
Presenting Human Resource Selection Model in Education with Tricycle Model

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Abstract

Purpose: The aim of this study was to Presenting Human Resource Selection Model in Education with Tricycle Model.

Methodology: This study was applied in terms of purpose and exploratory in terms of data type. The statistical population of the qualitative part of the research included university experts and senior managers of education and training of the whole country in the academic year of 2018-2019. Using the principle of theoretical saturation, 23 experts were selected based on purposeful sampling method. And the deputies of the Education Organization in the whole country were 900 people, and using the Cochran's formula, 270 people were selected based on the relative class sampling method. In order to collect the data, two interview tools and a researcher-made questionnaire including 87 items were used. Its validity was examined in three formal, content and structural methods and its reliability (Cronbach's alpha and hybrid reliability) was above 0.7. The data analysis method in the qualitative part of the theoretical coding was based on the method of basic data processing theory and in the quantitative part the methods of confirmatory factor analysis and modeling of structural equations were used using Lisrel-v8 software.

Findings: According to the findings, the factors influencing the selection of human resources, including the behavior of the professional citizen, job performance and innovation, and the constituent components of human resource selection included contextual, structural and behavioral components. Also, all the components identified in the current situation were evaluated as desirable. In addition, in this study, the mechanisms, contexts and barriers to human resource selection were identified.

Conclusion: Strategies for developing an operational plan to improve human resource development in the education organization; Paying attention to meritocracy in delegating work responsibilities; Continuous evaluation of employee performance; The removal of infrastructure and credit barriers to staff access to Internet and scientific networks. Finally, it is possible to improve the choice of human resources according to the amount of components of the behavior of a professional citizen, job performance and innovation.

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1. Introduction

Today, more than ever, human beings are realizing the importance of management in various matters. The fact is that the increasing expansion of needs, along with limited resources and facilities, has made management science more and more important, perhaps because of success or failure. The success of a society in various economic, cultural, political, social, etc. fields can be considered in the type of management it has (Asadullah, 2016). Optimal use of organizational capital plays an important role in creating productivity; today, because in scientific management, human resources are considered as a major asset, so it is important in creating productivity in the organization (Izadpanah, Rostami, Allahbedashti, 2019). Management based on knowledge of hiring methods, hiring and maintaining human resources in using this resource, balanced with other organizational resources can be more effective. Cognitions in the mentioned fields require the manager's knowledge of management as much as a social phenomenon, knowledge of organizational plans and mission and knowledge of the main pillar of the organization, namely human resource management (Byars & Rue, 2018).). This is how the manager of an organization understands why employees are important in the organization. What is the relationship between employee performance and society? How should employees be recruited? What are the qualification requirements for job applicants? How should the qualification conditions be determined? How should manpower be maintained after supply? And how are the dimensions of job satisfaction such as motivating employees formed? All cases in the way of having human resources are qualified that the manager, by answering the questions and implementing them, tries to achieve the desired organizational goals that consider the quantitative and qualitative efficiency of human resources (MacDuffie, 2012). In this regard, Wang (2018), during a study showed that the selection of people to be employed should be based on organizational mechanisms, in other words, organizational structure and culture; therefore, because people within the organization have gone through these conditions, with in-service training, they can meet the organization's need for specialized people.

Also, today, there are different views on human resources, each of which in turn has a special place in the perfection of this management. The individual, along with his / her expertise, is also proficient in using technological tools. As a result, work criteria have changed and also caused a change in the performance of human resource management (Askarian, 2012). Human resources are a group of people who work in an organization and are in charge of the company's activities (Collings, Wood & Szamosi, 2018). Also, today the competition of organizations in every society and global markets in product supply and consumer attraction has increased more than in the past. The possibility of similar organizations surpassing each other is the result of the performance provided by the workforce of organizations, a force that enters the organization in a desirable way and is maintained in a desirable way. Human resource management has a duty to apply strategies to provide and maintain human resources (Chen, et al, 2018). In this regard, Bratton & Gold (2017), in their research stated that one of the practical measures of human resource management is the selection of human resources and their recruitment, which should be done based on professional competence, individual characteristics accepted by the organization and individual experience. It is also stated in this research that the structure, the amount of technology of the organization and the organizational atmosphere are effective in selecting and attracting human resources.

Education In our country, in recent years, in order to select the manpower it needs, it has been necessary to employ teaching staff and teacher soldiers. The use of these forces, as well as the use of formal and contract forces in unrelated disciplines, although common in most levels and areas of education, is more evident in rural and deprived areas, which causes many problems in terms of education. While in some other areas of education there is a surplus of manpower. The existence of this contradiction in different levels of education requires more attention to planning for the selection of human resources. The role of human resource selection in the education organization is crucial. According to the Deputy Minister of Human Resources

Education Planning of the Ministry of Education, the reason for success or lack of scientific and educational promotion in schools is the difference in the type of selection of principals (Mohammadi, 2014), People in the organization that have the ability to help the organization to achieve its strategic goals. In particular, such activities should create a pool of desirable candidates; Increase their interest and attraction to the organization as an employer and increase the likelihood that they will accept a job offer (Rainer and Barber, 1990; quoted by Marr, 2007).

The selection of human resources in the education organization is influenced by various factors that can be classified into two categories of internal and external factors. External factors refer to the expectations that society has of education forces, demographic indicators, economic structure, financial facilities, internal structure of the administrative and executive system, and internal factors refer to the existing organizational characteristics and resources of education (Dessler, 1999, Translate by Parsaeian & Araabi, 2019). Various experts have examined their human resource selection according to several models and factors. For example, Bolman and Deal, (2017), in their research that deals with the reconstruction of the organization, consider structural factors influencing the selection of human resources and leadership of the organization. On the other hand Bendickson et al (2018) examine environmental and contextual factors and consider them effective in the selection of human resources and Helmreich and Merritt (2019), also behavioral factors such as culture as factors they consider the effective human resources of an organization. Accordingly, and considering that the model mentioned is one of the models that includes all aspects of an organization, both internal and external, in the present study, to provide a suitable model for selecting human resources in education. And breeding will use the three-pronged model. This model includes three dimensions of structure, behavior and context, and due to the important and inseparable characteristics of the three branches, this model was used to introduce the organizational factors of the research; Therefore, it is necessary to explore the three branches mentioned in this model:

Structural Branch: Organizational structures are the pathways, channels, and vessels through which organizational processes and operations take place. The structural branch includes all the elements, factors and physical and inhuman conditions of the organization that are interconnected with a special order, rule and order and form the physical and material framework of the organization. **Content or behavior branch:** As mentioned, structure is a container of organizational activities and movements. The content that pours into an organization is the work or behavior of human beings. Therefore, the main content of the organization is human behavior and human activities and behaviors are performed to achieve predetermined organizational goals. The result of human work and energy and goals and structures of the organization are crystallized in the main functions or tasks of the organization.

Background or environment branch: The most important feature is the importance of the breadth and antiquity of this branch in relation to the branches of structure and content. In the importance of context and environment, it is enough that the other two branches consider their existence and existence to be dependent on the branch of environment. The concept of context, which in system theory is equivalent to the concept of environment, is so important that it has been raised from concept to theory, and today researchers and theorists of organizational theories have provided important theories about the environment. The main task of contextual or environmental factors is to regulate the organization's relationship with systems higher than itself, because each system or organization in its own position is always in constant action and reaction with systems higher than itself and is considered a subsystem compared to higher systems. Therefore, all the causes and factors that cause the establishment, regulation and timely and appropriate response of the organization to the more basic systems, is called the context or environment (Mirzaei Ahranjani, 2002). In other words, the branch refers to the structure of all elements, factors and physical and inhuman conditions of the organization that form the body of the education organization with a certain order and rule. The content or behavior branch refers to human beings in human relations in the education organization, which form the main content of the organization with behavioral forms, informal

communication and special patterns, and the context branch refers to all environmental and external conditions and factors, Influences the selection of human resources in education. In this regard, Malekzadeh and Hashemi (2017) in their research showed that in today's world with continuous and rapid changes in the business environment, technology plays an important role in human resource development. As it currently has facilities in the field of human resource management, finding, developing and maintaining the appropriate competencies of the organization, anticipating changes in the workforce and appropriate planning to align human resource strategies with the strategies of the organization. Technology can also help fill gaps in the field and help the organization, from the selection stage to the proper use of manpower. Based on the above, it can be said that due to limited resources and unlimited human needs, increasing population and fierce and fierce competition in the global economy to improve productivity, choosing the right human resources is not a choice but a necessity. Undoubtedly, economic growth and development today in different societies lies in the growth rate of their productivity, so what ensures the survival of organizations is the observance of the principles and correct ways of doing things by loyal manpower that organizations in a competitive environment doomed to focus and implement they are productive.

On the other hand, studies on the Iranian administrative system show that productivity in government organizations, despite the introduction of advanced technologies, has been declining (Junidi Jafari, Beiginia, 2009). This is also true in the education organization. In fact, this is something that is questionable in today's growing world, it is definitely necessary and important to study and clarify the causes and factors affecting it in organizations. Accordingly, due to the fact that the Education Organization is part of government organizations and subject to government laws, and the emphasis in the Vision 1404 document on the development of human resources and professional competence, as well as the importance of the Education Organization. In educating future influential generations, it is essential to address the components of selecting the right human resources in this organization.

On the other hand, due to the limited resources available to education and the lack of professional qualifications of the managers of this organization, as well as the traditional management of the organization, it is necessary to examine various factors affecting human resources, including structural dimensions. They are contextual and behavioral, the most influential factors affecting the selection of human resources in this organization are identified and steps are taken to promote the development of human resources. Finally, based on what has been said, the present study intends to answer the fundamental question of what model can be provided for the selection of human resources in the education organization?

2. Methodology

Considering that the purpose of this study is to provide a model for selecting human resources in the education organization; Research method in terms of purpose, applied; Depending on the type of data, mixed (qualitative-quantitative) of exploratory type; It was cross-sectional in terms of data collection time and descriptive-survey in terms of data collection method or nature and method of research. The statistical population of the qualitative part of the research included academic experts and senior managers of education in the whole country in the academic year 1397-98; Also, in the quantitative part of the statistical population, all the directors and deputies of the Education Organization in the whole country were numbered by 3 people in 1397-98. The sample size in the qualitative section was considered as the interviewee using the saturation principle of 23 people and in the quantitative section using the Cochran's formula and with an error of 0.05, 270 managers and deputies were selected as the research sample. The sampling method in the qualitative part was purposive non-random sampling method and in the quantitative part the relative stratified random sampling method was used. The research tool in the qualitative part included semi-structured interviews. In the quantitative part of the research tool, there was a researcher-made questionnaire of 87 items, which was compiled by reviewing the theoretical and practical foundations as well

as the coding results of exploratory interview texts. The characteristics of the questionnaire, which include the concept, dimension, source and total number of items, variable / component, number of items and alpha coefficient are as described in Table 1:

Table 1. Profile of the questionnaire

Concept	Next, the source and the total number of items	Variable / component	Number of items	Alpha coefficient
Selection of human resources according to the three-pronged approach	Structural dimension	Organizational complexity	7	0.736
		Organizational recognition	7	
		Organizational focus	6	
	Behavioral dimension	Organizational strategy	6	0.838
		Organizational technology	12	
		Organizational Culture	6	
		Customers	6	
	Background dimension	Competitors	4	0.779
		Education and Higher Education Laws	4	
		Professional performance	4	
Job Performance	Organizational Performance	3	0.778	
	Research performance	3		
	Individual characteristics	3		
Influencing factors	Professional Citizen Behavior	social responsibility	3	0.774
	Behavior in the community	3		
	Individual innovation	3		
Innovation	Organizational Innovation	4	0.802	
	Social innovation	3		

Validity: To determine the validity of the questionnaire used in this study, content validity method was used. In addition to content validity, construct validity was also used to assess the validity of the questionnaire. For this purpose, the results of exploratory factor analysis were used, which showed the validity of the tool structure. **Reliability:** In this study, retest reliability and intra-subject agreement method were used to calculate the reliability of the interviews conducted. The results indicated that it was appropriate. In order to ensure the reliability of the questionnaire, Cronbach's alpha coefficient was used, which showed the reliability of the questionnaire, which can be seen in Table 1.

The method of data analysis in the qualitative part of the theoretical coding was derived from the method of data theorizing of the foundation; also, in the quantitative part, data analysis was performed using descriptive and inferential statistics, including confirmatory factor analysis and structural equation modeling. It should be noted that the software used in this study was SPSS-v21 and Lisrel-v8.

3. Findings

In this section, research data are analyzed and evaluated using scientific methods. Given that the research is of the mixed type. Data analysis consists of two parts: qualitative data analysis and quantitative data analysis. In the following, the content of the interview data is analyzed. Answers to the interview questions in order to identify all environmental conditions and external factors affecting the selection of human resources in education with a three-pronged model in the form of identified codes based on the opinion of experts in Table 2, which includes selective coding (later), axial coding (component) and open coding (index) are given.

Table2. Final coding from semi-structured interview technique

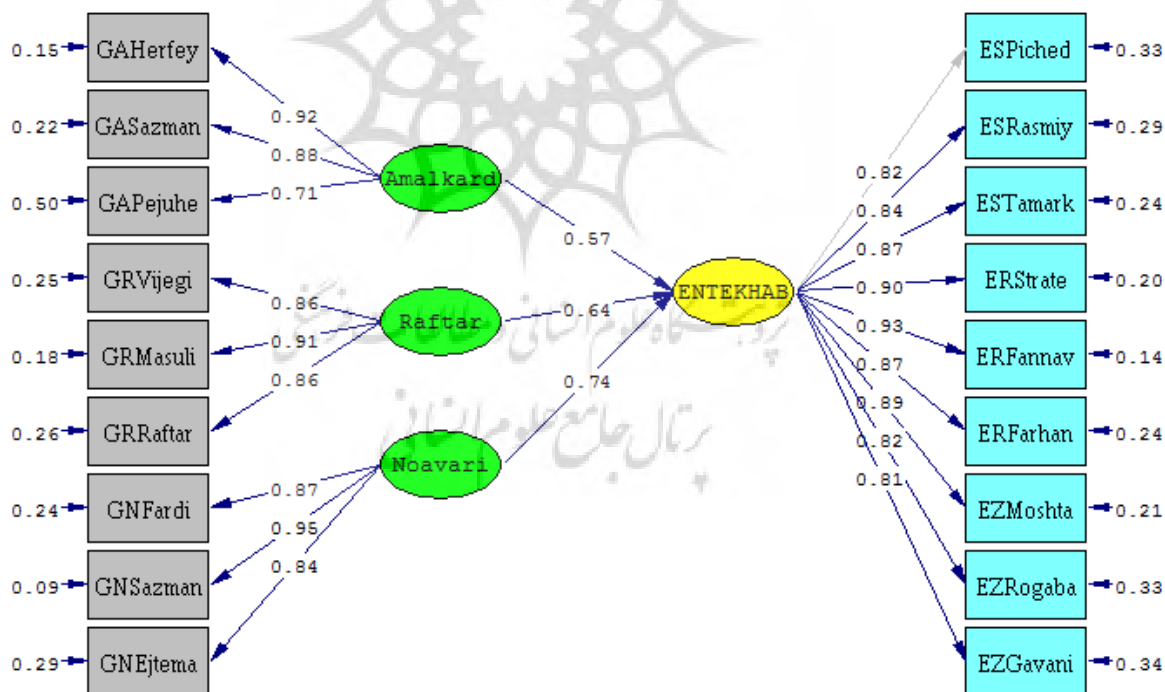
Selective coding (later)	Axial coding (component)	Open coding (index)	
	Complexity	Separation in this organization is done horizontally.	
		In this organization, attention is paid to organizational hierarchy.	
		This organization is scattered in terms of facilities and manpower.	
		Dynamics in the organization changes according to the dynamics of the environment.	
		This organization has many different components, so it is a complex organization.	
		The system of this organization is an open system and it changes with the environmental conditions.	
		The existence of a structural paradox in this organization is clearly seen.	
		Rules and regulations play a key role in this organization.	
		The job description in this organization is complete.	
		Management follows clear instructions for work.	
Structural	Official	The management and staff of this organization use a horizontal structure for their relationships.	
		People in this organization are free to use their point of view.	
		Changes based on environmental changes are made only with reference to the goals in advance and with the opinion of managers.	
		The people of this organization believe in the fluidity of communication.	
		In this organization, the bureaucracy system prevails.	
		Focus	The center of gravity of decision making in this organization is the upper part of the organizational hierarchy, namely management.
			Organizational decisions are made by management and his partnership with deputies.
			Each member of the organization can participate in organizational decision making according to their level of responsibility.
			In this organization, delegation is the top priority.
			Assignment of decisions to the councils and policy units of the provinces in this organization is done properly.
Behavioral	Organizational strategy	The selection and employment of people in this organization is based on predetermined goals.	
		Retaining people within the organization is done according to performance and based on new educational strategies.	
		One of the basic strategies of this organization is to pay attention to innovation.	
		Employee performance appraisal is performed continuously and according to pre-established standards.	
		Technology	Remuneration and salaries of employees are paid based on their performance.
			Education is used as a strategy for continuous development.
			Equipment appropriate to the age of information technology is available in this organization.

		<p>Social networks have been formally created among employees.</p> <p>The technological infrastructure in this organization is updated to facilitate the work of employees.</p> <p>Training in the use of technological tools in this organization is provided for employees.</p> <p>Information storage in this organization is done using new technologies.</p> <p>Information conversion in this organization is done using technological tools.</p> <p>In this organization, information processing is also done by new technologies.</p> <p>The use of office automation is implemented as a routine action in organizational relationships.</p> <p>Information transfer is done by new technologies between work units.</p> <p>In this organization, the IT equipment support group is located.</p>
	Organizational Culture	<p>Attitudes, values and beliefs defined by senior managers have led to the development of human resources in the organization.</p> <p>Learning has been institutionalized as a culture among the members of this organization.</p> <p>The employees of the organization try to draw and implement cultural priorities based on the Iranian-Islamic model accepted in the society.</p> <p>The tasks assigned to this organization are based on the accepted cultural values.</p> <p>In this organization, for cultural planning, attention is paid to environmental changes.</p> <p>In this organization, employees are encouraged to come up with new ideas to institutionalize cultural values.</p>
	Customers	<p>The managers of this organization always support the slogan that they strive to provide services to customers and clients.</p> <p>In this organization, honoring the client is considered as the main goal.</p> <p>The deputies of this organization, in the face of the client, try to introduce the services that can be provided to them.</p> <p>Criticisms and suggestions of customers in this organization are analyzed and considered by managers.</p> <p>A monthly evaluation is performed on the level of customer satisfaction of this organization.</p> <p>The management of this organization gains the trust of the client.</p>
Background	Competitors	<p>The position of this organization in comparison with competitors is always evaluated by management consultants.</p> <p>Existence of strong management (leadership) has created a competitive advantage of this organization over other organizations.</p> <p>The elimination of bureaucracy and paperwork has created a special competitive advantage in this organization.</p> <p>Management uses competitive strategies such as Porter's strategy to solve organizational problems and competitiveness.</p>
	Education rules	<p>This organization always sets goals and steps according to the vision document and the transformation document.</p> <p>The managers of this organization warn the employees to pay attention to the rules and regulations related to educational institutions.</p> <p>The level of attention to educational rules and regulations is always measured and evaluated.</p> <p>Objectives formulated by educational organizations such as education are provided as a roadmap for employees and managers of the organization.</p>
Job Performance	Professional performance	<p>Performing duties by management within the framework of laws, ethics and spirituality</p> <p>Respect for the dignity and human status of employees is emphasized</p> <p>Observance of moral standards, Islamic and cultural values in the organizational environment is on the agenda.</p>

		Participating in in-service training courses in accordance with the knowledge, attitude and skills of managers is a priority.
	Organizational Performance	Organizational commitment can be seen among the managers of this organization. In using human resources, the managers of this organization pay special attention to coordination with environmental changes and developments. Managers are responsible for their choices.
	Research performance	In this organization, people who have authoritative articles in their field of work were given importance. Ability and skill of optimal use of electronic devices are considered. In this organization, the production and innovations of employees are of special importance for management.
Citizenship behavior	Individual characteristics	In this organization, people who are aware of the political rights and the political situation of the country are given importance. The employees and managers of this organization have the spirit of maintaining and defending the comprehensive independence of the organization and the country.
	social responsibility	The employees and managers of this organization are law-abiding. Managers and employees of this organization are aware of social laws. The managers and employees of this organization respect the rights of others. Managers and employees of this organization have flexibility in relation to others.
	Behavior in the community	The members of this organization are sensitive to the cultural and artistic issues of the society The people of this organization have the necessary life skills based on technology The people of this organization are sensitive to the environment.
	Individual innovation	In this organization, there are more people who offer creative thinking. In this organization, people who are interested in innovation are given importance. People who embrace change are a priority.
Innovation	Organizational Innovation	In this organization, employees who are looking to provide new services are encouraged. In this organization, those who welcome innovative training are encouraged. In this organization, employees and managers are selected to look at organizational innovation as the ultimate goal.
	Social innovation	In this organization, the employees who make the best use of new technologies are given importance. Employees who strive to maintain the organization's relationship with other organizations are given priority. In this organization, employees and managers who participate in new social activities are praised. Employees who are creative in teaching cultural values are supported.
Strategy		Develop an action plan to improve human resource development in the education organization;
		Paying attention to meritocracy in delegating work responsibilities;
		Continuous evaluation of employee performance;
		Elimination of infrastructural and credit barriers for employees' access to Internet and scientific networks;
		Reducing the administrative process for job security and job promotion of employees;
Beds		Considering professional capabilities in the employee evaluation and promotion system;
		Improving organizational culture in order to develop human resources;
		Changing the organizational strategies of education to lead employees to progress and growth;
		Improving the professional competencies of employees;

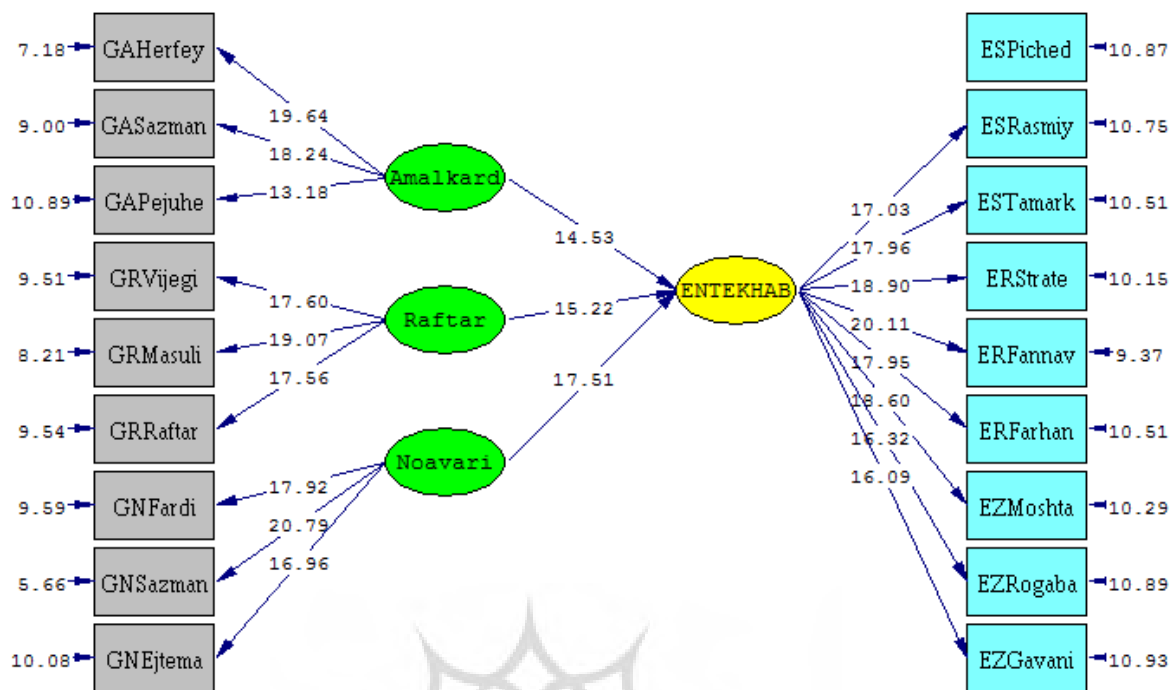
obstacles	Improving the responsibility of employees in order to increase organizational commitment in them;
	Comprehensive support and giving job authority and independence to employees;
	Pay close attention to the category of organizational learning;
	Continuous evaluation of employee performance;
	Lack of anticipation of an independent budget line for human resource development;
	Superficiality Disbelief of a number of top managers of devices in the development of human resources as a useful investment;
	Lack of access to the necessary technological facilities and equipment in the organization to implement human resource development mechanisms;
	Lack of training specialized and capable experts in staff training and development planning;
	Lack of a coherent employee development information base;
	Management of in-service training centers by non-specialist and non-professional heads;
	Lack of proper administrative structure;
	Lack of regulatory mechanisms in the selection and employment of employees;
	Lack of appropriate rewards and incentives for employees who take steps to develop human resources;

The results of factor analysis show that out of 87 available indicators (items), 18 main components can be identified. In the quantitative data section of the research, quantitative data analysis is performed. Based on the results of the qualitative part of the research in relation to the concept of human resource selection, 87 indicators were identified and after reviewing the content validity by CVR and CVI forms, all indicators were confirmed. In this section, the structural equation model is used. For this purpose, after drawing the structure, adding the model constraints and selecting the maximum likelihood method, the implemented model and the fitting path diagram of the following figures were obtained. The following diagrams show the path fitted to the data. Thus, in Figure 1, the structural model of the research is shown in the form of standard coefficients and in Figure 2, the structural model of the research is shown in the case of significant coefficients.



Chi-Square=335.00, df=129, P-value=0.05237, RMSEA=0.058

Figure1. Structural model of research in the form of standard coefficients



Chi-Square=335.00, df=129, P-value=0.05237, RMSEA=0.058

Figure2. Structural model of research in the significant state of coefficients

As shown in the figures above, all values of the model parameters are shown along with the factor loads and path coefficients. Considering the values of standard coefficients and significant coefficients of t obtained in the above figures (t values above 2.58), it can be inferred that there are direct relationships between effective factors and human resource selection and these factors have a positive effect on human resource selection. As the Chi-square and RMSEA indices show, the model provides a more appropriate fit to the data. The model outputs are examined in Table 3, which includes the index name as well as the allowable value and limit of the fit indices.

Table3. Indicators of model path analysis

Index name	Fit indicators	
	the amount of	Limit
Chi-square / df	2.60	Less than 3
RMSEA (root mean of estimation error)	0.058	Less than 0.1
CFI (Modified Fit)	0.99	Greater than 0.9
NFI (Softened Fit)	0.95	Greater than 0.9
GFI (Fit Goodness)	0.93	Greater than 0.9
AGFI (Modified Fit Goodness)	0.91	Greater than 0.9

As can be seen, the pattern fitting indicators are in a good position. Finally, based on the identified indicators and components, the selection of human resources (main phenomenon) and influential factors (causal conditions), which were identified based on research documents and interviews with experts, as well as mechanisms, facilitators and The identified inhibitor and data analysis in the quantitative part of the conceptual model of the research with the grounded theory approach is presented in Figure 3.

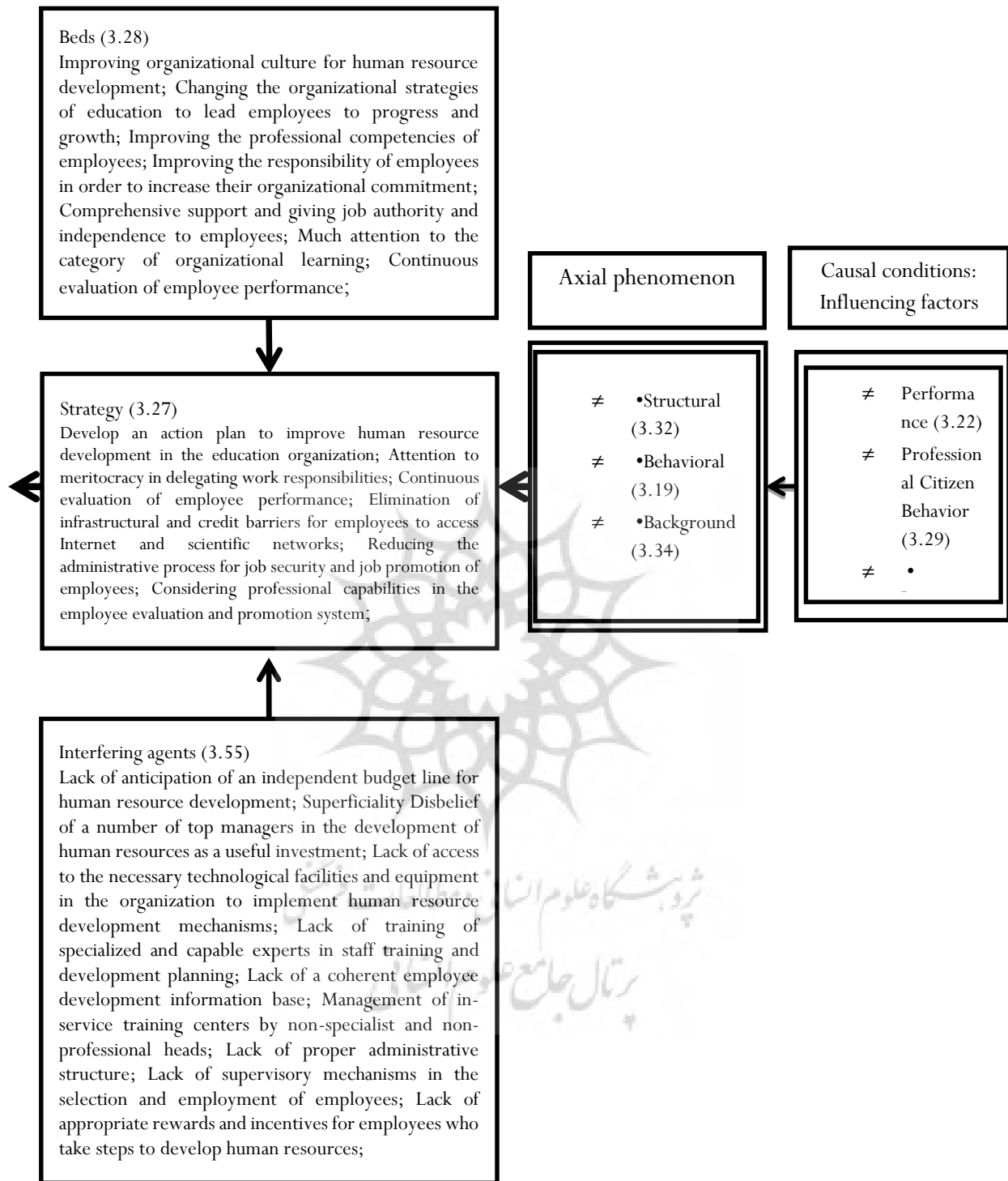


Figure3. Human resource selection model based on the three-pronged model in the education and training

4. Discussion

The present study aimed to provide a model for selecting human resources in education with a three-pronged model and based on the identified components, a questionnaire was prepared and provided to managers and deputies. The status of these factors was evaluated in the education organization, which indicated the favorable situation. In addition, the components were prioritized and using Friedman test, the importance of each was determined and it was determined that in the constituent factors, contextual, structural and behavioral factors are classified from highest to lowest importance, respectively. The contextual component is identified by indicators such as attention to competitors, customer orientation and attention to education rules and regulations, and the structural component, with indicators of complexity, recognition and focus, as well as the behavioral component with organizational strategy, technology and Organizational cultures were tested. Regarding the influential factors, the order of priority included the components of professional citizen behavior, job performance and innovation, among which, professional citizen behavior, with indicators of individual characteristics, social responsibility and behavior in society, job performance, with indicators of professional performance. Organizational performance and research performance and innovation were measured by indicators of individual innovation, organizational innovation and social innovation. In this regard, some of the findings of the research are consistent with the findings of the present study, including Wang (2018).

In this research, organizational structure and culture are the components of human resource selection. Bratton and Gold (2017), in a study showed that in the selection and absorption of human resources, structure, the amount of organizational technology and organizational climate are effective. Stone, Stone (2015), in a study showed that to select and attract in organizations, one should pay special attention to points such as the nature of work, individual skills, etc. In this study, it is also stated that organizational culture is one of the behavioral factors affecting selection and recruitment. Among the studies conducted in the country, Teymouri et al (2018), in a study showed that determining the appropriate number of people, technical knowledge, sectarianism, assessment of professional competencies, legal requirements, implementation of the recruitment process, staff empowerment and Central justice has had the highest priority in attracting manpower and competitive factor in each of the dimensions affecting the model. Ahmadi (2017), in a study showed that in order to attract and employ human resources on the basis of justice, attention to the personal, professional and insight of volunteers, setting criteria and criteria for careful selection of individuals, selection criteria, selection Orientation and trust building are essential. Also in the human resource absorption system, taking into account all the factors of the system, ie the quantity and bag of human resource needs, the methods of providing human resources, the methods of selection and employment of volunteers, the conditions of employment and employment in employment. The designed model actually provides the theoretical basis necessary for the observance of employee justice. The results of Malekzadeh, Hashemi (2017), in a study pointed to the role of competence in the use of technology in human resource selection. Tavakoli Nejad et al (2016) in a study referred to the factors of employee retention, which included: cultural factors, organizational factors, government factors.

Findings showed that the factors affecting the selection of human resources, after analyzing the data based on factor analysis, it was found that the components of professional citizen behavior, job performance and innovation, respectively, are the factors affecting the choice of human resources. In explaining this issue, what is certain is that paying attention to human resources in education as the basis of production and provision of services in organizations is one of the basic strategies to increase the efficiency and productivity of this organization. In this way, these organizations can provide desirable educational services because of their human resources, and if the same human resources cannot perform their duties well, education will have difficulty in achieving its goals, and on the other hand, society Bigger than it actually is, the recipient of the consequences of education suffers. Now, considering the importance of human resources in education

and what a unique impact they can have on society, it is worth mentioning that human resources in all areas such as selection, employment, retention of human resources, the need for thinking, Has foresight and transformation. One of the main factors influencing the selection of human resources in this organization, based on the findings of the present study, is the behavior of a professional citizen. According to Organ 1997, professional citizen behavior is spontaneous and conscious behavior that is not directly or explicitly reinforced by the formal organizational reward system, but overall enhances organizational effectiveness. Being spontaneous and aware means that this behavior is not a mandatory necessity of the role or based on a job description, but a behavior that is mainly based on personal choice and if it is not done, there will be no punishment.

The behavior of a professional citizen as a social resource that is considered through the exchange of behaviors that receive social rewards and includes behaviors that are useful to the education organization but are considered as part of the main elements of the job, Has not been These behaviors are often used by training staff to support organizational resources and may not directly serve the interests of the individual. Training in this type of behavior helps the directors and deputies of the education organization in choosing the right human resources. If managers choose education people from people who have flexible, ethical and social behaviors, they are halfway there and there is no need to spend extra money and time to train these people. However, in the present study, this component has been reported as a desirable component in the current situation of education. But based on the complaints and criticisms that are seen from the education organization, the situation is slightly different and shows the lack of professional citizen behavior among the staff. Another component is job performance. Regarding this component, it should be said that education organizations need to continuously improve their performance to maintain survival and progress, and human resources are considered the fundamental assets of organizations and the source of any change and innovation in them. Job performance is defined as the expected value of an organization from the distinct behavioral events that individuals perform over a period of time.

Job performance is one of the most important criterion variables in organizational psychology in education and its importance for both individuals and organizations is quite clear. Therefore, it can be said that all executive mechanisms are implemented to achieve the desired performance in the education organization. Therefore, the final performance that is the result of this organization is very important. The job performance of the people who are going to enter the education organization should be given a lot of attention. These people control the consequences of the organization and guarantee the quality of these consequences. Also, good performance helps people improve their professional competence and have a better chance of being elected to management or deputy positions in the education complex. Another important factor that affects the choice of people in the education organization is attention to innovation. It is true that innovation is a top priority in prioritizing effective factors, but it is very important. Innovation is a mental ability that leads to the production of creative works. The most important characteristics of creative and innovative staff, managers and teachers are that they say even the smallest details, look for different problems to solve them by planning, have high emotional intelligence, habit of asking questions and testing results, learning on initiative Personally, they study various sources, pay close attention and modeling in views, use theories and objects to achieve a certain goal, find relationships in seemingly unrelated matters, plan relationships, desire to inform and discover Probably, using exploration or experience, examining and studying the inventions of scientists, studying the memoirs and sayings of scientists and elders, associating and talking with elders and teachers, and feeling the pleasure of these conversations, are interested in manipulating mathematical relations to create new relationships. Innovative and creative people can be good choices for the education organization because they create dynamism in the organization, something that the organization desperately needs. In the present study, it was suggested that identifying innovative people helps managers in selecting the appropriate human resources of the education organization and improves the productivity of this organization.

In the present study, the findings also showed that the factors constituting human resource selection based on the three-pronged model were also examined. These factors included structural, contextual, and behavioral components, each of which is addressed in the order of priority mentioned in the present study. In this study, it was found that the most important component is the underlying component. This component includes customer characteristics, competitors, and education rules. Regarding this component, it should be noted that in choosing human resources in the education organization, first of all, honoring the client and paying attention to the situation of those who refer to the organization is a priority, and the criticisms and suggestions of customers in this organization are analyzed and fashioned. It is the opinion of the managers. Also, the existence of strong management (leadership) has created a competitive advantage in this organization over other educational organizations, and the elimination of bureaucracy and paperwork and the use of office automation have doubled this advantage. Management uses competitive strategies such as Porter strategy in solving organizational problems and competitiveness, and the position of this organization in comparison with competitors is always evaluated by management consultants. On the other hand, this organization always aims and takes steps according to the vision document and the transformation document, and this document can be seen as a framework within the organization. Also, the managers of this organization warn the employees to pay attention to the rules and regulations related to the educational institutions and deal seriously with those who refuse to follow the rules. In addition, the level of attention to educational rules and regulations is always measured and evaluated.

In the present study, strategies, contexts and obstacles to the proper selection of human resources in the education organization and strategies for developing an action plan to improve the development of human resources in the education organization; Attention to meritocracy in delegating work responsibilities; Continuous evaluation of employee performance; Elimination of infrastructural and credit barriers for employees' access to Internet and scientific networks; Reducing the administrative process for job security and job promotion of employees; Consideration of professional competencies in the evaluation system and staff promotion were considered as basic strategies. Also, in interviews with experts, the existing contexts for the correct selection of human resources in this organization include, improving organizational culture in order to develop human resources; Changing the organizational strategies of education to lead employees to progress and growth; Improving the professional competencies of employees; Improving the responsibility of employees in order to increase their organizational commitment; Comprehensive support and giving job authority and independence to employees; Much attention to the category of organizational learning; Ongoing evaluation of staff performance has been reported, and barriers such as not anticipating an independent budget line for human resource development; Superficiality The disbelief of a number of top managers in the development of human resources as a useful investment; Lack of access to the necessary technological facilities and equipment in the organization to implement human resource development mechanisms; Lack of training of specialized and capable experts in staff training and development planning; Lack of a coherent employee development information base; Management of in-service training centers by non-specialist and non-professional heads; Lack of proper administrative structure; Lack of regulatory mechanisms in the selection and employment of staff and the lack of appropriate rewards and incentives for staff working to develop human resources were identified as obstacles to the selection of human resources in the education organization.

Finally, it is suggested that people be evaluated when hiring by taking various tests to measure their innovation. In-service training courses should be held in accordance with the knowledge, attitude and skills of managers as a priority. In accordance with the needs of religious people, equipment appropriate to the information technology era should be provided in this organization. It is also recommended to future researchers to conduct similar research in other educational organizations in the provinces of the country and compare the results with the present results.

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