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Original Article (Quantified)

Identification of the Dimensions and Components of Competency-Based Human Resource Recruitment.

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Abstract

The purpose of this study is to identify the dimensions and components of competency-based human resource recruitment at the Islamic Azad University, Bushehr Branch. This research is descriptive-correlational and was conducted cross-sectionally in 1404 (2025-2026) among all employees of the Islamic Azad University, Bushehr Branch, totaling 270 individuals. From this population, 159 participants were selected using simple random sampling based on Cochran's formula. Data were collected using a researcher-made questionnaire on competency-based human resource recruitment. The validity and reliability of the questionnaire were assessed at 0.91 and 0.93, respectively. Data analysis was performed using SPSS version 26 and Smart PLS version 3 software. The results indicated a significant relationship between the dimensions and components of competency-based human resource recruitment, including: factors affecting human resource recruitment, the importance of selecting and appointing competent personnel, consequences of recruiting competent personnel, mechanisms for recruiting competent personnel, indicators of competent human resource recruitment, barriers to recruiting competent human resources in the current era, and sources for recruiting competent human resources at the Islamic Azad University, Bushehr Branch. Consequently, human resources are considered the primary and most important asset of any organization; therefore, recruitment and procurement processes must be adapted to the specific characteristics of each organization and the conditions of today's competitive market.

Keywords:
Human Resource Recruitment, Competency System, Islamic Azad University, Competent Personnel, Competent Personnel Appointment.

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Extended Abstract

Introduction

Many developed countries prioritize human resources, recognizing that human capital is a nation's primary asset and that the recruitment of effective personnel ensures their future. Forward-thinking and systematic organizations prioritize the recruitment of competent human resources. Human capital is regarded as the primary and most significant asset of any organization; consequently, human resource supply and recruitment processes must be aligned with an organization's specific characteristics and the conditions of today's competitive market (Campoamor-Olegario et al., 2025). Undoubtedly, human resources represent an organization's most irreplaceable capital and asset, regardless of whether management is consciously aware of this value. Identifying, recruiting, deploying, and leveraging human resources constitutes one of the most complex functional processes in any organization (Li & Wang, 2022). Selecting competent personnel is recognized as a fundamental pillar of any organization, alongside physical and financial resources. Without competent human resources, the effective utilization of other assets is impossible; therefore, to maximize the utility of all resources, it is essential to recruit competent personnel (Mohammadi et al., 2024).

The specific duties and missions of the Islamic Azad University are educational, developmental, and research-oriented. Its deep connection with discovering, nurturing, and guiding the vast potential of talented students, as well as laying the groundwork for developing human resources while promoting a comprehensive culture, distinguishes it from other institutions. Consequently, addressing these specific requirements and needs is essential (Raeisi et al., 2024). Higher education is unique in that all its elements—from inputs to outputs—are intrinsically intertwined with human development, growth, and education. Therefore, the decision-making process regarding recruitment and the implementation of a competency-based recruitment model in higher education differ significantly from those in other organizations. Applying a "one-size-fits-all" approach or relying on temporary, ad-hoc solutions to meet needs is inappropriate in this context (Nosrati et al., 2022).

One of the eight programs defined in the administrative reform roadmap is the "Competent Human Capital Management Program," which is based on the General Policies of the Administrative System issued by the Supreme Leader. The goal of this program is "recruiting human resources commensurate with needs, and fostering human capital excellence to utilize them efficiently toward realizing the country's development goals" (Moazzami et al., 2022). It appears that competence acts as an umbrella term, encompassing any factor that directly or indirectly impacts job performance. In other words, competence represents a well-developed individual who possesses the comprehensive readiness required to perform a specific job (Maryani et al., 2025).

This study aims to design and delineate the dimensions and components of employee competence at the Islamic Azad University in collaboration with professional experts. The goal is to professionalize staff, enabling not only the country's experts and practitioners to develop their knowledge and skills but also ensuring that qualified and competent individuals are selected for key university positions, thereby helping the Islamic Azad University overcome current stagnation and future challenges (Qasempour, 2025). Therefore, in light of the above, the researcher seeks to address the following question: What are the dimensions and components of competency-based human resource recruitment at the Islamic Azad University, Bushehr Branch?

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Theoretical Framework

Competence

Psychologists have defined competence as a core motive, characteristic, or skill that leads to superior job performance. Marabel and Richard (1997) argue that selecting the most competent candidates requires attention to individuals' abilities, behavioral indicators, beliefs, personality traits, attitudes, and skills. According to the definition provided by the International Board of Standards for Training, Performance and Instruction (IBSTPI), competence is defined as a set of knowledge, attitudes, and skills that enable employees to effectively perform job-related activities or job functions according to the desired standards. Spencer (1993) posits that competence is an underlying characteristic of an individual that is causally related to criterion-referenced effective or superior performance in a job or situation (Mohammadi Zaeer et al., 2025).

Mohammadi Zaeer et al. (2025) examined the identification of drivers in developing Gen Z competencies, utilizing a futures studies approach in human resources at the Ministry of Science, Research and Technology. The research findings indicated that the primary competencies required for Gen Z include innovation and creativity, communication skills, technology proficiency, time management and prioritization, cultural and social awareness, emotional intelligence, and personal development and continuous learning. These competencies served as the basis for designing various scenarios and formulating appropriate strategies for developing Gen Z human resources within the Ministry.

Qasempour (2025) investigated the impact of human resource competence and technology acceptance on HR analytics capability (Case study: Municipalities of Gilan Province). The results of this study demonstrated that human resource competence and technology acceptance have a positive and significant effect on human resource analytics capability.

Research Methodology

The present study is descriptive-correlational in nature and was conducted cross-sectionally in 1404 (2025) among all employees of the Islamic Azad University, Bushehr Branch. The total population consisted of 270 employees, of whom 159 individuals were selected using simple random sampling based on Cochran's formula. Data were collected using a researcher-developed Competency-Based Human Resource Recruitment Questionnaire. The validity and reliability of the questionnaire were assessed as 0.91 and 0.93, respectively.

Research Findings

The data were analyzed using SPSS version 26 and SmartPLS version 3. The results demonstrated a statistically significant relationship among the dimensions and components of competency-based human resource recruitment at the Islamic Azad University of Bushehr Province. These dimensions and components included:

- Factors influencing human resource recruitment
- The importance of selecting and appointing competent personnel
- Outcomes of recruiting competent personnel
- Mechanisms for recruiting competent personnel
- Indicators of competent human resource recruitment
- Barriers to recruiting competent personnel in the contemporary era
- Sources of competent human resource recruitment

Accordingly, human resources represent the primary and most important asset of any organization. Therefore, human resource supply and recruitment processes must be aligned with each organization's specific characteristics and the conditions of today's competitive labor market.

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Conclusion

The present study was conducted with the aim of identifying the dimensions and components of competency-based human resource recruitment at the Islamic Azad University, Bushehr Branch. The results of this research are consistent with the findings of Mohammadi Zaeer et al. (2025), Qasempour (2025), Foucrier and Wiek (2025), Karami Moghaddam and Vishlaghi (2025), Hadian et al. (2025), Abidi et al. (2024), Čopíková et al. (2024), Safarloo et al. (2024), Butson et al. (2023), and Bekhit et al. (2023). Foucrier and Wiek (2025) demonstrated that there is a correlation between the individual and social competence of managers and their management effectiveness. Furthermore, a significant correlation was found between all variables concerning the dimensions of managers' competencies (individual and social) and their effectiveness. However, no significant correlation was observed between managerial skills, personality traits, and managers' attitudes and insights regarding effectiveness, and the impact prioritization for each sub-index of the variables was also determined.

Based on these findings, it is recommended that administrators at the Islamic Azad University, when implementing competency-based human resource recruitment, pay special attention to: creating a consultative environment, utilizing negotiation power for conflict resolution, avoiding negative competition, upholding ethics in interactions with subordinates, serving the public, avoiding ostentation, practicing patience and kindness, maintaining honesty and truthfulness, demonstrating decisiveness and boldness, promoting contentment and simplicity, fulfilling promises, ensuring consistency between words and actions, and utilizing persuasive and inspiring communication.