

Designing an Employee Selection Model Based on Islamic Criteria for Organizational Effectiveness (Case Study: Kerman Education Department)

Maryam Shakeri Zadeh¹
 Hamdolla Manzari Tavakoli^{2*}
 Sanjar Salajegheh³
 Saeed Sayadi⁴

¹Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<https://orcid.org/0000-0001-7013-2234>

Email: m.gazmeh63@yahoo.com

²Corresponding Author: Assistant Professor, Department of Psychology, Kerman Branch, Islamic Azad University, Kerman, Iran.

<https://orcid.org/0000-0002-7805-6480>

Email: hmanzari@iauk.ac.ir

³Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<https://orcid.org/0000-0002-3412-6731>

Email: s.salajeghe@iauk.ac.ir

⁴Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<https://orcid.org/0000-0003-2917-9043>

Email: sayadi@iauk.ac.ir

*Corresponding Author: Hamdolla Manzari Tavakoli, Assistant Professor, Department of Psychology, Kerman Branch, Islamic Azad University, Kerman, Iran, Email: hmanzari@iauk.ac.ir

Abstract: The present research aimed to design a model of employee selection based on Islamic criteria for organizational effectiveness (case study: Kerman Education Department). The population of this study consists of two groups. The first group is the experts who are familiar with Islamic management, and their number is not recognizable and is distributed around the country and their selection is based on selective procedures. In this research, their opinion was used in the part of preparing and designing the model. The second group is the education department personnel of Kerman (873 people) who were selected by the simple sampling method. According to the Cochran formula, 266 individuals were selected as samples. The methodology of this research was descriptive-survey study. Data collection was performed by a questionnaire of selecting employee based on Islamic criteria and the effectiveness of the organization whose CVR are 91.5 % and 94.9 % , with Cronbach's alpha coefficient of 99.1 % and 94.6 % , respectively, and consequently, the reliability was acceptable. Structural equation modeling using LISREL 8.8 software was applied to analyze the data. The results showed that there was a significant relationship between faith on purpose, science, and power, trustworthiness and honesty, fidelity and veracity, rightful inheritance, boldness, courage and decisiveness, justice, sticking to principles and rules of the relationships, compassion and love the job, experience, forgiveness, patience and assiduity, forbearance and fortitude, endeavor and generosity, readiness to accept criticism, spirit of counseling and respect others' thoughts with effectiveness in Kerman education department. **Keywords:** Employee Selection, Islamic Criteria, Effectiveness, Education Organization, Kerman

1. INTRODUCTION

The continuity and survival of any society require that its beliefs, behaviors, attitudes, knowledge, and skills transferred to new generations. The mechanism of this transition is the process of education (Mahmoudi et al, 2012). The education institution is one of the most important subsystems of modern societies and, as the most prominent manifestation of human capital investment, plays a central role in the development of human capital and the development of human societies. The role of education in the development of human capital is so important that many scholars consider the specialized and skilled human resources as the greatest asset and primary capital of a society. Therefore, education should be considered as a national capital and as one of the most valuable capitals which are stored and invested in human beings (Abbasi & Cheshmeganzadeh, 2014). On the one hand, the education institution flourishes the talents and abilities of the workforce and provides the base of applying superior and higher technology to the workforce, and, on the other hand, blocks any kind of dependency and colonization on a nation and provides societies with political and cultural independence (Hillel, 2018). In addition to transferring cultural and social capitals, the Education Institution trains skilled human resources in a variety of specialized fields and enables individuals to be recruited and employed in political, social, and economic organizations and institutions (Miles, 2017). The results of educational system theorists' research over the last two decades indicate that any improvement in the quality and effectiveness of the education system is directly dependent on the Education Organization and the effectiveness of the education system should be enhanced (Aghamohammadi, 2014). Organizational effectiveness has always been a concern of the education organization, it has always sought to achieve it, and the education organization will not be effective unless its staff and personnel are effective. Effective recruitment and selection of appropriate and efficient staff can affect the organizational effectiveness in the education department (Dwyer, 2016). Today, it is now clear that the existence of just physical resources cannot create a coherent, efficient and effective organization. Another essential and inevitable element is the efficient workforce and managers and employee's qualities are a decisive factor in the success of any organization (Karamdokht & Darband, 2011). Therefore, in human resources management studies, especially as we face the enormous variety of information and communication, managers and management systems in different societies have faced a major challenge. One of the issues that have been considered by scholars and one of the most important debates in the management process is the selection of human resources for the organization. An incorrect selection leads to high educational costs, underemployment, poor quality of work, and finally low levels of effectiveness and organization productivity (Nikpour et al, 2013). However, one of the basic ways to overcome many problems is to pay attention to Islamic management and to study and apply the principles of this school (Mirkazemi et al., 2013:14). Since the Islamic management is based on spirituality and culture and it aims to consider the hereafter, that is, putting away worldly and material possibilities for the hereafter, individuals in the community can attain divinity and its impact on all social affairs will be evident in the short term. In fact, Islam has something to say in all aspects of human life, including micro and macro management, employment matters, community leadership, international relations, and social rules, and their application will result in human excellence and organizational growth and excellence (Manzari Tavakoli & Hosseininejad, 2011).

2. RESEARCH METHODS

This research is applied and developmental in purpose, and is descriptive in nature and correlational, and in terms of the research method is qualitative and quantitative research. The population of this research in the process of model making is organized by informed experts. The experts in this study are two groups. The first group is experts in the field of management and administration that are familiar with religious issues and Islamic management. The second group is religious individuals and clerics that are familiar with management issues and the public sector. Besides, some of these experts have had responsibilities in various departments of education or have had experience in public sectors and education organizations. Snowball sampling was used to identify the experts and the sample size was 30. The second group consisted of 873 employees of the General and Dual Education Department of Kerman, who work in three mentioned education offices in Kerman, 266 of whom were selected by stratified random sampling and by Cochran formula.

Questionnaires were used to collect data. The questionnaire of designing and confirming the model consisted of 18 five-option questions ranging from completely appropriate to completely inappropriate in the employee selection based on Islamic criteria, which was changed to 13 questions after obtaining the experts' opinions. The Islamic-criteria employee selection questionnaire based on previous studies, research literature, and interviews consisted of 56 five-option questions ranging from completely appropriate to completely inappropriate which were answered by the employees (Table 1).

Table 1. Characteristics of the Islamic-Criteria Employee Selection Questionnaire

Row	Dimension	Structure	Reference	Operational dimensions of the structure
	Employee selection based on Islamic criteria	Faith to purpose	Surah Al-Qasas, verse (Ayat) 26. Surah Al-Baqarah, verse 285. Nahj al-Balagha, Gharaeb Kalam, No. 9.	Indicators 1-4
		Science and power	(Surah Al-Baqarah, verse 247).	Indicators 5-10
		Trustworthiness and integrity	(Surah Al-Qasas, verse 26 and Surah Muslim, Volume 2, p. 124. Nahj al-Balagha, Letter 5).	Indicators 11-14
		Honesty and truth	Safinat al-bihar, volume 1, Article "safe", p.41, Nahj al-Balagha Sobhi Saleh, Sermon 175).	Indicators 15-17
		Competent (rightful) inheritance	Surah Nuh, verse 27, Nahj al-Balagha, Decree 53).	Indicators 18-19
		Patience	Nahj al-Balagha, Decree 53, Surah Al-Ahqaf, verse 35).	Indicators 20-21
		Courage and determination	Nahj al-Balagha, letter No. 53).	Indicators 22-24
		Justice	(Surah An-Nisa, verse 135).	Indicators 25-27
		Adherence to the principles and rules of the relationship	(Nahj al-Balagha, Decree 53).	Indicators 28-29

	Compassion and loving the work	(surah Fussilat, verse 34).	Indicators 30-33
	Experience	(Bihar al-Anwar, volume 16, p. 95).	Indicators 34-36
	Forgiveness	(Surah Yusuf, verse 17, Surah Al-A'raf, verse 99, Surah Al-Baqarah, verse 237).	Indicators 37-39
	Patience and endurance	(Asaph al-Ashraf, p. 108, chapter 5, b. 3).	Indicators 40-43
	Patience and assistance	(Nahj al-Balagha, sermon 224).	Indicators 44-46
	Endeavor and generosity	(Wasa'il al-Shi'a, Vol. 28, p. 43).	Indicators 47-49
	Willingness to accept criticism	(Surah Al-Ankabut, verse 69).	Indicators 50-52
	A spirit of counseling and respect others' thoughts	(Surah Al-Ankabut, verse 69).	Indicators 53-56

The questionnaire of organization effectiveness consisted of 34 five-option questions ranging from completely appropriate to completely inappropriate (Table 2).

Table 2. Characteristics of Organization Effectiveness Questionnaire

Row	Dimension	Structure	Reference	Operational criteria of the structures
	Organization effectiveness	Innovation-adaptation	Parsons (1998)	Indicators 1-9
		Organizational commitment-goal achievement	Parsons (1998)	Indicators 10-17
		Job satisfaction-sodality	Parsons (1998)	Indicators 18-24
		Organizational health (spirit)-keeping patterns	Parsons (1998)	Indicators 25-33

The questionnaires were evaluated and confirmed by 30 experts in terms of face validity and content validity. Content Validity Ratio (CVR) of the questionnaire of employee selecting based on Islamic criteria was calculated to be 91.5 % and the organizational effectiveness questionnaire was 94.9 % which indicated that a large number of the respondents found the questions appropriate. Using Cronbach's alpha for the employee selection questionnaire based on Islamic criteria, reliability was calculated as 99.1% and for the organization effectiveness questionnaire was equal to 94.6% which was greater than 0.7 and was acceptable. In order to analyze the data, structural equation modeling using LISREL 8.8 was applied.

3.RESULTS

The final structural equation model was used to measure the relationship between 2 main research structures. The final model is presented in (Figure 1).

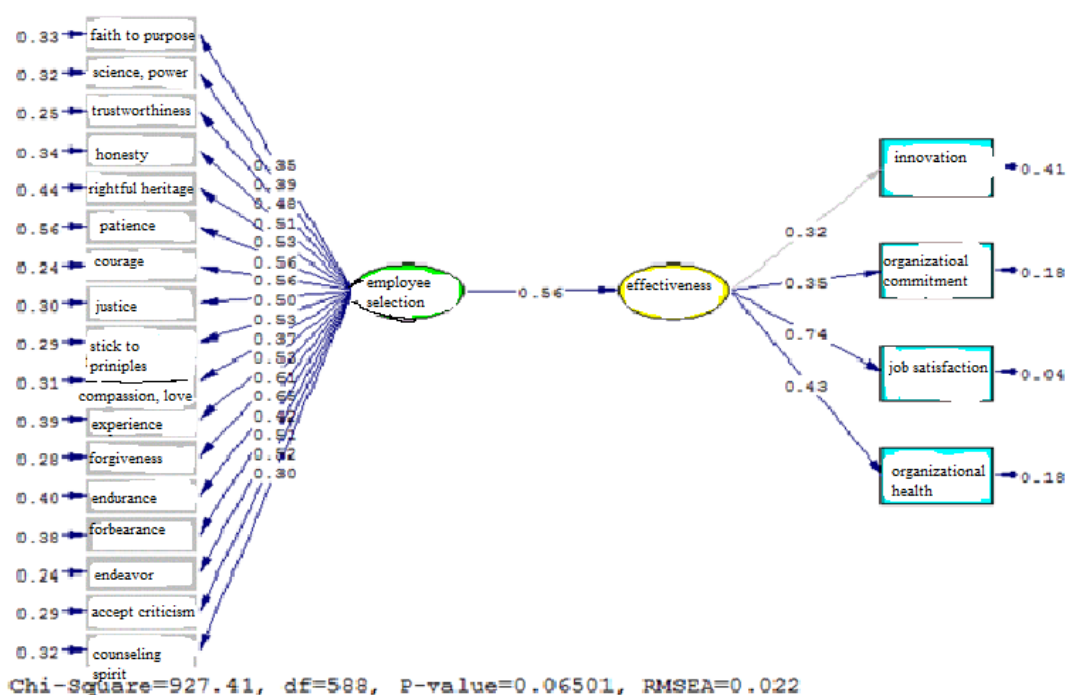


Figure 1. The Results of Final Model Confirmation of the Relationship between Main Research Structures

The results of the significance measurement of the model data are presented in (Figure 2).

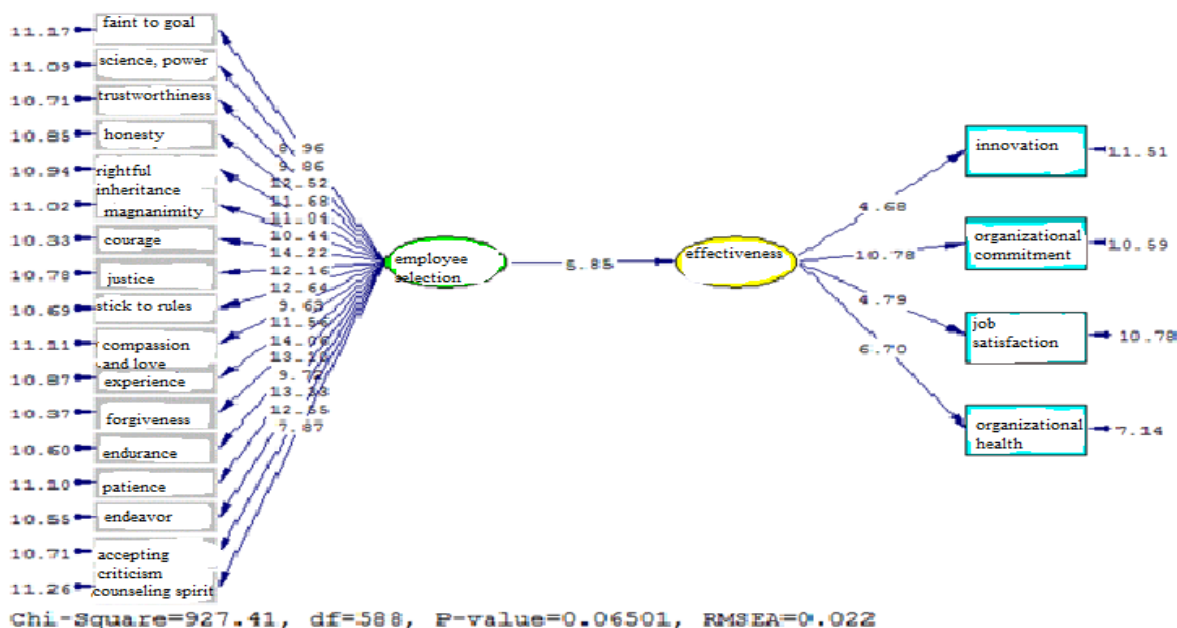
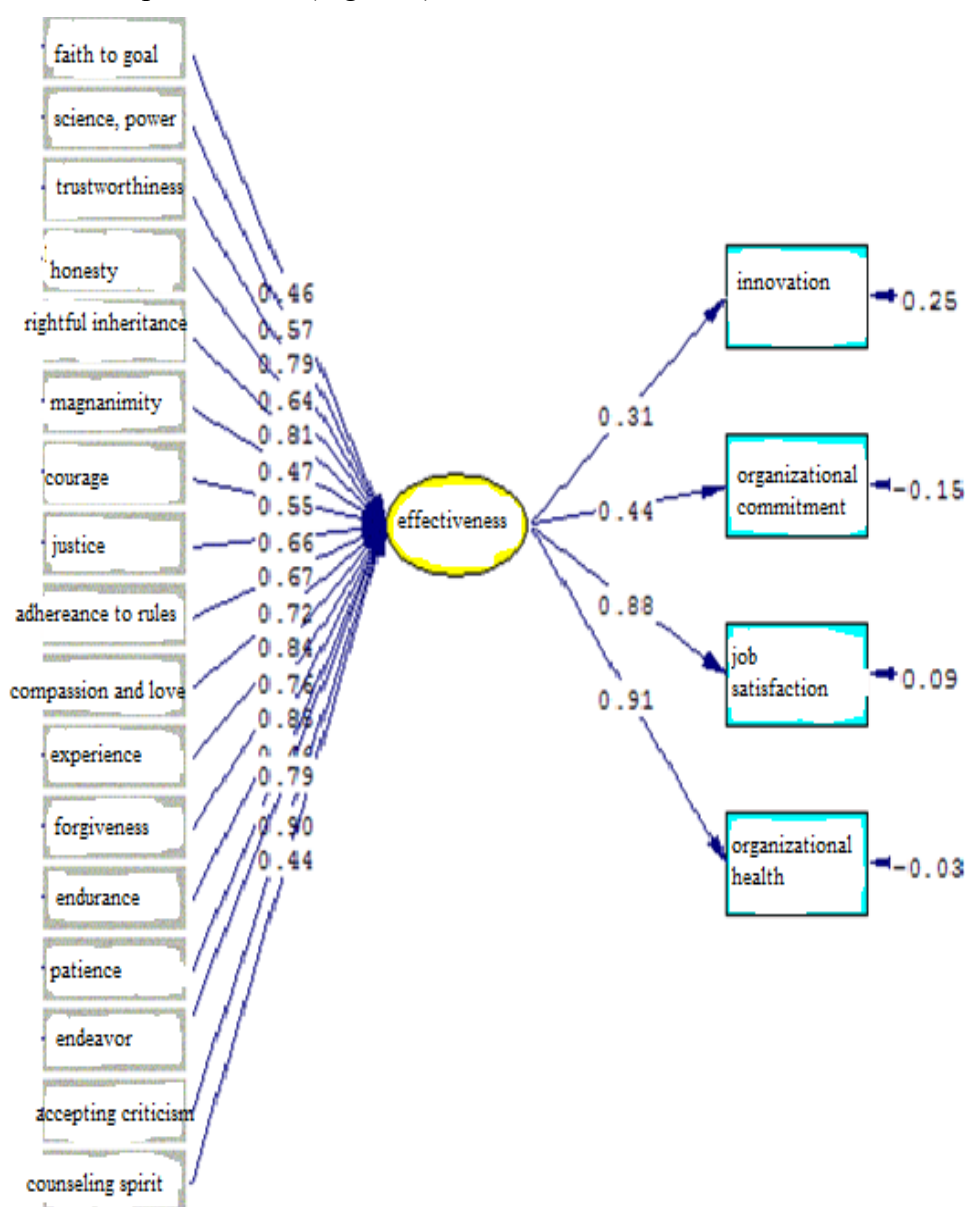


Figure 2. The t-Value Statistic of the Final Model Confirmation of the Relationship between the Main Research Structures

The Main Research Question: Is there any relationship between employee selection based on Islamic criteria in line with the organizational effectiveness in Kerman Education Department?

Based on (Figures 1 and 2), the relationship power between the factors of employee selection based on Islamic criteria and the effectiveness the organization was calculated to be 0.56, which indicates that the correlation is desirable. The t-value statistic was also 5.58, which is greater than the critical value of t at 5% error level, i.e., 1.96, indicating that the observed correlation is significant.

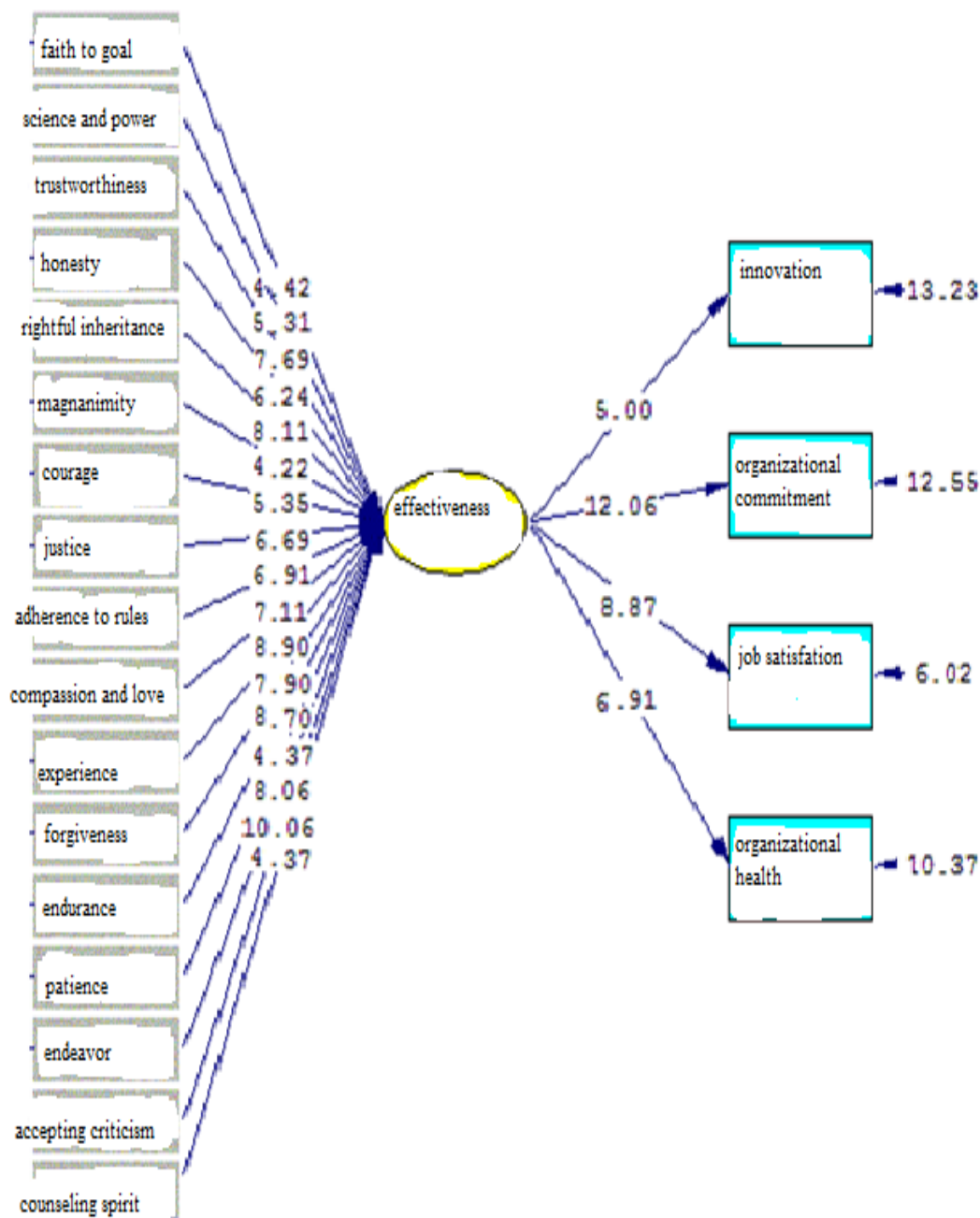
The final structural equation model has been used to measure the relationship between variables of employee selection based on Islamic criteria and organizational effectiveness. The final model is presented in (Figure 3).



Chi-Square=496.77, df=292, P-value=0.06850, RMSEA=0.038

Figure 3. The Results of Final Model Confirmation of the Relationship between Employee Selection Variables based on Islamic Criteria and Organizational Effectiveness

4). The results of the significance measurement of the model data are presented in (Figure 4).



Chi-Square=496.77, df=292, P-value=0.06850, RMSEA=0.038

Figure 4. t-Value Statistic of the Results of the Final Model Confirmation of the Relationship between Employee Selection based on Islamic Criteria and Organizational Effectiveness

In addition, the LISREL output shows the appropriateness of the proposed research model, so that the Root Mean Square Error of Approximation (RMSEA) is equal to 0.038. The standardized chi-square value (CMIN/DF) is 1.701 and the goodness of fit index (GFI) is 0.96. Other indicators for the fitting of the proposed research model are presented in (Table 3).

Table 3. Studying the Fit Indicators of the Proposed Research Model

Index	Reported value	Acceptable amount
Root Mean Square Error of Approximation (RMSEA)	0.038	≤ 1
Standardized Chi-Square (CMIN/DF)	1.701	≤ 3
Goodness of Fit Index (GFI)	0.96	≥ 0.9
Adjusted Goodness of Fit Index (AGFI)	0.96	≥ 0.9
Comparative Fit Index (CFI)	0.94	≥ 0.9
Normalized Fit Index (NFI)	0.96	≥ 0.9
Tucker-Lewis Index (TLI)	0.95	≥ 0.9
Incremental Fit Index	0.97	≥ 0.9

Subsidiary question 1: Is there any relationship between faith to the purpose (goal) and organizational effectiveness in Kerman Education?

The strength of the relationship between faith in the purpose and effectiveness of the organization was calculated as 0.46, indicating a desirable correlation. The t-test statistic was also 4.42, which is greater than the critical value of t at the 5% error level of 1.96, indicating that the observed correlation is significant.

Subsidiary question 2: Is there any relationship between science and power and organizational effectiveness in Kerman Education?

The strength of the relationship between science and power and the organizational effectiveness was 0.57, indicating a desirable correlation. The t-test statistic was also 5.31, which is greater than the critical value of t at a 5% error level of 1.96, which indicates that the observed correlation is significant.

Subsidiary question: Is there any relationship between trustworthiness and integrity with organizational effectiveness in Kerman Education?

The strength of the relationship between trustworthiness, integrity, and organizational effectiveness was 0.79, which indicates a desirable correlation. The t-test statistic was also 7.69 which was greater than the critical value of t at the 5% level of 1.96 and indicates a significant correlation.

Subsidiary question 4: Is there any relationship between honesty and the organization effectiveness in Kerman Education?

The strength of the relationship between honesty and effectiveness of the organization was 0.64, indicating a desirable correlation. The t-test statistic was also 6.24, which was greater than the critical value of t at a 5% error level of 1.96, indicating that the observed correlation is significant.

Subsidiary question 5: Is there any relationship between rightful (competent) inheritance and the organizational effectiveness in Kerman Education?

The strength of the relationship between the rightful inheritance and the organizational effectiveness was 0.81, indicating a desirable correlation. The t-test statistic was also 8.11, which was greater than the critical value of t at the 5% error level of 1.96, indicating that the observed correlation was significant.

Subsidiary question 6: Is there any relationship between patience (magnanimity) and the organization effectiveness in Kerman Education department?

The strength of relationship between patience and the organizational effectiveness was calculated to be 0.47, indicating a desirable correlation. The t-test statistic was also 4.22, which was greater than the critical value of t at 5% level of 1.96, indicating that the observed correlation is significant.

Subsidiary question 7: Is there any relationship between courage and decisiveness and the organization effectiveness in Kerman Education Department?

The strength of the relationship between courage and decisiveness and the organizational effectiveness was 0.55, indicating a desirable correlation. The t-test statistic was also 5.35, which was greater than the critical value of t at a 5% error level of 1.96, indicating that the observed correlation is significant.

Subsidiary question 8: Is there any relationship between justice and the organizational effectiveness in Kerman Education Department?

The strength of the relationship between justice and the organizational effectiveness was 0.66, indicating a desirable correlation. The t-test statistic was also 6.99, which is greater than the critical value of t at a 5% error level 1.96, indicating that the observed correlation is significant.

Subsidiary question 9: Is there any relationship between adherence to principles and norms and the organizational effectiveness in Kerman Education Department?

The strength of the relationship between adherence to principles and norms and the relationship between organizational effectiveness was 0.67, indicating a desirable correlation. The t-test statistic was also 6.91 which is greater than the critical value of t at the 5% error level (1.96) and indicates a significant correlation.

Subsidiary question 10: Is there any relationship between compassion and love for work and the organizational effectiveness in Kerman Education Department?

The strength of the relationship between compassion and love for work and the organizational effectiveness was calculated to be 0.72, indicating a desirable correlation. The t-test statistic value was also 7.11, which is greater than the critical value of t at a 5% error level (1.96), indicating that the observed correlation is significant.

Subsidiary question 11: Is there any relationship between experience and the organizational effectiveness in Kerman Education Department?

The strength of the relationship between experience and the organizational effectiveness was 0.84, which indicates a desirable correlation. The t-test statistic was also 8.90, which is greater than the critical value of t at a 5% error level (1.96), indicating that the observed correlation is significant.

Subsidiary question 12: Is there any relationship between forgiveness and the organizational effectiveness in Kerman Education Department?

The strength of the relationship between forgiveness and the organizational effectiveness was 0.76, indicating a desirable correlation. The t-test statistic was also 7.90, which is greater than the critical value of t at a 5% error level (1.96), indicating that the observed correlation is significant.

Subsidiary question 13: Is there any relationship with patience and endurance with the organizational effectiveness in Kerman Education Department?

The strength of the relationship between patience, endurance, and the organizational effectiveness was 0.85, indicating a desirable correlation. The t-test statistic was also 8.70, which is greater than the critical value of t at 5% error level (1.96), indicating that the observed correlation is significant.

Subsidiary question 14: Is there any relationship between patience and assistance with the organizational effectiveness in Kerman Education Department?

The strength of the relationship between patience and assistance and the organizational effectiveness was calculated to be 0.44, which indicates a desirable correlation. The t-test statistic was also 4.37, which is greater than the critical value of t at a 5% error level (1.96), indicating that the observed correlation is significant.

Subsidiary question 15: Is there any relationship between endeavor and ambition with the organizational effectiveness in Kerman Education Department?

The strength of the relationship between the ambition and endeavor and the organizational effectiveness was 0.79, indicating a desirable correlation. The t-test statistic was also 8.06 which is greater than the critical value of t at a 5% error level (1.96), which indicates that the observed correlation is significant.

Subsidiary question 16: Is there any relationship between accepting criticism and organizational effectiveness in Kerman Education Department?

The strength of the relationship between readiness to accept criticism and the organizational effectiveness was calculated as 0.90, which indicates a desirable correlation. The t-test statistic was also 10.06 which is greater than the critical value of t at the 5% error level (1.96), which shows a significant correlation.

Subsidiary question 17: Is there any relationship between the spirit of counseling and respect others' thoughts with the organizational effectiveness in Kerman education Department?

The strength of the relationship between the spirit of counseling and respect others' thoughts and the effectiveness of the organization was calculated as 0.44, indicating a desirable correlation. The t-test statistic was also 4.37, which is greater than the critical value of t at 5% error level (1.96), indicating that the observed correlation is significant.

4. DISCUSSION

According to the results of correlation and strength of the relationship between employee selection based on Islamic criteria was desirable for the organizational effectiveness in Kerman Education. These findings are consistent with the results of (Jouibari Asl, 2018).

Based on the results, the correlation and strength of the relationship between faith to purpose and organizational effectiveness were desirable. These findings are consistent with the findings of (Hatami, 2015). If the employees want to achieve the necessary success, they must have firm faith in their organizational goals so that achieve important success in today's difficult organizational environment.

Based on the results, the correlation and strength of the relationship between science and power with organizational effectiveness are desirable. These results are in line with the findings of (Hosna & Samari, 2010). One of the most important debates in human resource management is science and power, which is central to the selection and recruitment of human resources. This is one of the measures that have a preventive and interactive role, thus, determining science and power criteria can play an important role in preventing corruption, underemployment, improper costs, and misuse of resources.

Based on the results, the correlation and strength of the relationship between trustworthiness and integrity and organizational effectiveness are desirable. These findings are consistent with the findings of (Nasiri et al, 2009). By modifying recruitment and selection systems, organizations can hire people who have had a great background in their social and work life and are more interested in trustworthiness and integrity, adhere to ethics, rules, and regulations. In particular, to take over the organization's key jobs, it should be considered, since these individuals can identify unethical and illegal behaviors and perform their ethical and legal responsibilities without the direct supervision of senior managers.

According to the results, the correlation and strength of the relationship between honesty and trustfulness with organizational effectiveness are desirable and these results are consistent with the results of (Karamdokht & Darband, 2011). Another way to observe ethics and rules by employees is honesty. This pleasing trait must be crystallized not only in speech but also in intention and practice.

Based on the results, the correlation and strength of the relationship between the rightful (competent) inheritance and organizational effectiveness are desirable and these findings are consistent with the findings of (Nikpour et al, 2013). Organizations should select and hire competent inheritors because they always look for goodness and want the best and most important conditions for their organization.

According to the results, the correlation and strength of the relationship between patience and magnanimity and organizational effectiveness are desirable and these results are in line with the results of (Rahmanian, 2017). In social interactions and human relationships, only those who can act gently in a relational and principled policy and interaction with people be kind to them and respond to the badness and atrocity of others kindly that have a broad intellectual and spiritual capacity, and this is the magnanimity.

Based on the results, the correlation and strength of the relationship between courage and decisiveness with organizational effectiveness are desirable. These results are consistent with the findings of (Mokhtari, 2015). The courage and firmness of employees in the organization create effective communication and leads to organization productivity and job satisfaction of the employees, and finally leads to the progress and excellence of the organization.

Based on the results, the correlation and strength of the relationship between justice and organizational effectiveness are desirable. These results are consistent with the findings of (Saffarzadeh, 2016). According to the religious doctrines, the existence of ideological and ethical-value criteria in employees is the basis for their observance of ethics and law in the workplace, which must be taken into account in recruitment, especially for the key jobs of the organization.

Based on the results, the correlation and the strength of relationship between adherence to principles and norms and avoidance of relations with organizational effectiveness are desirable. These results are in line with the findings of (Mir Kazemi et al, 2013). One can be qualified for the selection that tries to observe all the rules and regulations and does not prefer any criteria over the rules and regulations of the organization; as Amir al-Mu'minin (peace be upon him) in a letter to one of his commanders (Mosqala -Ibn Habireh Sheibani) emphasizes its necessity and said:

I have received a report about you that if you did such as action, you would have angered your God and disobeyed your Imam. We have been informed that you gave all the booty of Muslims who have gathered by their horses and spears and by their death to the Arabs that are your relatives and have chosen you. Imam Ali (peace be upon him) has said, swear to God who has created phenomena and broken the seed if this report is true, you have humiliated yourself and your status has become depreciated. Therefore, it can be said that adherence to principles and rules and avoidance of special relations has always been the focus of the Holy Imams and the holy religion of Islam and the managers of organizations should pay attention when hiring and selecting individuals.

Based on the results, the correlation and strength of the relationship between compassion and love to work with organizational effectiveness are desirable. These results are consistent with the findings of (Saffarzadeh, 2016). In leading a growing organization, there is a need for hard-working employees who think that they belong to the organization in which they work. In this organization, the employees work more than their normal capacity without

any compulsion. Rather, they see their organization's progress as a sacred goal with heartfelt satisfaction.

Based on the results, the correlation and strength of the relationship between experience and organizational effectiveness are desirable. These results are in consistent with the results of (Nasiri et al, 2009). It is the proficiency that individuals can adequately and effectively use the material and spiritual resources of the organization, otherwise, all that is used will be wasted, because it is not used in an appropriate time and occasion.

According to the results, the correlation and strength of the relationship between forgiveness and organizational effectiveness are desirable. These results are in line with the findings of (Rahmanian, 2017). The politics of comradeship and tolerance in social interactions and human relations are the most effective and the least costly way to influence others since friendship and gentleness make the people soft-hearted.

According to the results, the correlation and strength of the relationship between patience and endurance with organizational effectiveness are desirable. These results are in consistent with the findings of (Nasiri et al, 2009). God in the Holy Quran has repeatedly instructed the prophet (peace and blessings be upon him) in patience against persecution and annoyance of unbelievers. In fact, these verses are a factor in creating a great spirit in believers and Muslims to ignore all the persecutions and harassment of others in the light of their dignity. On the one hand, it can be mentioned the patience and endurance of the organization employees that if the employees are resistant to hardness and adversity, their motivation will increase and their job satisfaction and performance will be enhanced.

According to the results, the correlation and strength of the relationship between patience and perseverance with organizational effectiveness are desirable. These results are in line with the findings of (Nasiri et al, 2009). Managers have emotions and the will to do activities, and human resources also have different behaviors and feelings. Human resources enter the organization from the family and social environment, and various factors affect their performance. So, managers need to know that the other wills are involved in the process of making decisions and activities. Managers' patience and perseverance give them the opportunity to conduct thoughtful and mature behaviors and introduce their perfect personality to the organizational environment.

According to the results, the correlation and strength of the relationship between endeavor and ambition and organizational effectiveness are desirable. These results are in consistent with the findings of (Tayyeb, 1997) and (Saffarzadeh, 2016). Since the world is made so that everything is not achieved easily, so achieving great goals and lofty aspirations require a great deal of effort because it is high aspirations that can remove serious obstacles and suppress the resistance.

5. SUMMARY

Based on the results, the correlation and strength of the relationship between readiness to accept criticism and organizational effectiveness are desirable. These results are consistent with the findings of (Mokhtari, 2015). Correct criticism helps to identify strengths and weaknesses, thereby leading to improvements in the affairs. By investigating the criticism that has been referred to in the Holy Quran and the Nahj al-Balagha, we can find the principles and methods of correct and constructive criticism. Constructive criticism in the organizations can provide the effectiveness of the organization.

Based on the results, the correlation and strength of the relationship between the spirit of counseling and respect others' thoughts and organizational effectiveness are desirable. These results are consistent with the results of (Aghamohammadi, 2014) and (Nikpour et al, 2013). The keys to respect in a professional atmosphere are the important signals of social

value. In addition, employees often join organizations because they hope to develop their identity over time through professional growth and turning to a better version of themselves.

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