

Identifying the Effective Components of HRM for Efficient Labor Capacity at Islamic Azad Universities in the North East of Iran

Zahra Yazdanpanah¹, Mohammad Salehi^{*2}, Negin Jabbari³

1. PhD Student of Department of Educational Management, Gorgan Branch, Islamic Azad University, Gorgan, Iran.
2. Associate Professor, Department of Educational Management, Sari Branch, Islamic Azad University, Sari, Iran.
3. Associate Professor, Department of Educational Management, Gorgan Branch, Islamic Azad University, Gorgan, Iran

Article history:

Received date: 2019/02/06

Review date: 2019/02/20

Accepted date: 2019/02/25

Keywords:

Efficient recruitment, human resource management, promotion, maintenance of talented individuals

Abstract

Purpose: The aim of the present study was to identify the Effective Components of HRM for Efficient Labor Capacity at Islamic Free Universities in the North East of Iran.

Methodology: The scientific model of this research was based on a qualitative interview with the University of Azarbaijan Azad and a selective method of targeting and snowballs. Finally, by referring to the experts, 20 qualitative interviews were conducted and using the Grendard theory to identify the components of human resources management in order to attract the efficient force, the necessity of each of the extracted model components for human resources management for efficient power absorption was investigated. The research was analyzed using coding method in three stages: open, axial and selective.

Findings: The results showed that the total number of nodes in non-repetitive codes was 110 in the two HRMs and 38 in the effective recruiting sector, based on the conceptual similarities of the combination of 77 nodes (common codes) in the HR department and 38 in the absorption Effective power has been extracted based on the intuition and understanding of the researchers from the subject and their share in the form of three main components related to human resources management, individual factors, organizational factors, environmental factors and 4 sub-components and efficient absorption in The template has three main components for providing employee information, delegation, payroll and 3 sub-components in the form of Tree nodes were categorized.

Conclusion: The main components of human resources management include personal factors, organizational factors, environmental factors, and the three main components of employee awareness trust in employees, and to justify the findings of this research can cite theoretical foundations and previous findings.

Please cite this article as: Yazdanpanah Z, Salehi M, Jabbari N. (2021), Identifying the Effective Components of HRM for Efficient Labor Capacity at Islamic Azad Universities in the North East of Iran, **Iranian Journal of Educational Sociology**, 4(2): 214-223.

* Corresponding Author: m_salehi@sharif.ir

1. Introduction

Undoubtedly, in order to have a dynamic and developed future and economic standpoints in the modern world of today, we need to increase the productivity and use the maximum of facilities. Today all developed or developing countries have recognized the importance of productivity as one of the necessities of economic development and gaining competitive advantage. In this way, most developing countries have made significant investments in order to promote the culture of special attitudes towards the exploitation and extension of the use of techniques and methods for improving them. In Iran, the importance of paying attention to the issue of productivity has been neglected for various reasons, including the lack of culture and the right attitude towards productivity in society. Many experts believe that the missing link of the Iranian economy before capital or natural resources is the lack of labor productivity. Productivity is the most important incentive to achieve satisfactory results and to gain a significant competitive advantage over competitors (Mehri, 2016).

How much productivity is most desirable, but not because of the simple issue: First, it is possible to measure time productivity, the conditions are stable, goals are accurately stated, the goal chain The output is clear, the output can be easily measured. It is not known what produces the output. ? From the managerial and economic point of view, productivity generally has three variables: technology, human resources, and organization. Each variable leads to productivity: modernity, modern equipment, professional and skilled human capital, adequate and coherent coordination, each of these can be a source of gradual or fundamental change in productivity. In this regard, the role of human factor in increasing or decreasing productivity appears to be more significant than other factors, because this is a factor without which other factors do not arise. The workforce faces new challenges in terms of combining and changing job skills, and hard-liner managers are struggling to patch these challenges and push the rules and policies of organizations in a direction that can best serve the benefit take the view (Opinion, 2015)

Human resource management thinkers believe that leading organizations in the new millennium can meet the needs of the organization with speed and through the use of advanced human resource development models, organizational learning, and strategies for the development and upgrading of employee capabilities more flexible. Human resource development is one of the most important strategic goals of the leading organizations of the present era, which is announced to senior management of such organizations in order to improve the level of knowledge, skills, experience and quality, excellence and performance of the organization's capital, and even change the individual characteristics of the employees (Peasant, 2012).

Efforts to improve and efficiently use resources from diverse sources such as labor, capital, materials, energy and information are the goal of all the managers of the economic organization and the industrial production units and service institutions. Appropriate organizational structure, effective operating procedures, healthy equipment and tools, an equitable and all-inclusive environment, more importantly, qualified and qualified human resources are essential to achieving the best prospects should be considered by managers. The participation of employees in the deliberate affairs and by their deliberate work discipline, they can influence the amount of goodwill in a dynamic environment. It is always a matter for officials, planners and human resources experts in organizations of the country to ask how the productivity can be raised in organizations, and what factors can cause the productivity of an institution, institution or service organization or production Increase or decrease? Can you design and use a native solution in this regard?

Today, all countries in the world are seeking to make improvements in terms of productivity, which means they can achieve more national production with fewer resources because there is a direct relationship between per capita income and productivity index. Efforts to improve productivity are trying to improve the lives of individuals and society. Today, in an effort to improve social and economic life, a comprehensive effort to promote productivity has continued to sustain life and growth. From now on, the world is divided into two categories of slow-moving countries in terms of advancement in productivity

management (Daniali ten Houz, Allameh, Mansouri, 2014). In today's competitive world, productivity as a philosophy and one the strategy-based vision of the improvement is the most important goal of the organization, which can serve as a chain of all activities of the community. Improving the productivity of thinking and globalization is based on increasing the power of creativity and the power of creation and the degree of talent of adapting and integrating society and organizations to the world's economic, scientific and technical developments. The philosophy of improving productivity in organizations makes the human person better able to think. Thought that its aiming is to create and build the future instead of now and in the past. Increasing productivity in different forms can be made by changing the performance of a small piece in the production process, changing the way of using the raw materials and use Optimal from production to change in marketing and sales practices, moving to a better position than the ideals and goals of all managers. In many organizations, managers often focus on doing their current activities, while more time is needed to plan, manage, and control activities to increase productivity. Those who do not think about productivity in their day-to-day work have no mindset that can distinguish effective and efficient activities from ineffective and inefficient ways to achieve the goals of the organization (Zarepour, 2008)

Over the past two decades, the necessity of creating and expanding the productivity and management sector has been of utmost importance in organizations. Taking into account the mentality and strategic planning, paying attention to the importance of improving the motivation of human resources, improving their skills with retraining and education for them, creates a favorable environment for creativity and talent in the organization, increases the amount of research and development, The use of knowledge in the administration of affairs and the improvement of the quality of the product in order to establish a military system for measuring, evaluating, planning and improving the productivity of the organization through the use of management systems. By implementing a generic productivity model in an organization, the manager can identify problems and issues and solve complex organizational problems based on the necessary information. (Taheri, 1999) is essential for the attraction of the most efficient forces. Therefore, at a healthy time, in addition to matters such as financial resources, equipment, etc., the role of human resources based on knowledge is of great importance. In the absorption of force, the conditions must be such as to enable people to be present at their workplace with interest and pride. In fact, health, excellence, development and development of the organization have a direct relationship with physical, mental, attachment, occupational security and human resources financing. Usually the staffs of organizations that attract their human resources on a knowledgeable basis are at the forefront of the organization and they contribute to the creativity that drives the organization. These well-trained employees are successful and transfer their knowledge and experience to lower levels and move to any part of the organization that moves in the shortest possible time. Productivity is always the result of a series of interfering variables that diminish its brightness. Factors such as low level of qualitative performance of work, inefficiency of structure, weakness of management systems, lack of meritocracy in management, lack of suitable cultural platforms for implementation of productive plans, job dissatisfaction of staff, lack of job and managerial stability, Lack of trust among managers and staff, lack of proper and up-to-date training on the system of productivity, lack of clarity of organization missions, lack of work ethics in staff, weakening of employee participation system within the organization, lack of management system and other reasons. , Has made productivity difficult as a variable (Ebadi, 2008).

Attention to human resources both at the macro level and at the micro level has become more and more of a concern for today's economy. In university systems, the link between human resources has changed with output and productivity. It can be argued that productivity is the result of the consciousness, outcomes and abilities of the brain grown by humans (the same source, 2001). The role and place of human resources and its management in organizations is such that it can be considered as an accelerating and accelerator of productivity gains. Therefore, appropriate strategies should be considered for increasing productivity. The importance of the discussion becomes apparent when we never compare the role of the

human factor in organizations with other factors, because the human factor as an open system can achieve efficiency beyond the one due to its proper motivation and leadership. In fact, productivity is synonymous with the quality of human resources and speaks of individuals who with their skills, team spirit, efficiency, creativity, innovation, and customer orientation to organizations. One of the main reasons for this issue is that productivity management is one of the issues that may not have been addressed or if it has been dealt with continuously and with full and principled viewpoints and that its results have not been properly implemented. Today productivity is more than a criterion, but as a culture and attitude in work and life and its improvement is the main source of economic development. Some developed countries have long since considered the most important and sole source of their economic growth as a human resource that, through its expertise, skill, experience, and creativity, is pushing the organization towards its goals and achieving the organization's competitive advantages. Therefore, many countries and organizations are investing in this valuable asset and are trying to foster it. As a result, societies have achieved organizational progress and excellence that have transformed these forces and talents from potential to actual. Knowledge management experts believe that in the current world, the most important factor for development is the productivity of manpower. Meanwhile, the productivity index of manpower in Iran is lower than in the countries of the region and East Asia. Human being is both productive and consuming knowledge and technology. It is the most important factor in social, economic and industrial development, and it plays a key role in improving productivity (Morfianian, et al, 2015).

Despite the fact that the productivity of one of the indicators the key to developing economic activities is to improve and improve it as one of the competitive advantages of universities Productivity is a comprehensive and general concept that has always been considered by politicians, economics, and government officials as a necessity to promote a higher standard of living, greater prosperity, peace and comfort for humans, a fundamental goal for all countries of the world (Sinjeh, et al, 2000). Human resource productivity is one of the issues that have long been the source of the minds of many scholars due to its close relationship with the underdevelopment of nations. At the national level, improving the effectiveness and quality of manpower creates a greater increase in gross national income or GDP (gross domestic product) than in using capital and additional workforce. Human resource productivity also largely determines how far a country's products can compete internationally. Increasing productivity in organizations is one of the main concerns of executives and decision makers in each country, so that in many countries major development programs have been based on productivity gains. In the past fifteen years, global productivity has increased 45 times (Faraji, 2006). On the other hand, it has not been long since the implementation of methods for improving the quality and productivity of industries and sectors of the economy has not passed. The success of these strategies in economic growth and development has led the scholars to test them in the most fundamental institutions and centers. So, utilization of the methods of improving the efficiency of these systems has also been successful. One of the most important of these centers is universities (Gholizadeh, 2007).

On the other hand, experts say that countries that pioneered socio-economic development did not seek to improve human resource productivity. Our country, which also employs the knowledge-based economy, and all its efforts to increase human capital, has no choice but to increase the productivity of human resources, especially in universities and higher education institutions. Therefore, there is a need for high-productivity staff and managers for universities, because such a force is an important factor in organizational effectiveness as a way of achieving the ultimate educational and research goals (Karimi, Pirasteh, 2005). So, with a view to these, is the main issue of the research, what are the identified components of effective human resource management for employing efficient forces?

Today, the role and importance of manpower in the process of production and delivery of services in human societies is identified as the most important factor. Looking at the stages of human civilization, it is clear that the role of manpower from simple workforce to human capital has evolved, because the

advancement of technology without manpower changes is lacking in efficiency. In the present day, injection of financial resources is not considered as the main factor of development, but the changes and productivity of manpower with their growth promotes organizations and, consequently, the development of economic systems in the world, in such a way that human capital is the amount of capital Materials are determined. Therefore, the high productivity of productivity, especially the productivity of human resources, affects all economic and social activities (Gholamzadeh, Jalali, 2012).

Proper use of human resources as the most valuable and greatest wealth of any society has been a matter of concern to governments. In other words, it can be said that human beings are both the goal of development and its factor, and the realization of development goals depends to a large extent on how to manage and manage this wealth and vital resource. Therefore, human resource efficiency is one of the important pillars of any society. In this regard, the high priority of the Supreme Leader is emphasized by the activists and those who are in charge of the economic sectors, and the increase in manpower productivity is directly contributing to the realization of the goals of the SDS. The Government of Tension and Hope must also strive to increase the productivity of human resources and the scientific and professional knowledge of the whole country through the growth of the whole country. For this purpose, it is necessary to set up barriers at the university level by setting up specialized working groups. And productivity problems and the provision of specialized solutions are found (Moradi, et al, 2014).

Brothers and Associates (2016) examined the factors affecting the promotion of manpower productivity in the organization of tax affairs of the country. The results of statistical analysis show that three organizational factors, individual and environmental characteristics, have the most impact on productivity enhancement have. Therefore, planning to improve the working conditions and modifying management practices in organizational terms and improving the recruitment process and paying attention to the competence of employees in acquiring a job position will individually help improve the efficiency of human resources in the tax organization of the country. And colleagues (2015) examined the identification of human resource absorption and maintenance criteria and provided appropriate strategies. The research findings showed that, firstly, the status of the criteria for attracting and retaining human resources of staff is lower than the average and hypothetical average of the research. Secondly, the criteria that are considered in attracting and retaining human resources include three categories of criteria: competence and personal abilities, religious, ethical and religious issues, and special privileges. Athena, et al (2015) Investigating the Factors Affecting Human Resource Efficiency Using the BSC Model This research has been conducted to identify effective factors and factors for human resource productivity in a military-industrial organization. The results of the research include identifying 45 effective factors on human resource productivity and classification in customer dimensions, financial, internal processes and learning and growth (dimensions of the balanced scorecard model). Ligo (2015) examined the relationship between human resource management and entrepreneurship (a case study of Thailand). The results showed that HRM has a positive relationship with organizational entrepreneurship, including employment trends, employee training, professional career development and reward system, Knowledge that creates organizational innovation. The general outline of the plan shows that professional experiences in women tend to be able to find an alternative path to entrepreneurship. Success in the development of women's entrepreneurship from the point of view of professional development is a vital effort for any organization.

The study Festing, Schäfer, Scullion (2014), surveyed by over 700 small and medium-sized enterprises, show that many small and medium-sized German companies have a broader approach to maintaining human capital. So that it includes a large number of employees, rather than a more specific approach to superiority. In other words, the company has focused its human resources management efforts on all employees. Alkoul, et al (2014) explores human resource management and its importance for today's organizations. Issues of human resource management are at the highest level in the organization and strategic decision-making management required. This research addresses human resource management, the

range and factors affecting HRM, human resource management functions, and the relationship between organizational effectiveness and HR.

2. Methodology

The main objective of this stage of research is to explore and explore the concepts and categories related to the establishment of HRM in order to attract the efficient force. Therefore, at this stage, seeking to achieve human resources management components in order to absorb efficient work from half-time interviews the structured approach has been used, along with additional sub-questions along with each question to understand participants' experiences during the interview. In the qualitative part of the data gathering, two snags and semi-structured interviews were used to identify the dimensions and components of human resources management in order to absorb the efficient force. The necessary qualitative data were collected and using the Granddad theory as a technique Research, concepts, categories and main and secondary factors have been identified and analyzed. These concepts, factors and categories are the basis for compiling tools (questionnaires) for achieving effective factors and cognition.

3. Findings

In the qualitative section for analyzing data based on Grand Theory, first, key points related to each semi-structured interview were recorded by listening to the interview and the study notes were recorded during the interview, then the hints the key and essential elements of the interview were extracted from the interview. The labeling of the key words in the form of professional terms was carried out, and then the labeled terms of each interviewee were organized in the form of a table, based on their relevance and relevance in the form of dimensions and components.

Step 1: Open Coding: Open coding is an analytical process through which identifiable concepts and their features and dimensions are discovered in the data (Lee, 2001). At this stage, the fundamentalist theory of thought forms the first category of information about the phenomenon under study, by segmenting information. The researcher categorizes all collected data, such as interviews, observations, and self-report notes or events (Crisole, 2005).

Open coding table. Which consists of two parts: an extraction basic table of interviews and a table of classes extracted from concepts with their secondary codes. Initial coding: At this point, all the key points of the interviews are given, and then we put all these titles in the following tables. Secondary encoding and formulation of categories: In the next step, the primary codes are converted into secondary codes due to their abundance (the primary codes fall into the same class). The multi-code secondary becomes a conceptual code. The following table is presented as open coding results based on secondary code, conceptual codes, and categories.

The results showed that the total number of nodes in non-repetitive codes was 110 in the two HRMs and 38 in the effective recruiting sector, based on the conceptual similarities of the combination of 77 nodes (common codes) in the HR department and 38 in the absorption Effective power has been extracted based on the intuition and understanding of the researchers from the subject and their share in the form of three main components related to human resources management, individual factors, organizational factors, environmental factors and 4 sub-components and efficient absorption in The template has three main components for providing employee information, delegation, payroll and 3 sub-components in the form of The tree nodes were categorized (Table 1). Subsequently, the main component of identifying the effective components of human resources management in order to attract efficient force from the viewpoint of the experts of the University of Azad said.

Table1. identifying the components of identifying the effective components of human resources management for efficient recruitment

Sub category	The main category	Pivotal phenomenon
Educational and family factors	Individual factors	
Intra organizational factors	Organizational factors	Human resources management
Economic factors	Environmental factors	
cultural factors	The main category	
social	Staff Awareness	Pivotal phenomenon
Sub category	Trust employees	
Provide employee information	Amenities	

First component of human resource management: individual factors: This component refers to mechanisms that directly affect the deployment of HRM. In this component, after analyzing the interview, based on the conceptual similarity, they compiled 15 common codes, and a subset of the indicators of educational and family factors was derived from these codes.

First sub-element: Educational and family factors: This component is based on the direct effect of individual factors. In this component, after analysis of the interviews, there were 15 communication codes about the level of education, science and knowledge about how to do the job, the experience of the employees from the relevant occupation, the motivation to work and the effort to improve the process of doing work, the attitude of the individual to do better work, Use of creativity and individual talent in work, relationship between field of study and job, amount of job recognition, motivation to do optimal work, amount of commitment to organizational goals, spirit and group work sense, observance of principles of management (planning, organization, ..). In business affairs, the dependence of the use of information and communication systems on work satisfaction is a type of work, adherence to beliefs Hebei were identified.

Second component: Organizational factors: This component refers to mechanisms that directly affect the deployment of HRM. In this component, after analysis of the interview, based on the conceptual similarity, they formed 46 common codes. Within these codes, two sub-components of internal factors, economic factors were adapted. Regarding the internal factors, the precision of the laws and regulations by the government (the legislative system), the comprehensiveness and coordination in the existing laws related to human resources management, the effectiveness of the focus on legislation and the formulation of instructions, attention to the strategic role of force Humanity in national planning, attention to globalization in human resources management, accuracy and comprehensiveness in the staff information and statistics system, proper utilization of information technology in human resources management, high service record, meritocracy in organizational standing, organizational magnitude , Branch of activity, position of the organization's growth, organizational activity area (Public or private-planning, personnel selection, evaluation and encouragement, improvement and development), the difference in the supply of services or products, the power to do business, participation in decisions, the performance of monitoring and control systems on the quality of work, The quality of the physical environment of the work environment, the amount of in-service training, the ambiguity in the rules and regulations of the organization in carrying out the work, the proportion between the benefits of the job with the performance, the behavior of managers in the quality of the work, the availability of scientific and effective systems in recruitment and promotion, observance of the law in employment And application, precise analysis of occupations and the existence of an appropriate career identity, an efficient occupational classification system The fit between the job and the workforce in terms of the number of employees, the ergonomics and safety in designing the work environment of employees, the entry of women into work environments, but in the second sub-element economic factors include: wages and salaries, economic factors such as inflation, administrative and financial corruption Among the strata of the community, the coordination between the tax organization with other related organizations, the lack of familiarity with the taxpayers, the allocation of adequate funds for training

employees, the use of needs assessment in the training of employees, the specialized, technical and practical application of the training provided to employees, Efficiency of staff assessment systems, provision of minimum standards Yekiski, the precision of how to deploy and layout equipment, the use of appropriate technologies and facilities, the precision in the order and sequence of sectors, observance of the principles of safety and health in the workplace, design and implementation of appropriate mechanisms and encouragement and punishment, Increasing employees' salaries due to their performance, providing suitable welfare facilities.

Third component: environmental factors: This component refers to mechanisms that directly affect the deployment of HRM. In this component, after analysis of the interview, based on the conceptual similarity, they composed 16 common codes, and from these codes two sub-components of social and cultural indicators were adapted. The cultural indicators include the high level of father's education, the high level of mother's education, the role of the prevalence of materialism culture in society, the creation of a framework for cooperation and teamwork, the provision of the means of belief for better work, the attempt to create attitudes and Pay attention to the utilization of employees and the social index: the existence of sound and effective indigenous theories in human resources management, the native look at human resource education in universities and educational centers, the dynamics of research and their coherence in the field of human resource management, the effectiveness of education University of Human Resource Management for Performance in Division Efficiency and competence centers of research and consulting in the field of human resource management, demographic factors (gender, majors) and ...

Main components of efficient recruiting: management skills: This component refers to mechanisms that directly affect the absorption of efficient force. In this component, after analyzing the interviews, based on the conceptual similarity, they compiled 38 common codes, and 3 main components and 3 sub-components were derived from these codes.

Table2. Primary extraction concepts the main components of efficient absorption

The main category		Sub category	component
Provide employee information	Staff Awareness		Informing staff about university success
			Provide valid information about the duties and responsibilities of the job
			Transparent organizational values
			Provide valid information about job benefits
			Clearly the policies, rules, regulations and procedures of the university
			Participatory Management
			Quality of work environment
			Supporting environment
			The positive feelings of the staff towards the job
			Perseverance and desire to work in fulfilling their duties
delegation authority	of Trust employees		Individual attention to your job responsibilities
			Pay attention to employee education
			Attention to in-service training
			Pay attention to employee experience
			Attention to staff skills
			Job stability
			Promotion
			Consistency of education with work and income
			Documenting the experiences of talented people
			Retirement of prone people

Payroll system	Amenities	Pay-based salaries and pay-as-you-go performance
	s	Granting financial facilities to employees
		Pay salary on the basis of seniority
		Providing amenities
		Welfare services
		Health services
		Insurance and retirement
		Labor relations
		Welfare services
		Establishing sports clubs and healthy exercise
		Establishing Cooperative Companies and Cooperative Funds
		and Borrowing of Hassanah
		Housing and housing
		Making dining and facilities related to it
		Supply of tools and equipment
		Study Opportunities
		Pilgrimage, Recreation and Travel
		Publish different journals
		Providing medical and psychiatric help

4. Conclusion

In this research, a semi-structured interview was conducted to collect data with 20 experts from northeastern free universities in a completely friendly and active community. The general question in these interviews was: "What do the participants think of the components of human resources management to attract efficient work? The analysis of the participants' conversations and experiences to understand the components of HRM in order to attract the efficient force resulted in the extraction of 3 main categories and 5 sub categories in the HR department and the efficient absorption of the three main components and the three sub-components. The main components of human resources management include personal factors, organizational factors, environmental factors, and the three main components of employee awareness trust in employees, and to justify the findings of this research can cite theoretical foundations and previous findings.

The results of this study are consistent with the results of other research in some of the components of HRM and efficient recruitment. For example, in terms of the components of the brothers (2016) Mirkamali (1997). On the components of the relationship between human resources management to accommodate the workforce is consistent with the Lingo (2015) research of Folding (2014). It should be noted that research conducted in this area requires more managers' skills to focus on individual, organizational and environmental skills. Merimkali (2005), in his research entitled "The criteria for attracting and retaining human resources," stated the most important competencies as follows: These include three categories of criteria: personal competence and competence, religious, ethical and religious issues and special privileges.

Proposals for the qualification of deploying human resources management and recruiting efficient forces: Create growth and promotion opportunities, create a sense of value, Empowering and trusting employees in their areas of work, provide a safe and secure environment for employees, Organizational managers should provide facilities for employees to carry out research activities outside the workplace, Encouraging and strengthening social institutions in colleges, supporting interdisciplinary co-operation, Providing study opportunities and participating in international assemblies, appropriate assessment and mutual encouragement at work.

Reference

- Aghaee R, Aghaee M, Aghaee A. (2015). *Investigating the Factors Affecting Manpower Productivity Using BSC Model*, Article 2, 7(4): 27-48
- Alakoç Z. (2014). *The Impact of Strategic Human Resource Management on Organizational Performance*, *International Journal of Education and Social Science*, 1(2).
- Baradaran V. (2018). *Investigating the effective factors on improving the productivity of human resources in the Tax Affairs Organization of the country*, a case study of the General Department of Tax Affairs of East Tehran, *Tax Research Journal*, 29(77).
- Daniali Deh Houz M, Allameh S M, Mansouri H. 2014. *A Study of Cognition and Factors Affecting Manpower Productivity and Determining Their Priority among the Employees of Islamic Azad University, Izeh Branch*, 7(27): 80
- Dehghanian F. (2013). *Model of Women's Empowerment in Governmental Organizations*, PhD Thesis, Azad University, Science and Research Branch, Tehran.
- Ebadi A. (2008). *Investigating the effective motivational factors on improving productivity in the management of administrative affairs of Tabriz University*; Master Thesis in Public Management, Institute of Management Education and Research and Planning, p. 56
- Faraji, Hussein. 2007. *Manpower productivity in organizations*. Iran National Productivity Conference.
- Festing M, Schäfer L, Scullion H. (2014). *Talent management in medium-sized German companies: an explorative study and agenda for future research*, *The International Journal of Human Resource Management*, 24(9): 1872-1893.
- Gholamzadeh D, Jalali S. (2012). *Development of Human Resources Strategy Using Strategy of Strategic Reference Points*, *Quarterly Journal of Public Management*, (4): 137
- Gholizadeh H. (2007). *Investigating the relationship between the type of employment and productivity according to the educational levels of employees working in the head office of Jihad Sazandegi*, Master of Management Thesis, Tehran: University of Tehran.
- Hamidi H, Sarfarazi M. (2011). *Globalization and Human Resource Management*, National Center for Globalization Studies, Islamic Azad University, Lar Branch, 1(1): 1-48
- Karimi F, Pirasteh H. (2005). *Assessing and analyzing the interaction effects of manpower productivity, production costs and export of industrial goods in Iran*. *Journal of Economic Research*, (65): 75- 33.
- Llego B. (2015). *The Relationships between Human Resource Management and Entrepreneurship: Case Study SME in Thailand*, *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering*, 9(12).
- Mehri A. (2016). *The Relationship between Managers 'Competence Factors on Workers' Productivity*, *Social and Economic, Cultural, Labor and Society Monthly*, (189): 20
- Mirkamali Se M. (1997). *Exploration in productivity and providing a model for measurement*. *Quarterly Journal of Management in Education, School Publications*, No. 28
- Nazari Gh. (2016). *The role of social capital in labor productivity*, *Tadbir Monthly*, 20(202).
- Taheri Sh. (1999). *Productivity and its analysis in organizations*. Tehran: Hestan Publishing.