

Designing and validating the attraction model of faculty members in Farhangian University with an emphasis on upstream documents: a mixed study

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Article Info

Article type:

Original Research

How to cite this article:

Alipour, F., Romiani, Y., Yarahmadi, M. (2023). Designing and validating the attraction model of faculty members in Farhangian University with an emphasis on upstream documents: a mixed study. *Quarterly Journal of Research and Planning in Higher Education*, 29(4), 123-139.



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ABSTRACT

The current study was conducted with the aim of designing the model of attracting faculty members at Farhangian University with emphasis on upstream documents and using exploratory mixed research method. In the qualitative part, the scope of the research includes all documents, approvals and regulations related to the discussion of attraction in Farhangian University. In the quantitative part, the statistical population included all the faculty members of Farhangian University, and 168 people were selected as a sample using stratified random sampling. The results showed that the model of attracting faculty members includes moral competences, adherence to Iranian-Islamic principles and values, personal characteristics, being creative and entrepreneurial, specialized and professional competences, generating wealth and interacting with industry, the spirit of service and Cooperation, research capability, responsibility, team work and jihad spirit. Also, the findings of the research showed that all observable and latent variables have an acceptable factor load on their corresponding latent variable, and therefore at a significance level of .01 were significant. Goodness of fit index (GOF) was used to evaluate the model. The overall performance of the faculty attraction model in Farhangian University was evaluated as strong with a GOF value of 541.

Keywords: Attraction, Faculty member, Farhanigan University, Mixed study, Upstream documents.



Introduction

Human resources are the most important factor of business success and represents the key strategic and competitive advantage of any organization. Human resources are people who have the greatest impact on the business results, development and survival of any organization with their knowledge, skills, abilities, motivation, use and management of material, financial and informational resources (Šebestová & Popescu, 2022; Hamad, 2019; Klepić, 2019; Olson, Slater, Hult, & Olson, 2018). Today, the structure in which organizations must operate is affected by many changes. Continuous changes and environmental dynamics governing organizations require the recruiting and use of creative, flexible and responsive forces (Ho, Lam & Law, 2022; Biron, M., De Cieri, Fulmer, Lin, Mayrhofer, Nyfoudi & Sun, 2021; Azizi, Ezati & Mohammad Davoudi, 2020; Bérubé & Demers, 2019). Considering the importance of human capital, their management can play a significant role in controlling environmental conditions and achieving a competitive advantage for all organizations. The main goal of human resource management is to help improve performance in order to achieve the organization's goals by planning systems and programs; In such a way that the competent and capable forces are used and play an important role in the performance of the organization (Nosh Abadi, Khadem & Sadeghnia, 2015). One of the most important actions in order to manage human resources in the university is to manage the triple processes of attracting, promoting and maintaining of scientific talents. In the meantime, the attraction process and its related components are of considerable importance for investigation due to the importance and sensitivities that are always followed and attention to which is emphasized. The most important issues and challenges in the field of recruiting talent in universities and higher education institutions include the size of university, high levels of education, the provision of research conditions outside the university, the degree of connection with the industry, the desire for personal development, and academic reputation. For example, A study was conducted in 2006 in 26 countries with a statistical population of 33,000 employees confirms this claim. The findings of this study showed that organizations are significantly facing the problem of filling key positions with talented people. In this study, 40 percent of managers complained about the difficulty of filling positions due to the lack of talented people in the market (Haji-karimi & Hoseini, 2010). Undoubtedly, having a strong collection of high-capacity talents with appropriate characteristics and capabilities is essential and of great importance in order to achieve a competitive advantage for universities and higher education centers (Ghasemi & Yousefikhah, 2022; Jafari et al, 2021). Due to the high speed of change and complexity of activities in higher education, the above challenges have required universities to identify and attract scientific talents in order to adapt to these changes and gain a competitive advantage (Ghasemi & Yousefikhah, 2022; Jafari, Mirhosseini & Saedi, 2021). On the other hand, faculty members, as one of the most important human capitals of universities and higher education centers, have a significant role in developing and increasing the effectiveness of universities with the necessary capabilities and competencies. The importance of this point in Farhangian University is more than ever due to the mission and existential philosophy of this university. One of the most important issues of this university, which is the basis for operationalizing the above goals, is the management of faculty members and increasing their scientific ability. According to the pathology conducted by Farhangian University itself, one of the most important priorities of this university is to provide the necessary conditions to attract university elites and the selection of competent people from among the applicants to enter the university, the development and empowerment of the core of the faculty members, and Providing solutions for their maintenance have been mentioned. In the last few years, attention to the capacity of attracting faculty members in this university has been repeatedly noticed and emphasized by higher documents. Therefore, dealing with this issue requires a comprehensive look at all dimensions and components related to faculty members in this university, compilation a strategic plan for attracting faculty members, identifying indicators and components related to these goals and missions. In order to achieve the above goals, in this study, the upper documents of Farhangian University including the vision document of 1404, the comprehensive scientific map of the country, the sixth development plan of the country, The general policies of the Supreme Leader, the statement of the second step of the revolution, the document on the fundamental transformation of education, spatial planning of higher education document was analyzed. According to what has been said, it is clear that the issue of attracting faculty members in Farhangian University requires special attention. Considering that faculty members play a significant role in advancing the goals of this university, it becomes necessary to deal with the problem of attracting this group of people in Farhangian University. In this study, an attempt is made to develop and design a model for attracting faculty members in this university, based on upstream documents and appropriate to the ecosystem of Farhangian University.

Methodology

The current research is of an applied type in terms of its purpose, because its results and findings are directly applicable in Farhangian University, and in terms of implementation and data collection, it is exploratory mixed research. This means that a combination of qualitative and quantitative methods was used to collect data. In general, this research has two stages (qualitative and quantitative) and four steps; 1) study of theoretical and research literature 2) identification of the components of the model 3) designing a questionnaire tool 4) validation of the model.

Qualitative research method

In the qualitative part of the research, the method of content analysis of documents and upstream texts and thematic analysis method have been used. Thematic analysis is a method to recognize, analyze and report models in qualitative data (Clark & Braun, 2013). In the analysis of qualitative data, the following steps were followed: 1) getting to know the data, 2) creating primary codes, 3) searching for themes, 4) reviewing themes, 5) defining and naming themes, 6) preparing a report. For this purpose, the most important upstream documents and texts that could help in achieving the above goal, according to the research team, were identified. Qualitative data obtained from the analysis of upstream texts by coding method (open, axial and selective) were analyzed and the conceptual model of attracting faculty members of Farhangian University and its components was compiled and designed. In order to ensure the validity of the research, the methods of triangulation of data sources, peer review and review by members, and to measure the reliability, the methods of retest and agreement between two coders have been used. The findings of the research significantly reflect the existing facts regarding the dimensions and components of the attraction of faculty members in Farhangian University.

Quantitative research method

In the quantitative section of the research, after reviewing the systematics of studies, qualitative analysis of upstream documents and texts, and creating a questionnaire, a quantitative method was used to validate the conceptual model discovered in the qualitative part. At this step, descriptive-analytical research method and structural equation modeling have been used. The statistical population in the quantitative part also includes all the faculty members of Farhangian University at different levels and academic ranks, 168 of whom were selected using a stratified random sampling method. In this study, a researcher-made questionnaire was used to collect data. To analyze the validity of the questionnaire, two methods of content validity and construct validity were used, and to check the reliability, composite reliability and Cronbach's alpha methods were used. The findings showed the validity of the obtained data.

Findings

Findings showed that the most important components identified in the phase of attracting faculty members in Farhangian University include moral competencies, adherence to Islamic-Iranian principles and values, personal characteristics, Being creative and entrepreneurial, specialized and professional competencies, wealth generation and interaction with Industry, spirit of service and cooperation, research ability, responsibility, team work and jihad spirit. The subcategories and themes are shown in table 1.

Table 1

Coding of the attraction components of faculty members

Open coding	Axial coding	Selective coding
Ethics, spirituality, spiritual consciousness, moral conscience, Ethical and spiritual character and behavior, moral principles, ethics-oriented, possessing moral virtues such as faith, piety, tolerance, righteous action, self-belief, fighting spirit, anti-tyranny, knowledge, wisdom, chastity, courage, justice, honesty and self-sacrifice, Believer in the universal justice society (Mahdawi society), moral merits, faithful teachers, possessing of moral virtues, possessing moral dignity,	Moral competencies	Attraction of faculty members
Belief in demarcation with the countries of the world, adherence to Islamic-Iranian principles and values, revolutionary chivalry and bravery, revolutionary look,	Adherence to Islamic-	



Open coding	Axial coding	Selective coding
revolutionary spirit, Jihadist act, Islamic values, national and revolutionary, establishing the values of the Islamic Revolution in thought and action, having religious, moral, revolutionary qualifications, mastering the basics and methods of Islamic education through long-term training, commitment to Islamic rules, committed to the Islamic revolution.	Iranian principles and values	
Honesty, truthfulness, possessing personal qualities, integrity, self-belief, self-confidence, frankness, courage, spirit of effort, economic purity, physical health, spiritual, mental and social health, independence, authority, national pride, patriotism, interested in uplifting the country, knowing the past and learning from experience, rationalist, seeking knowledge.	personal characteristics	
Innovation, entrepreneurship, creative spirit, entrepreneurial spirit, creative and capable in producing science, technology and innovation in accordance with Islamic principles and values and the needs of society, innovation.	Being creative and entrepreneurial	
Professional and skill competencies, strengthening professional competencies, strengthening teachers' professional identity, decision-making and planning power.	Specialized and professional competencies	
Paying attention to improving the quality of production, developing legal and incentive mechanisms for universities and research institutes to sell scientific achievements.	Generating wealth and interacting with industry	
The spirit of service, the spirit of benevolence, forgiveness, helping the needy, humility, the spirit of work, the spirit of cooperation and public participation, the priority of public interests over individual and group interests, strengthening the spirit of cooperation and participation, collective spirit, skills needed by society, attention to social interests.	The spirit of service and cooperation	
Promotion of research, acquiring technology, especially new technologies, strengthening the research-oriented approach, institutionalizing the skill-oriented and research-oriented culture, strengthening the spirit of questioning and truth-seeking, institutionalizing the research culture, promoting research-oriented education and problem-oriented research, organizing the management system research in the country, quantitative and qualitative improvement of research activities, research management, scientific publications, technology and innovation	Research ability	
Responsibility, work conscience, institutionalization of commitment and social discipline, full-time presence of professors and students outside the classroom with an emphasis on discipleship.	Responsibility	
Working group, collective work.	Team work	
Jihadi management, belief in the principle of we can, pursuing progress and transformation.	jihadi management	

Conclusion

Islamic values are one of the topics that are of concern to people in an Islamic society in human and organizational life, and paying attention to it can have positive consequences for individuals and organizations. Since in Iran, the integration of Iranian-Islamic features has a significant effect on increasing the effectiveness and achieving the goals and missions designed in the higher education system, and also according to the organizational mission of Farhangian University, which is the training of new teachers, it seems that during the recruitment of faculty members, the ability of the applicants in this field should be specially monitored and evaluated. Combining these two features will increase the productivity and efficiency of faculty members in achieving the missions of Farhangian University. Regarding the importance of the creativity component, it can be pointed out that there is a need for creative and innovative people in Farhangian University. Regarding the importance of the creativity component, it can be pointed out that the need for creative and innovative people in Farhangian University is important; Considering that these centers play a very important role in terms of education of committed and expert human resources. Creative faculty members in Farhanian University can lead new student-teachers to solve the problems of local

regions and communities as well as to combine technology with local and national needs of the country and thus help Farhanian University to achieve its missions. Also, considering the acceleration of science and the speed of changing scientific data and the emergence of new specialized theories, being a learner as a faculty member is one of the necessities that must be taken into account. Regarding the necessity of research ability of academic faculty members, it can be analyzed that the ability to convert theoretical knowledge into applied research and their use and application in the real environment of society is one of the important and influential components in attracting faculty members.

Suggestions

- ❖ The implementation of the proposed model in the first step requires strengthening the organizational culture within the university; In this way, instead of just filling empty capacities, tasteful choice, and recommending management, university administrators should make selecting capable personnel their main goal, and this requires changing perspectives from traditional management to new management and talent management.
- ❖ It is suggested that the university should identify and monitor competent and capable people before the attraction, and have a reservoir of talented people in mind for the final selection. To realize this work, specialized committees and working groups can be formed under the supervision of educational groups to monitor and identify talented and capable people.

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