, they can attract and nurture talented employees, thus improving employee performance and providing the basis for achieving organizational goals [27]. Employment involves the independent and free movement of people in the labor market (according to employment capabilities) to achieve the workforce in its potential. It is the ability and mobility in the labor market and the possibility of realizing potential capacities through sustainable and accessible employment [31]. The purpose of designing and implementing a recruitment strategy is to acquire suitable employees with the necessary competencies, skills, knowledge, and potential for future training [17]:

$$W = \frac{\sigma_f^2}{\sigma_{\max}^2} = \frac{\sum_{i=1}^m (a_i - \frac{1}{2}n \cdot (m+1))^2}{\frac{1}{12}n^2 \cdot m \cdot (m^2 - 1)}.$$

According to existing theories, the strategic and economic advantage in the future will be for organizations that better than others in the labor market can attract, nurture, and maintain the best and brightest human capital. Accordingly, the challenge that organizations face today is the attraction, employment, excellence, and maintenance of human capital, the national wealth of any land, and its effective presence that increases the speed of development and greatly reduces its time. Factors that affect the recruitment and retention of human resources are content and nature of the job, management and leadership, clear goals and expectations, collaborative space and team cohesion, assignment of tasks based on merit, effective evaluation system, job security workplace conditions, nature of work and communication, education and development, social support, co-workers' support, supervisory support, managerial incentive behaviors, employee motivation, distributive justice, procedural justice, interactive justice, collective factors. Cognitive features include education, age, gender, length of service, and degree. Job factors are job independence and diversity, self-importance, appreciation by the manager, expertise and knowledge required to do the job, job enrichment, the basic design for salary. The salary is commensurate with the experience [17]. In fact, talented management (one of the factors of competence) has changed from a completely subjective and theoretical set to organized and continuous activities and actions:

$$\mu_x = \begin{cases} 0, & x \leq a \\ \frac{x-a}{b-a}, & a \leq x \leq b \\ \frac{c-x}{c-b}, & b \leq x \leq c \\ 0, & c \leq x \end{cases},$$

In all organizations, there is no exclusive glossary, and each should define its competencies based on its organi-

zational strategy and vision. Competencies considered operational in one organization may be considered core in another, with relatively different definitions and levels specified [14]

$$\sum_{i=0}^N p_i \cdot (\mu_{i,1}, \mu_{i,2}, \mu_{i,3}, \mu_{i,4}, \mu_{i,5}) = \left(\sum_{i=1}^N p_i \cdot \mu_{i,1}, \sum_{i=1}^N p_i \cdot \mu_{i,2}, \sum_{i=1}^N p_i \cdot \mu_{i,3}, \sum_{i=1}^N p_i \cdot \mu_{i,4}, \sum_{i=1}^N p_i \cdot \mu_{i,5} \right)$$

In the definitions of competence, the various elements taken into account are knowledge, skills, abilities, behaviors, individual characteristics, mentalities, social motivations, emotions, thought patterns, emotions, way of thinking [23]. The competency model is a picture of the competencies obtained about a job summarized in one form; therefore, the main elements of the competency model are, in fact, the main dimensions of the competency itself, i.e., knowledge, skills, and abilities. Thus, the value of a competency model is that it has a holistic view of individuals and examines job candidates from all possible angles [9]

$$p_i = \frac{2(N - i + 1)}{(N + 1)N}, \quad i = 1, \dots, N.$$

The social security organization has many employees whose performance has a great impact on the quality of services provided to the insured and other segments of society. Upstream documents, including the macroeconomic policies of the resistance economy, Vision 14041, and the evolution of the administrative system, emphasize the importance and central position of human resources. At the same time, organizations, using academic knowledge, seek to hire talented and competent people appropriate to the job to prevent wastage of the workforce and increase costs. In the meantime, the Social Security Organization of the country is not separated from this thinking, and due to the impact of environmental developments and unexpected events on this organization, it is necessary to implement a suitable model in the field of recruitment and employment to hire talented and qualified personnel. In this organization, as an important system in the field of health care in the country, the need for human capital has intensified. Further, the heterogeneous population pyramid of the expert and managerial body of the organization has created a deep gap due to the inability to attract, hire, retain, and cultivate specialized human resources in recent years, and thus far, regarding the study of impact factors. The transition in attracting human resources and presenting a model for the employment process in the country's social security organization has not been researched, so the research gap in the field is quite noticeable. Therefore, in this research, a comprehensive model and criteria for attracting and hiring competent human resources have been presented, focusing on employees and management of the Social Security Organization. The concern of the human resources department of the Social Security Organization and the researcher of this dissertation is to solve the problems of human resources in the organization by identifying the effective factors in the pattern of recruitment and supplying a competency-based workforce, as one of the major goals. In the process of attracting human resources, moving towards scientific and specialized methods in selecting and hiring qualified people in the body of this organization with knowledge related to jobs will definitely cause the growth and development of the organization, which is an inter-human organization. Further, today's decisions will have a profound effect on the livelihoods and health of future generations. Therefore, it is decided to use scientific models in the process of recruiting and hiring workforce in order to change its current process in the Social Security Organization rather than traditional and repetitive methods. For this purpose, in this study, after reviewing the existing models in workforce recruitment, effective factors are identified to provide a proposed model for recruitment and provision of the workforce in terms of competency based on the basic theory (data foundation) in the Social Security Organization. Therefore, in order to fill the existing research gap, the present study seeks to design a comprehensive model for recruiting and providing competency-based human resources. According to this, the main purpose of this research is to design a recruitment and employment model based on the competency system in the social security organization. Thus, in this research, we are trying to answer the questions below:

The main question:

What is the model of recruitment and employment of human resources based on the competency system in the supply organization?

Sub-questions:

1. What are the causal conditions of the model of recruitment and employment of human resources based on the competency system?
2. What are the underlying factors of the model of recruitment and employment of human resources based on the competency system?
3. What are the intervening factors of the recruitment and employment model of human resources based on the competency system?

4. What are the components of attracting and employing human resources based on the competency system?
5. What are the strategies of manpower recruitment and recruitment model based on competency system?
6. What are the consequences of the pattern of recruitment and employment of human resources based on the competency system?

2 Background and theoretical foundations

Competency-Based Methodology Codified and Presented by Hee-McBarr, founded by David McClelland "Was a prominent psychologist at Harvard University, in the late 1960s and early 1970s. McClelland began by defining competency variables that could predict job performance and be influenced by gender, race, or social factors. His studies helped identify various aspects of performance [24]. He developed the vital situation technique, which is used to test what people do in jobs, making direct observations of human behavior when using potential power to solve practical environmental problems. The concept of human competence, in particular, is the result of research by two well-known psychologists, Robert White and David McClelland [8]. To predict capability, they established it to differ considerably from intelligence tests, which at the time were the basis for selection and recruitment; they further believed that intelligence did affect effectiveness. Nonetheless, certain characteristics, such as personal and self-image, distinguish between successful and unsuccessful effectiveness; they conducted the first aptitude tests in collaboration with the State Department of State Intelligence Officers. McClelland, who is considered by many the inventor of the word merit, defined it that way, attributes that lead to successful career effectiveness [8].

1. Individual underlying characteristics: It means the basic personality traits of an individual that prevent the occurrence of appropriate behaviors in situations and the performance of various tasks; it includes the following five categories:
 - Physical characteristics - such as vision
 - Motivation - the desire and thought that causes an action.
 - Attitudes and mental images of the individual self-knowledge
 - Personal information in a specific area of work
 - Skills, ability to perform mental and physical tasks
2. General dimensions of competencies
 In general, competency components can be grouped into six general groups (competency dimensions):
 - (a) Professional knowledge and information;
 - (b) Skills (behavioral and intellectual);
 - (c) Personality traits (self-confidence, extroversion);
 - (d) Attitudes and insights (values, fundamentalism);
 - (e) Professional credibility (strong formal communication, professional power);
 - (f) Public credibility (strong informal communications, public reputation).

Competence is the capacity to utilize certain knowledge, skills, abilities, behaviors, and characteristics to perform successful work activities [7]. He defined competency as personal characteristics that make a job effective or superior [22]. The United Nations defines capability in a document released to introduce its managerial competencies: "A combination of skills, personal and personality traits, and behaviors that are directly related to "Successful effectiveness related to a particular job." In another definition, capabilities are defined as a set of capabilities that enable the holder to have the desired effects in performing their role and tasks within the framework of internal and external organizational constraints. In addition, it guarantees organizational success [2]. Knowledge and insight at every level are a requirement of working in a competency system, two wings for competency [3]. Many organizations do not use appropriate talented management strategies and mechanisms, and as a result, face a shortage of workforce in strategic and critical organizational positions [10, 25].

The following researches conducted by domestic and foreign researchers are:

Mohammadi [20] presents his master's thesis entitled "Study of the relationship between employees' perception of their competence and managers' perception of their competence with employees' job satisfaction." This is a descriptive and correlational study and examines the relationship between managers' perception of employees' competence and employees' perception of their competence and job satisfaction.

The results show that the longer the service history of employees, the greater their sense of competence, and the higher the manager's perception of the competence of employees, the higher the job satisfaction. Further 25% of

job satisfaction of employees relates to their perception. Also, 11% of employees' job satisfaction is related to the manager's perception of employees' competence.

$$\mu_x = \begin{cases} 0, & x \leq a \\ \frac{x-a}{b-a}, & a \leq x \leq b \\ \frac{c-x}{c-b}, & b \leq x \leq c \\ 0, & c \leq x \end{cases} ,$$

Malmon [19] presented his dissertation to evaluate the competencies of managers of teaching hospitals of Iran University of Medical Sciences based on a 360-degree feedback model. This research was conducted by descriptive and field methods in the summer and autumn of 2005. The research population consisted of managers, heads, peers of managers, and their subordinates in the teaching hospitals.

The results show that managers are out of sight; sometimes, they are able to achieve the standard of excellence in all fields. Managers also, from a superior point of view, achieve the criterion for selecting superior competence in all the fields studied. However, from the peers' point of view, managers have superior competence only in teamwork. From the perspective of subordinate managers, managers have more ability in terms of planning power and less ability in terms of human resource management. Also, according to the obtained results, the managers of the studied hospitals have less ability in human resource management skills.

Hammersley and Tynon [13] conducted a study entitled "Job Competency Analysis for Entrepreneurs Newly Entered," which sought to answer the question of whether key competencies could be addressed to new entrants to the entertainment industry. This research was conducted in two phases. First, job descriptions for new entrants to the industry were extracted, and then a list of 103 job qualifications was obtained. In the next step, the Delphi technique was used to score these competencies; finally, 52 job-specific competencies were obtained in 9 domains.

Vitala, in a study entitled "Understanding the development needs of managers compared to an integrated management competency model," pursues three goals: finding the most important areas of management development identified by Finnish managers; discovering the motivations of Finnish managers in developing management at the individual level with the support of organizations; comparing the mentioned cases with the competency models presented in the literature. The study collected empirical data via the Internet and included 2,500 senior and middle managers from various industries in the Finnish private sector. This study results show that many managers have no motivation to progress. In organizations where management development is well organized and related to strategic management, managers are aware of development needs at both individual and general levels. This study also shows that managers' development motivations are different from the thoughts and ideas presented by the researcher in the managerial competency literature. According to this study, technical and business skills are emphasized, while social and interpersonal skills are less considered [28].

3 Method

This research is applied in terms of purpose with a hybrid approach. Combined research combines quantitative and qualitative techniques in research [5]. In mixed exploratory designs, the researcher seeks a context for an uncertain situation. The combined approach provides a complete picture and a deeper understanding of the phenomenon. In this paradigm, in the qualitative stage, we achieve the integration between opinions and theoretical saturation on the issue in question, and in the quantitative stage, we test the results to confirm and generalize them using smart pls structural equation software. Initially, for writing theoretical foundations, the library method is used, and information is collected from primary and secondary sources (review of records and interviews).

$$\sum_{i=0}^N p_i \cdot (\mu_{i.1}, \mu_{i.2}, \mu_{i.3}, \mu_{i.4}, \mu_{i.5}) = \left(\sum_{i=1}^N p_i \cdot \mu_{i.1}, \sum_{i=1}^N p_i \cdot \mu_{i.2}, \sum_{i=1}^N p_i \cdot \mu_{i.3}, \sum_{i=1}^N p_i \cdot \mu_{i.4}, \sum_{i=1}^N p_i \cdot \mu_{i.5} \right)$$

In the first stage (qualitative section), semi-structured interviews were conducted in person and face to face with managers, deputies, and experts in the central headquarters of the Social Security Organization (target community), who has a history of teaching and writing in the field of human resources recruitment. The interviews were conducted in the workplace, and each lasted an average of 1.5 to 2 hours, continuing until theoretical saturation. After the twelfth interview, the data were repeated, and no new concept was identified. However, two more interviews were conducted to be more certain.

In the second stage (quantitative section), a researcher-made questionnaire was designed based on the results of qualitative section interviews. After measuring the validity (by the supervisor and experts), its reliability based on Cronbach's alpha (0.7) was calculated and approved. The statistical sample of this research was purposefully selected from among the experts of the Social Security Organization of the whole country, who were in this field with sufficient information. At this stage, after data collection, factor and exploratory analysis were performed using statistical technology of principal component analysis to review and validate the model.

4 Findings

Table 1:

The main category	Row	The main category
Select features and conditions for obtaining a job	10	Improving the conditions for holding exams
Announcing and holding the employment test	11	Modify internal processes and instructions
Holding a job interview	12	Improving the quality level of evaluations
Coordination with other responsible bodies	13	The ability of the organization to implement the recruitment and employment system
Process and technical conditions and factors	14	Conditions imposed on the organization by other institutions
General and strategic factors and reasons	15	Improving working conditions and job descriptions

Qualitative Section: In the first stage, we collected qualitative data from in-depth interviews with research participants. Method of data collection in this section through face-to-face interviews according to the systematic method of data theory of the foundation, after collecting data with open coding, the analysis work began and then the data were coded in the main categories. After three stages of open, axial, and selective coding, we obtained 71 concepts and 17 main categories. The main categories are described in Table 1:

B: Quantitative part: In this study, according to the confirmation of the assumptions in the qualitative part, to check the validity and reliability of the research questions, we used heuristic factor analysis and t-test in the next step. For validity, we used KMO tests to check the variance of each item, adequacy of sampling). In performing factor analysis, it must first be ensured that the available data can be used for analysis. Sampling adequacy can be ensured by using the Bartlett test.

$$R = (R_1 \approx R_2 \succ R_3; R_{1.1} \approx R_{1.2}; R_{2.1} \approx R_{2.2} \succ R_{2.3} \approx R_{2.4}; R_{3.1} \succ R_{3.2} \succ R_{3.3} \approx R_{3.4}) \quad (4.1)$$

As seen in the table above, considering that the KMO index has a number higher than 0.6, the number of samples is sufficient for factor analysis. Also, the sig value of the Bartlett test is less than 5%, indicating that factor analysis is appropriate to identify the structure, factor model, and the assumption (the correlation matrix rejected). Initially, factor analysis is merely an exploratory statistical method. In this method, based on previous studies or according to the theory under discussion, factor loads are assumed for variables; then, confirmatory factor analysis is performed to fit loads of the target matrix as accurately as possible [16]. To design the questionnaire, considering the strong background of the models and also the variables of the main models, it is tried to rely on the appropriate support of their theory and practical applications in various researches and tests in terms of indicators that measure structures. In order to analyze the internal structure of the questionnaire and discover the components of each structure, the validity of the structure is performed using confirmatory factor analysis.

Figures (1 and 2) show the measurement of the research model variables. According to the output of this graph, all the obtained coefficients are significant since the number of factor loads for each questionnaire is more than 0.3. As a result, the results confirm the validity of the structure of variables and model dimensions. In other words, the validity of the questionnaire structure is approved, and it can be used to collect data

$$LM : \mu_2(x) = \begin{cases} \frac{x}{25}, & 0 \leq x \leq 25 \\ \frac{50-x}{25}, & 25 \leq x \leq 50 \\ 0, & b \leq 50 \leq x \end{cases} \quad (4.2)$$

Researcher/ researchers	Title of the research	Methods/Tools	Results
Safari et al. [21]	Pattern design based on Basic criteria for Selection of qualified staff and Estimating the performance of the organization	Foundation data method/ Questionnaire and interview tools	Findings of this study are important for human resources, approve their competencies compared to other sources states the purposeful selection of employees, drastically reduce the negative costs resulting from the wrong decisions and training, and increase competitiveness and future performance; The organization is effective.
Azar et al., [4]	Designing a force selection model A human with a data mining approach	Case study method/ Check the available documentation from Data mining method	From Sentence results this research Delete variable Performance evaluation To Title variable Target the door Process This research Is That From No Accuracy Complete the form evaluation Performance the door process evaluation It was a bank Is. Also the door this Research defined From Total 26 variable review The five variables "total test score", "interview score", "degree", "professional experience" and "province of service" Upgrade volunteers Effective Been Is. These results have led to the knowledge that It will be possible to apply it.
Tahmasebi et al., [26]	Identification And Ranking Effective factors On Absorption And Talent retention scientific	Foundation data method/ tool Questionnaire and interview	They came to the conclusion that it is necessary to attract and Maintaining scientific talents in the workplace Create a space that allows employees Provide learning and learning. Also The results of this study show that susceptible individuals To enter organizations, first the scientific space and They study the environment as much as they can Possibility of research development and scientific growth in Satisfy it.

$$M : \mu_3(x) = \begin{cases} 0, & x \leq 25 \\ \frac{x-25}{25}, & 25 \leq x \leq 50 \\ \frac{75-x}{25}, & 50 \leq x \leq 75 \\ 0, & 75 \leq x \end{cases} \quad (4.3)$$

$$HM : \mu_4(x) = \begin{cases} 0, & x \leq 50 \\ \frac{x-50}{25}, & 50 \leq x \leq 75 \\ \frac{100-x}{25}, & 75 \leq x \leq 100 \end{cases} \quad (4.4)$$

$$H : \mu_5(x) = \begin{cases} 0, & x \leq 75 \\ \frac{x-75}{25}, & 75 \leq x \leq 100 \end{cases} \quad (4.5)$$

4.1 Structural equation model (partial least squares)

In order to analyze the data and test the research hypotheses, the structural equation modeling method is used. Structural equation modeling is a powerful multivariate technique of the multivariate regression family, more precisely the development of a general linear model, allowing the researcher to test sets of regression equations simultaneously. Our criterion for confirming or rejecting research hypotheses is significant numbers. If the significant number related to a hypothesis is more than 1.96 or less than -1.96, the hypothesis is approved, and if the significant number related to a hypothesis is in the above range, the hypothesis is not approved.

Researcher/ re-searchers	Title of the research	Methods/Tools	Results
Golec and Kahya, 2007 [11]	Provide a fuzzy model for evaluation and Staff selection based on Competence	Delphi method/ model Fuzzy	researchers From Structure Series Comprehensive hierarchy, Method Suitable For Selection And evaluation Decent employee Raised That the door From Model Fuzzy were able Selection Employees Worthy To Purpose before Win goals And Strategies Commercial Organization, Identification The right factor And Indicators Measurement And create one Evaluation standard Organizational For Facilitation process Decision making Raise.
GÜLER and AKYOL, 2017, [12]	Human resource management based on Competence in companies Civil	Theme Analysis Method/ Interviews and questionnaires	The results show, to attract and supply manpower Based on competency, different evaluation methods can be used. Competence can also be in the absorption stage Candidate for a position and also for choosing a candidate Prioritize the basis of job requirements.
Wirba, 2017, [29]	Recruitment, selection and maintenance By small and medium companies in Cameroon	Descriptive method/ Read books and Scientific documentation	In this research, the main components of selection, which include job, External environment, company atmosphere, employee personality and supervision Is extracted.

Our criterion for confirming and validating the variables of the research model is significant numbers. If the significant number related to a variable is more than 1.96 or less than -1.96, the relationship between the desired variables is confirmed, and if the significant number related to the relationship between the variables is the above interval, the relationship is rejected. The results of structural equation model analysis using SMART PLS software are shown in Figure 3.

4.2 Model fit

Model fit means the extent to which a model is compatible with the relevant data. In a model, poor fit indicators show that the model is not supported by the data used, and there is no agreement between them. Another important point to be considered is that the model's fit should be evaluated through different methods and criteria to examine its suitability from different dimensions.

Fit indicators show the competence of the conceptual research model in measuring the research community, or in other words, indicate the extent to which the collected data support the research model.

4.3 Index reliability

The fit of a measurement model relates to the part of the overall model that includes a variable with its questions; convergent validity is extracted by mean-variance and factor loadings; also, divergent validity, the root mean of the extracted variance of the latent variables are measured.

Cronbach's alpha is a classic measure of reliability and a good measure of internal consistency. The value of 0.6 is considered as the limit of Cronbach's alpha coefficient. Based on the presented results, Cronbach's alpha values for all variables are greater than 0.7, indicating acceptable reliability.

5 Discussion and conclusion

At present, technological and material resources are not the only benefits of organizations but also capable employees who can not only eliminate the shortcomings of other sectors but also ensure the survival and durability

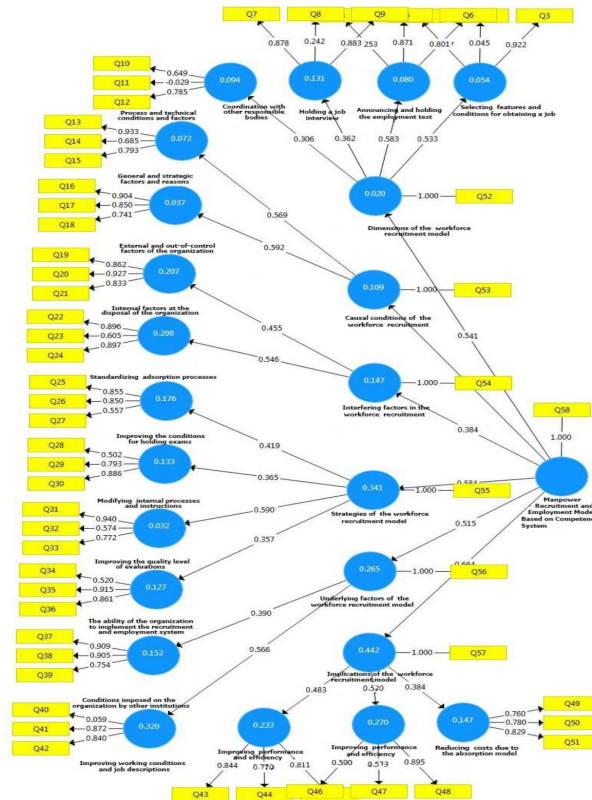


Figure 1: Confirmatory factor analysis model with indicators and items of each index

of organizations. In today’s changing environment, only organizations can realize their strategic role that is constantly creating innovation, which distinguishes the present study from other studies in this field such as Jalil Safari et al. [21] seeking to identify the criteria required to achieve satisfactory minimum job requirements, Adel Azar et al. [4] seeking to eliminate the performance appraisal variable as the target variable, which is due to the inaccuracy of completing performance appraisal forms in the bank appraisal process, or Golec et al. [11]. A comprehensive hierarchy emphasizes the selection and evaluation of qualified employees, distinguishing them both in terms of content covering all components of qualified staff selection and the data method of the foundation covering all shortcomings. Another method in the present study was that by separating the categories extracted into six factors, causal, strategic, contextual, intervening conditions, and consequences were introduced as a new and effective concept in selecting competency-based employees. Factors identified in the causal section (including conditions and process and technical, general, and strategic factors and reasons) were an answer to the first sub-question; those identified in the contextual section (including the organization’s ability to implement the recruitment system and imposed conditions to the organization from other institutions) were the answer to the second sub-question; the factors identified in the intervention section (including external and out-of-control factors of the organization and internal factors at the disposal of the organization) were the answer to the third sub-question; those identified in the strategies section (including four strategies, including process and technical, general, and strategic factors and reasons) were the answer to the fourth sub-question; the factors identified in the categories and dimensions section (with four components or dimensions, including feature selection and the conditions for obtaining a job, announcing and holding a job test, conducting a job interview, and coordinating with other responsible bodies) were the answer to the fifth sub-question; those identified in the consequences section (including improving working conditions and job descriptions, improving performance and efficiency, and reducing costs derived from the adsorption model) were an answer to the sixth sub-question; Figure 1 was an answer to the main research question (what is the model of recruitment and employment of competency-based human resources?)

Due to the downsizing and adaptation of organizations in the quantity and quality of human resources, the recruit-

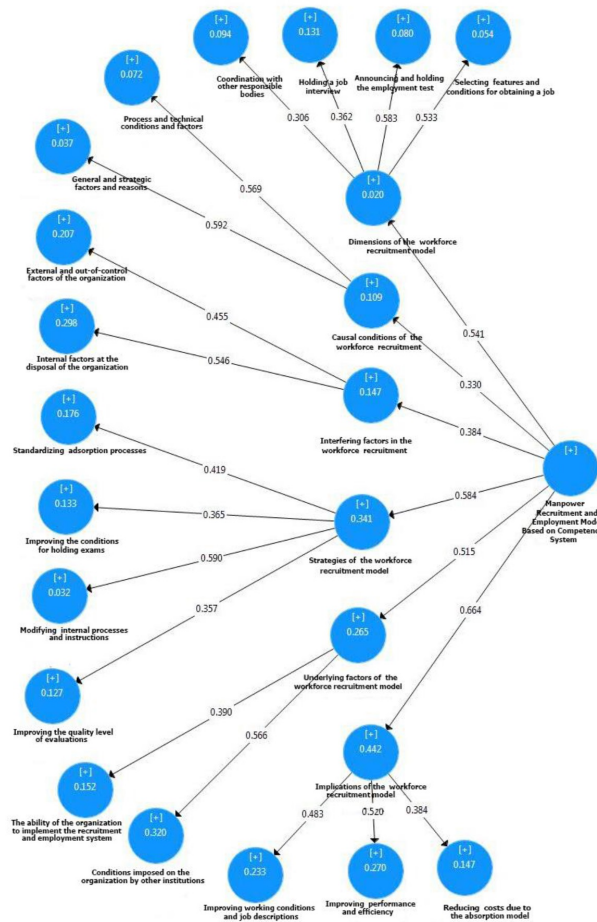


Figure 2: Confirmatory factor analysis model with indicators

ment strategy has a significant effect on attracting talented people and eliminating those without. Organizations with efficient human resources can engage in creating value and strengthening the foundation of the organization and, by implementing the appropriate strategy of attracting human resources as the basic strategy of the organization, attract and nurture qualified employees in order to improve their performance, thus providing the grounds for achieving organizational goals. Given that, today more than ever, the growth and development of employee performance depend on the proper use of human resources, human resource management is the performance management of an organization's employees. Thus, the strategy of attracting human resources should be considered the basis for developing the performance of employees. Also, selecting and employing the most qualified people in each job in accordance with their merits is one of the most important management issues and decisions. Therefore, the practical suggestions of this research include:

1. Performing accurate evaluation based on the proposed model without interfering with issues other than the criteria set in the organization can be of great help to the managers of the organization.
2. Evaluating the performance of employees on a periodic basis to determine the level of readiness of people in the recruitment and employment model can help employees to achieve higher positions.
3. The Monitoring and Evaluation Office of the organization, as the custodian of the implementation of the recruitment and employment plan, should determine the objectives, the process of setting up the regulations using the model introduced in this research, and make efforts to implement it.
4. Considering that organizational development depends on individual development and the training of key forces is one of the topics of individual development, so it is suggested that the managers of the organization to put the introduced model on their agenda to help organizational development.
5. People who are hired have knowledge, skills and abilities that are in the way of implementing programs, achieving goals and achieving a successful strategy of the organization, and hiring is a win-win relationship, which means that the organization needs the best Provide shape and be in line with the needs and wants of employees and establish a fit between job and employee.

Researcher/ researchers	Title of the research	Methods/Tools	Results
Tahmasebi et al. [26]	Identification And Ranking Effective factors On Absorption And Talent retention scientific	Foundation data method/ tool Questionnaire and interview	They came to the conclusion that it is necessary to attract and Maintaining scientific talents in the workplace Create a space that allows employees Provide learning and learning. Also The results of this study show that susceptible individuals To enter organizations, first the scientific space and They study the environment as much as they can Possibility of research development and scientific growth in Satisfy it.
Chitsaz et al., 2013, [6]	a competency model Axis of cultural managers Socialization of Universities in Iran Islam	Foundation data method/ tool Questionnaire and interview	Research findings indicate that capability Based on strategic plan and competencies based According to experts, they are very close to each other. So it can be concluded competencies Axis from both directions of research can be found in Seven main categories of ontology, consciousness, Cultural Entrepreneurship, Communication, Executive Management, Islamic leadership and values around the category Civilization University is considered by the Vice Chancellor for Culture The Ministry of Science summarized and combined.

Table 2: Statistics of components and indicators of the research model

Indicators and components of the research model	t Amara
Select features and conditions for obtaining a job	5.292
Announcing and holding the employment test	6.682
Holding a job interview	6.279
Coordination with other responsible bodies	5.282
Process and technical conditions and factors	4.648
General and strategic factors and reasons	2.569
External and out-of-control factors of the organization	8.333
Internal factors and at the disposal of the organization	10.983
Standardization of adsorption processes	6.889
Improving the conditions for holding exams	6.368
Modify internal processes and instructions	8.365
Improving the quality level of evaluations	5.866
The ability of the organization to implement the recruitment and employment system	6.214
Conditions imposed on the organization by other institutions	15.734
Improving working conditions and job descriptions	9.918
Improving working conditions and job descriptions	10.788
Reduce costs due to the absorption model	8.092

6. Codified planning in the form of the proposed model in order to create a talent treasury for unforeseen events such as early retirement or disability of employees to prevent organizational crisis.
7. The monitoring and evaluation department of the organization should extract the feedback of the implementation of the recruitment and employment plan based on the competency system step by step and examine its impact on the organizational performance.

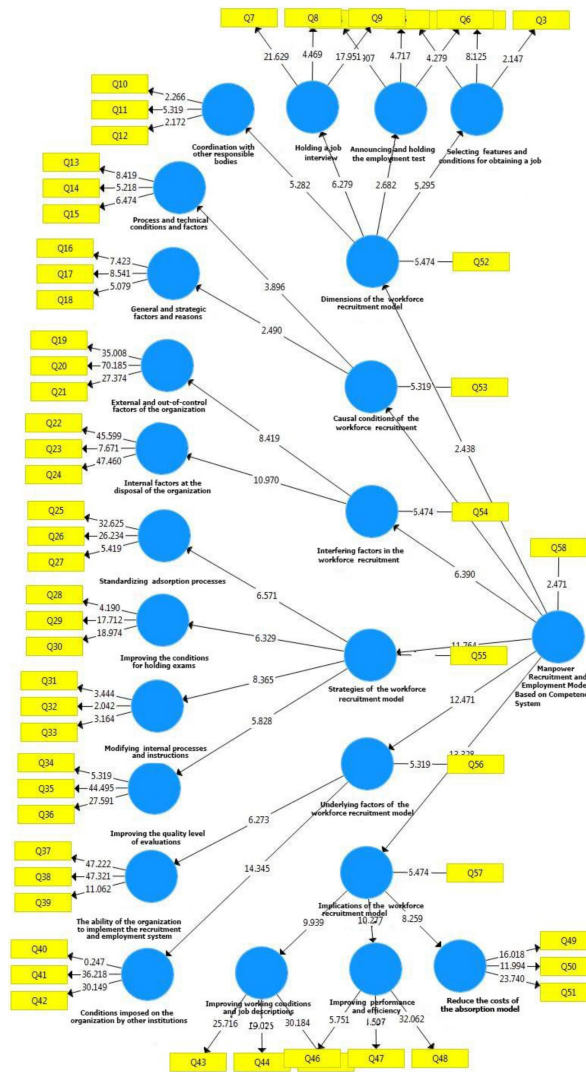


Figure 3: Model of research analysis in the significant state of relationships between variables

Table 3: Statistics of the dimensions of the research model

Dimensions of the research model	t Amara
Dimensions of the manpower recruitment model	2.417
Causal conditions of manpower recruitment	5.412
Interfering factors in manpower recruitment	6.209
Strategies of manpower recruitment model	11.910
Underlying factors of manpower recruitment model	12.092
Implications of the manpower recruitment model	13.834

Fit index	Acceptance criteria	Statistical value
R^2	$R^2 \geq 0.66$	0.72
$Q2$	$Q2 \geq 0.35$	0.084
GOF	$0 < GOF < 1$	0.94

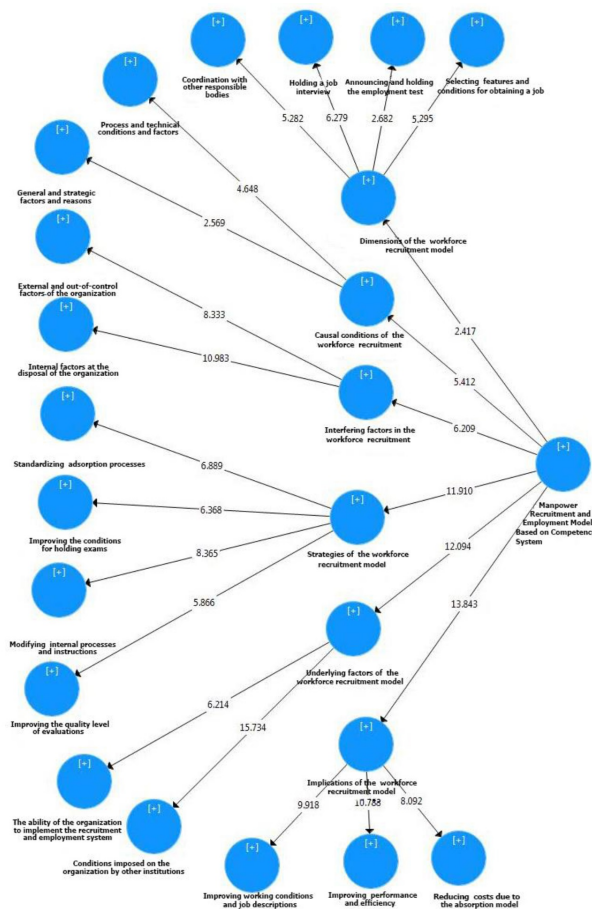


Figure 4: Model of research analysis in the significant state of relationships between variables

Variables	Mean variance extracted	Combined reliability	Ronkbach's Alpha
	Greater than 0.5	Greater than 0.7	Greater than 0.7
Dimensions of the manpower recruitment model	0.736	0.732	0.834
Causal conditions of manpower recruitment	0.685	0.784	0.768
Interfering factors in manpower recruitment	0.664	0.778	0.827
Strategies of manpower recruitment model	0.852	0.874	0.768
Underlying factors of manpower recruitment model	0.763	0.912	0.926
Implications of the manpower recruitment model	0.645	0.836	0.784

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