

Investigating and explaining the role of Islamic criteria in staff selection and human performance management

Authors: Mohamad Mahmoudi Maymand^{1*}, Moslem Soleymanpour²

¹ Associated professor of Department of Business Administration & MBA Payam-e Nour University, PO Box 19395-3697, Tehran, iran, drmahmoudim@pnu.ac.ir

²Lecturer, Faculty Member of Payam-e Nour University, iran

Abstract

Today experts have found that selecting committed and expertise staff is considered as an important step in human source management to obtain the organizational objectives and the organizations suffer from many physical and spiritual damages in the absence of good staff choice. While in every state and system, the staff admission is done on the basis of culture, valuable criteria and special requirements of that society and at the same time the common point of all attraction and selection systems in different countries is trying to attract the most deserved people to reach the organizational objectives. The aim of this study is investigating and explaining the significance of Islamic criteria in admission and staff performance management. The statistical society of this research includes the managers and experts in Tax and Finance Department in Ardebil city and to determine the statistical sample the Cochran formula is used. To determine the stability of the questionnaire, confirm the formal and content validity, validate the indicators we respectively use Cronbach alpha coefficient, experts' opinion and Analytical Confirmation Factor using Smart PLS software. After determining the basic criteria based on the Islamic criteria and values, we explained the pattern or the framework of staff selection in the three main floors of organizational criteria, moral criteria and valuable Islamic criteria. The results show the positive and meaningful relation of Islamic selection criteria, organizational criteria, moral and valuable criteria based on the Islamic criteria with staff performance management.

Keywords: staff selection, performance management, Islamic criteria

1. Introduction

Today the growth and development of human sources in all organization levels for managers is a strategic priority and human source is considered as a valuable fund and

one of the most stable competitive advantages in organizations.

In fact one of the most important and complicated sources from the point view of structure, behavior is the human source. Therefore, deserved human source selection with appropriate performance in line with the organization strategic goals is one of the managers' most important tasks. One of the basic steps in staff selection process, and one of the important and complicated issues in staff selection is presenting the required features and indicators for one candidate, selecting the most appropriate criteria and weighting them. Therefore, among the human source tasks, accurate and targeted selection of the most deserved staff is one of the key factors that influences meaningfully on the staff personality and management quality and may have a meaningful effect on the organization, competitive ability and its future performance in a direct way. The selection of employees is the process of selecting those who are best suited to meet the requirements for performing a task defined. This process determines the quality of the input staff and plays a key role in human resource management (Dursan, 2010). There are a lot of factors and indicators for selecting employees. Now the question arises that among the many existing factors and indicators, How and by what tools are the most suitable indicators to be used?

On the other hand, the plurality and diversity of occupations requires the use of characteristics appropriate to the type of each occupation and considering different effective factors for the success and effectiveness of human resources. Still, the answer to this question is clearly not clear, which factors and criteria for selecting employees are more important and important for different occupations? For example, a person may study for a long time; but he has a short-lived experience; the other is a creative person; But it does not work well in highly detailed jobs; someone has a high level of communication skills; it is difficult to organize and control the situation; Another person, despite having high technical and

technical knowledge, is evaluated weakly and responsibly and personally; Although the ability to analyze and manage risk is easy for a person, the ability to market and carry out his team work is weak. Sometimes, selection techniques can detect desirable features for an employee.

Employee selection strategies, if they are in line with the business strategy of the organization, have a positive role in organizational performance and the choice of the selection factor, must be in line with the organization's strategic culture and orientation (Moradi et al., 1392; Gulak, 2007). These criteria are different in each society and organization, with respect to the worldview and governing values and attitudes towards humans. Therefore, one of the main ways to get out of many problems is to consider the spiritual and internal criteria in choosing and selecting employees. Therefore, the main objective of the research is to identify and explain the criteria for selecting employees based on Islamic values.

1. Theoretical Foundations

In a highly competitive world, productivity as a philosophy and vision based on a recovery strategy, it is the most important goal in any organization and can serve as a chain of activities for all sectors of society. So that the mission of management and the main goal of managers of each organization is the effective and optimal use of resources and facilities such as labor, capital, materials, Energy and information (Vazeri et al 2010). Productivity is a very important concern for service and non-service organizations. Because the most basic incentive to achieve satisfactory results and gaining competitive advantage is considerably more than competitors (Farahani and Nazari, 2008).

In general, organizations have four basic pillars, including laws and regulations, structure and organization, human resources and systems and practices that are the most important element of human resources. Today, experts admit that doing things right is the responsibility of organizations that are equipped with a healthy administrative system. Healthy organizations need, without anything, a manpower to build and maintain an administrative system; therefore, a professional and creative human resource that adheres to ethical, human, and committed to organizational goals. One of the most important factors for survival and continuation of life and growth and organizational development is considered. In this regard, the role of the human factor in increasing or decreasing productivity appears to be more significant than other factors, because this is a factor without which other factors are not created. The workforce faces new challenges in terms of combining and changing occupational skills, and hard-line managers are paving the way for these challenges. And rules and policies of

organizations in a direction that they can use in a desirable manner (Attar et al., 2012). The role and place of human resources and its management in organizations is that it can be considered as a canalizer and accelerator of productivity gains. The importance of this discussion becomes clear when we never compare the role of human factor in organizations with other factors, because the human factor as an open system is due to the motivation and appropriate leadership. It can achieve efficiency beyond one. In fact, productivity is synonymous with the quality of human resources, and those who possess their skills, group spirit, efficiency, Creativity, innovation, and customer orientation for organizations (Bryson et al., 2012). One of the strategies to increase productivity is to choose the right staffing standards.

1-2. Staff selection

There are several stages in the human management system such as regulations and regulations, training, awarding bonuses, motivating, employing, etc. In the meantime, the selection and recruiting phase is the most critical and most important process that is being done by human resources management (Malick et al., 2012). Selection (selection) of staff is associated with the admission or rejection of individuals based on individual differences in knowledge, skills, or abilities of individuals. Employee selection involves predicting the performance of a job based on one or more individual variables and aims to select the most qualified applicant for a particular post.

The recruitment or recruitment system means providing and using the most qualified and most qualified applicants for the organization's occupations, including a set of human resource planning, Custodianization, selection and appointment in the organization. If the recruitment operation does not take place properly and in accordance with the principle of merit, Individuals are not able to carry out their own assignments and organizational tasks, and the continuation of this will undesirable use of the workforce of the community. Hence, organizations try to select the most competent, competent, committed, and the best of the applicants. Recruiting and recruiting is a vast process that determines the needs of an organization's human resources and needs. An effective selection and recruitment for organizations is a critical and strategic issue; Because, while choosing the right one can reduce costs and increase productivity, misplaced selection and recruitment imposes a lot of costs on the organization (Farahi Bazenjani et al., 2011).

The process of attracting and providing human resources consists of finding, evaluating and assigning the duties of the required people based on a strategic plan (Abbaspour, 2010). In other words, selection is the process of selecting employees, which is an organization in which, given the current space, Selects the person or persons who best fit

the selective criteria of the desired job (Evanswicch, 2009). Selection is the acceptance of those who have the required skills and abilities and also have the proper diagnosis for the successful implementation of a particular occupation in the organization (Sa'adat, 1375). In other words, it is a stage of recruitment for accepting or rejecting the demand of applicants for work in such a way that they are chosen as most deserving and appropriate (Mirsapasi, 2010). Accordingly, if an organization does not have the attraction and utilization of human resources grown in accordance with current business requirements, Effectiveness and Effectiveness of Programs The human resources of the organization will suffer irreparable damage (Millau, 2002).

In short, selection is a step in accepting or rejecting the demands of clients and job applicants so that the most appropriate, the most suitable and most talented are chosen and determined. At this stage, based on the criteria and criteria that are set for the job, Persons are evaluated and among them the most qualified are selected. The activities undertaken in the recruitment and employment process are important for the following reasons:

1. Organizational goals: Plans, structures, programs and systems do not act on their own, but they are only by those who are implemented, maintained, and realized. In fact, people are the most vital source of energy and stimulus that makes it possible to exploit other resources and enable the organization to achieve its goals. Therefore, it is only effective in attracting and employing an organization that can accomplish its mission and achieve its goals.

2. Direct costs: Direct acquisition and recruitment costs include items such as recruiting and practitioners' rights, equipment costs, The cost of hire advertising, test fees, and so on. Acquisition and utilization costs represent a significant amount of organizational costs. Therefore, recruiting and engagement activities should be done to the extent that they may be effective in order to offset the benefits of that cost.

3. Indirect costs: The process of implementation includes indirect costs, such as when operational managers spend interviewing employees, Performance appraisal and decision-making improvements or deportations, when supervisors spend training on new employees, missing lost by new employees who are learning their jobs and the waste resulting from the mistakes of new employees. Since these costs are commonly regarded as operating costs, they are not usually included in operating costs, while these costs are in fact direct costs. **4. Organizational Effects:** If attraction is effected, the role of ethical dimension will be highlighted, staff turnover will be reduced, And the power of production and productivity will be on the middle ground. And if attraction is done ineffectively, customer service will be damaged, Social

communication may be negatively affected, the role of cooperation can be diminished, and finally, the weakness of employee relationships. **5. Legal Dimensions:** Laws and regulations impose obligations on recruiting and engagement activities. The potential obligations for violations of the law have increased dramatically, and the legal costs of mistakes in the process of recruiting and engagement can be very expensive. Therefore, it should always be underlined that the importance of effective absorption and utilization should not be underestimated, since this process is critical to the success of the organization. Direct and indirect costs are fundamental, the actual organizational effects and legal implications are potentially significant (Carous and Fellow, 2009 Abbaspour 2010).

2-2. Selection criteria for employees

The criterion, criterion or criterion is that each organization, based on its purpose, scope of work and activity, they set them up and choose their own human resources according to their needs. Since the goal of any organization, creating a different organization, the criteria for choosing manpower will be different in different organizations. In general, the selection criteria are at least two aspects to be studied and studied:

A) the overall consistency of the characteristics of the desired job with the characteristics of the person to be selected; the selection of the manager effectively requires that a clear understanding of the nature of the positions to be held, In hand. First, there must be an objective analysis of the circumstances required by that authority and, as far as possible, design jobs that are consistent with individual and organizational needs. One of the most important factors affecting the applicant's compliance with the job is the skill factor.

Skills refers to a combination of technical, human, perceptual abilities that a person is required to do correctly and in accordance with job descriptions and to communicate with his work environment. In other words, while technical skills, knowledge and skill, and expertise in activities related to methods, learning and how to do work, and the use of specific tools and techniques refers, Human skill focuses on the ability to work with people, including efforts to collaborate, teamwork, and skills in creating an environment that people can trust with and with confidence; Meanwhile, perceptual skills have the ability to comprehend and recognize the most important and important elements of the situation and the link between them.

And the design skill involves the ability to solve problem-solving engineering in a manner that is in the interest of the organization or institution. Among other factors, Godard's effect on the conformance and mechanization of individuals with designated jobs is the personal

characteristics of applicants with relevant occupations. Features such as the ability to communicate with people through empathy with them (expressing compassion and kindness); True and clear; and personal experience and past performance. So, in brief, it can be said that the selection principles and criteria that are set at the beginning of the selection process include education, knowledge, skills and experience.

B) the existence of a proportion between the importance of the place and the burden of responsibility in it with the difficulty of obtaining the conditions: Always the criteria for selecting individuals and the conditions and attributes necessary to them depends on the appropriateness of their responsibilities, since each type of responsibility requires a type of conditions and attributes. Therefore, one can admit that there is a basic and general criterion for selection, which is referred to as "competence" or "competence" And all the partial criteria are broken down. Accordingly, qualifications or competencies are also divided into two distinct categories:

1. Qualifications in terms of scientific, technical and experimental dimensions, on the basis of which a person deserves the choice to have knowledge, skills, expertise and more experience in that field. The purpose of the specialization is to have the necessary knowledge and experience in a job, because in the shadow of expertise, individuals can adequately Use the resources and the material and spiritual resources of the organization efficiently and efficiently. This is the same as the "match of the job with the employed" and vice versa. This condition is further extended, including the matching of jobs with employed people in different ways, such as psychological, cultural, professional, etc. (Sadat, 2003).
2. Qualification in terms of values, beliefs and ethics; according to the ruling system, the acquisition of any position requires certain conditions of belief, morality and value for its employees.

2-2. Selection criteria for employees in the Islamic value system Choosing one of the most important responsibilities of human resources management is for any organization (Hashem, 2009). Imam Ali (AS) emphasized the importance of choosing in his letter to Malek Ashtar and he considers the right choice to be the welfare factor of society (Ali, 2010). Qur'anic criterion for hiring merit, piety, expertise, skills, experiences, Health, intelligence, good morals and honesty (Hashem, 2009; Azami, 2010). The process of identifying and recruiting suitable individuals in the early teachings of Islam has not been described exhaustively but one of the issues mentioned in

this regard in Islam is the need for fairness and wisdom of decisions related to recruitment. For example, in Islam, it is emphasized that applicants should not accept tasks that are difficult for them or exceed their capacity, or that the Prophet (s) Anyone who believes in God and the Day of Judgment should not hire someone unless he specifies his rights. While job applicants must also provide the right information about themselves; Because the Holy Quran is strongly opposed to lies, false claims and slander (Hashem, 2009). Islamic values of work are divided into two categories of work-related work values and values related to working conditions. Work-related values are directly related to the work task.

These values include perseverance and firmness in work, spiritual motivation of work, effort, hard work, Continuous improvement and service morale. Working values related to conditions include justice and well-being. These values affect work-related values. In Islam, in general, the use of agents is the first principle of justice. This word means putting everything in its place. The second principle of hiring in Islam is merit, the third principle of honesty and the fourth principle of avoiding imposing much work and beyond the power of the employee in other words, the teachings of Islam consider five conditions for the recruitment of employees. These conditions include competence, experience, accountability, organizational fitness and credibility (Hashemi, 2009). Other attributes of choices of managers and employees from the point of view of the Qur'an are: decisiveness, initiation of deeds, attractiveness and repentance, dignity and awe, openness, Public speaking, foresight, courage and self-esteem, speeding up work, having enough patience, Sense of responsibility and duty, regularity in work, inventiveness and initiative (Chavoshi, 2009). Endowed, committed, hardworking, trustworthy, loyalty and order is considered by employees. In general, organizations and personnel managers have criteria for selection, which are divided into three types: organizational, ethical and value criteria. Organizational criteria are related to the characteristics necessary for a successful job in an organization, which is usually reflected in job description forms; Ethical criteria are a series of acceptable behaviors of human societies that may be equally acceptable in all societies, such as purity, Literacy, proper treatment, respect for laws and regulations, etc., but the value criteria are more than two other criteria, which are in fact the basis of these two criteria in Islamic societies.

Table 1. Selection criteria for choosing from the perspective of Quran and Nahj al-Balaghah

Source	Definition	Indicator	Criterion
Nahj al-Balaghah, Sermon 16; Sura Qatsas 35; Joseph 54 and 55;	Having skills and expertise tailored to the job; The amount of field of study appropriate to the job.	Expertise	Organizational criteria
Nahj al-Balaghah, Letter 53, Taha: 29-34, Bukhara 247	Ability to understand the environment and proper vision. Having innovation and innovation; striving to grow abilities.	Excitement and Future	
Baghera: 247, Answers: 26, Nahj al-Balaghah, Letter 53, Letter 71, Quotes: 34	Accountability; Good record; Compliance with organizational hierarchy and authority from superiors; Correct implementation of orders; Education or effort to develop abilities and increase knowledge and expertise, mental health.	Job behavior	
Propositions 26, 34 and 35 Nahjulbalagh letters 38, 40, 41 and 53	Rightfulness; secrecy; timeliness and time management; efforts to improve and institutionalize desirable values and behaviors	Commitment to the goals of the organization	Ethical standards
Nahj al-Balaghah, letters 53, 71 and 73	Respect for justice and correct judgment in work; effective and continuous confrontation with violations in the organization, observance of laws and regulations	Precedence of the relationship	
Joseph 55, Nahj al-Balaghah, Letter 53	Patience in dealing with customers; Excitement and tolerance	Patience and patience	
Sayings: 34, Hijarat 13, Nisa 78 and Nahjolbalagheh Sermon 156, 221 and 233, and Letters 10 and 48	Seeing for God, having a conscience; compassion and well-being, having a service spirit and service	God-fearing and believing in resurrection	Values and beliefs
35th Goths, 247th Imam, Nansa 58, Nahjul Balaghah Letters 53 and 17	Honesty, virtue, morality, family identity, being reputed among the people, legality, critique, trust, and vindication.	Personality characteristics	
Letter 53, 34, Fayyasul Islam, Sermon 184	Observance of religious principles and standards in social and occupational behaviors; having a personality proportional to Islamic values	Adherence to principles and beliefs	

2-2. Staff performance

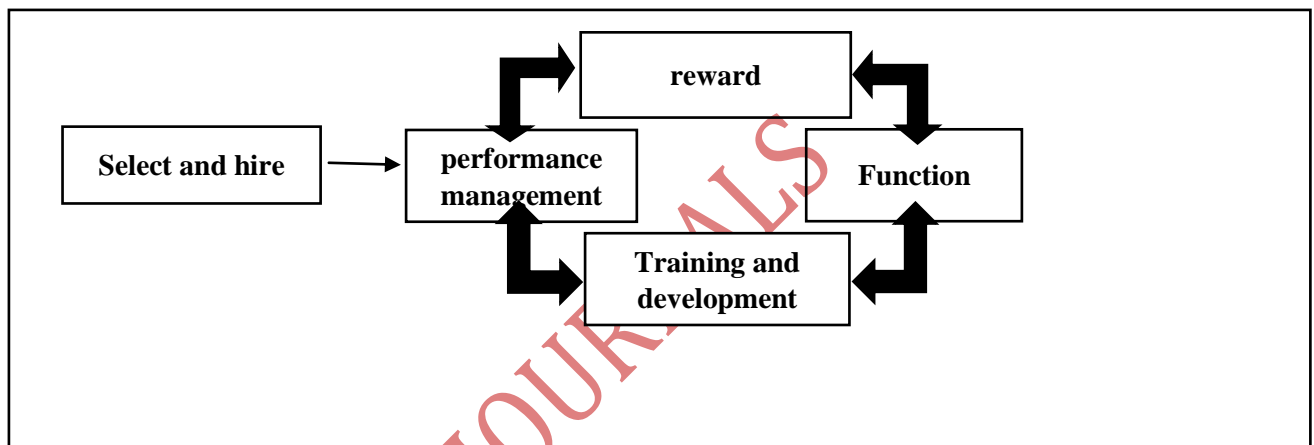
Organizations are principally designed to achieve goals and the success rate in achieving organizational goals is directly related to the way human resources work in organizations. Therefore, employees and their performance in human resource management are of great importance (Abtahi, 1392). Effective and efficient staffing is one of the key to the success of organizations. Good performance means productivity, quality, profitability and customer orientation. That is why the successful world organizations are working hard to identify and manage the factors affecting employee behavior and behavior. And achieve this success by providing these factors, adding to the performance of their employees (both in terms of quantity and in terms of quality). Obviously, with this approach, performance management as a tool for

improving performance and promoting employee behavior is of great importance in the management process of organizations. Performance management is a systematic and information-based process that helps managers manage their employees well on the way to achieving their goals and programs, and to succeed and perform their missions and responsibilities. Performance management requires that behaviors be analyzed, functions evaluated, staffed feedback, and staff reinforced and encouraged for more desirable functions and behaviors. Performance management is part of human resource management, which is designed to establish a relationship between management and staff, and in the process of evaluating performance, initiatives and creativity of individuals. Performance management Improves the current competence of individuals and the entire system by

improving the relationship between individual competence and their actual performance (matching potential competencies with actual performance and ability) to Seeking improvement and development of new competencies of individuals to coordinate with modern technologies and the changing world. The management of employee performance is one of the most important processes of human resource management that is relevant to other processes in this field, in particular training, rewards, promotion, appointment and aptitude. Performance management alongside recruitment are two main processes of human resource management that play the most role in strengthening, consolidating, deepening or changing organizational culture, Because the criteria and evaluation criteria represent the values, priorities,

strategies and challenges of the organization and show employees. What are the norms and standards of the organization and what are the expected managers of the organization from the staff. Figure 1 shows the relationship between performance management process (CMS) and other dimensions of HRM. Accordingly, after a proper and deserving selection and recruitment (which must be assured that there is adequate and adequate between the person and the occupation) Performance management can have a great impact on employee performance through evaluating behaviors and practices, rewarding desirable practices and training. Based on this, the management of two-way communication function with two important processes of recruitment and training.

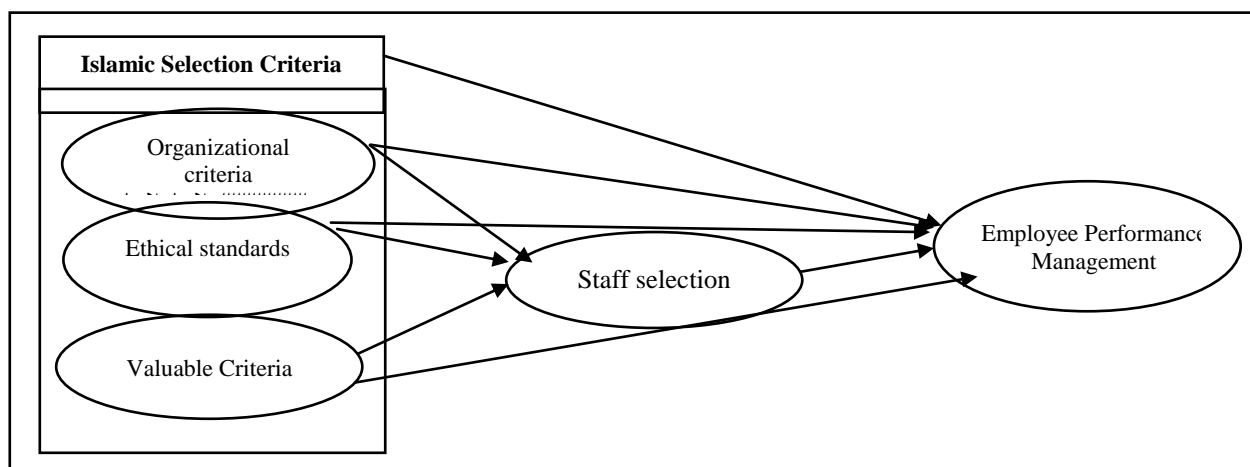
Figure 1. The Relationship between Performance Management and Human Resources Management Dimensions



2. Conceptual model and research hypotheses

Given the theoretical issues presented, the conceptual model is illustrated below:

Figure 2. Conceptual model of research



Accordingly, the hypotheses of this research are:

Hypothesis 1. Islamic selection criteria have a positive and significant effect on employee selection.

Hypothesis 2. Organizational criteria based on Islamic criteria have a positive and significant effect on employee selection.

Hypothesis 3. Ethical criteria based on Islamic criteria have a positive and significant effect on employee selection.

Hypothesis 4. Valuation criteria based on Islamic criteria have a positive and significant effect on employee selection.

Hypothesis 5. Islamic Valuation Measures have a positive and significant effect on employee performance management.

Hypothesis 6. Organizational criteria based on Islamic criteria have a positive and significant effect on employees' performance management through employee selection.

Hypothesis 7. Ethical criteria based on Islamic criteria have a positive and significant effect on employee management through employee selection.

Hypothesis 8. Valuation criteria based on Islamic criteria have a positive and meaningful effect through employee selection on management on employee performance management.

Hypothesis 9. Selection of employees based on Islamic criteria through the selection of employees on management has a positive and significant effect on employee performance management.

3. Research method

The present research is applied in terms of descriptive-correlational method and in terms of cross-sectional time domain. The method of collecting data in this field research and information gathering tool, A Likert scale is a questionnaire. The statistical population of this research is 230 managers and experts of the tax and emirate administration of Ardabil city The Cochran formula was used to determine the statistical sample. Accordingly, at a confidence level of 99% and an error rate of 0.05, the sample size was determined to be 171 people. In this study, to determine the reliability of the questionnaire, the Cronbach's alpha coefficient (Table 3), in order to consider the factual and content validity of the professors and experts in order to validate the indexes, factor analysis was used using Smart PLS software. The results are shown in Tables 4 and 5:

Table 2. Elements of employee selection based on Islamic values

Fitness	Load capacity	Elements		Indicator
has it	0/52	Having a skill and a professional tailor-made job	1	Organizational criteria
has it	0/48	Ability to work in the intellectual	2	
has it	0/57	The spirit of responsibility and voluntary work	3	
has it	0/61	Ability in executive tasks	4	
has it	0/59	Having work experience and positive experience	5	
has it	0/53	Having mental health appropriate to work	6	
has it	0/53	Having verbal, audible, written skills	7	Ethical standards
has it	0/61	Respect for the organizational hierarchy and supremacy	8	
has it	0/67	Perseverance, seriousness and active participation in the workplace	9	
has it	0/59	Creating a good relationship with the worker and creating empathy in the organization	10	
has it	0/72	Correct execution and timely commands	11	
has it	0/49	Excite and trouble	13	Islamic value criteria
has it	0/55	Having consciousness, intelligence and political process	14	
has it	0/75	Observance of Shari'a Principles and Practices in Occupational and Social Behaviors	15	
has it	0/69	Observance of justice and correct judgments in matters	16	
has it	0/58	Adherence to the fundamental principles of belief	17	
has it	0/54	Continuous all-round confrontation with organizational misconduct	18	

has it	0/49	Trustworthiness, faithfulness to an individual's and your family's permission	19	
has it	0/63	Having a personality that is safe and appropriate to the values of Islam and religion	20	
has it	0/58	Practical application of religious and system values	21	

Given that a significant amount for the factor load of the reagents is 0.4, all indicators are appropriate for measuring the selection of employees based on Islamic values.

Table 3. Results of Cronbach's alpha coefficient

Employee Performance Management	Staff selection	Islamic Value Criteria	Ethical standards	Organizational criteria	
0/79	0/81	0/78	0/72	0/77	Cronbach's alpha
0/83	0/87	0/75	0/76	0/81	Composite reliability

Based on the results of Table 3, the reliability of the research variables is confirmed by the fact that the calculated reliability of the research variables is higher than 0.7. As stated above, convergent and divergent validity has been used to confirm the validity of the

questionnaire. In order to confirm the convergent validity of the AVE index (mean extracted variance) In the next step, to validate the divergence of structures, the Fornell-Locker method (1980) has been used, the results are shown in Tables 4 and 5:

Table 4. Convergence Validity of Structures

Employee Performance Management	Staff selection	Islamic Value Criteria	Ethical standards	Organizational criteria	Variable / Indicator
0/57	0/58	0/63	0/59	0/61	AVE

The index used in this software is the AVE index, which varies from 0 to 1 and has a value of 5 /. It is accepted. Given that the mean value of the extracted variance for all

the structures used in the research is higher than the critical value of 0.05, its convergent validity is confirmed.

Table 5. Convergent Validity Results

Employee Performance Management	Staff selection	Islamic Value Criteria	Ethical standards	Organizational criteria	
				0/78	Organizational criteria
			0/75	0/49	Ethical standards
		0/69	0/53	0/52	Islamic Value Criteria
	0/76	0/39	0/31	0/48	Staff selection
0/67	0/58	0/51	0/49	0/37	Employee Performance Management

As shown in Table 5, according to the results obtained (the values on the main diameter are lower and the left side is larger), the divergence validity of the structures is confirmed.

1. Research findings

4-1. Examine assumptions

In this research, the path analysis method and the structural equation modeling approach with partial least squares approach have been used to evaluate the relationship between variables.

Table 6. Path analysis of hypotheses with direct relationships

Result	Statistics T	Path coefficient	Direction	Hypothesis
the reception	2/81	0/28	Islamic Selection Criteria → Staff selection	1
the reception	4/12	0/33	Organizational criteria based on Islamic criteria → Staff selection	2
the reception	2/01	0/21	Islamic criteria based on Islamic criteria → Staff selection	3
the reception	4/23	0/38	Valuable criteria based on Islamic criteria → Staff selection	4
the reception	3/98	0/29	Islamic value criteria → Employee Performance Management	5
the reception	4/08	0/31	Selection of employees based on Islamic criteria → Employee Performance Management	6

This research is considered at a confidence level of 95/0 and an error of 0.05, so there will be significant numbers for t test. Which are larger than 1.96 + and smaller than 1.96, so according to the results observed in Table 6, all the assumptions of the research are verified. At this point, we examine the indirect relationships between structures. At this stage, to test the statistics from the Sobel test The VAF index has been used to determine the intensity of the

effect of the relationship. Sobel test to infer about the coefficient of indirect effect ab , it is based on the inference theory used for direct effect. In general, in the Sobel test, a normal estimation can be used to examine the relationship significantly. The statistical Z is equal to the ab ratio to the standard error. We obtain the value of Z-Value from the following equation:

$$Z - \text{Value} = \frac{a * b}{\sqrt{(b^2 * s_a^2) + (a^2 * s_b^2) + (s_a^2 * s_b^2)}}$$

In this regard:

a: path coefficient between independent variable and mediator;

b: path coefficient between intermediate and dependent variables;

Sa: Standard Error of Independent and Mediating Routine;

Sb: Standard error of the intermediary and dependent variable path.

In the Sobol test, if Z-value is increased from 96.9, it can be confirmed at 95% level that the significance of the intermediary effect of a variable is confirmed.

Table 7. Test results of indirect assumptions

Result	Sobel	VAF	Direction	Hypothesis
the reception	4/21	0/31	Organizational criteria based on Islamic criteria → Staff selection → Employee Performance Management	7
the reception	3/03	0/23	Islamic criteria based on Islamic criteria → Staff selection → Employee Performance Management	8
the reception	1/98	0/19	Islamic Values Based Values → Staff selection → Employee Performance Management	9

Based on the results of the Sobel test, which is shown in Table 7, it can be admitted that the value of this test for all hypotheses (hypotheses 7, 8 and 9) The critical mass is greater than 96/1, so all assumptions are approved.

4-2. Fit the general model

The general model includes both the model's model and structural model, and with its fitting confirmation, the fit test is completed in a complete model. To investigate the

general model fit in the PLS model there is only one criterion called GOF. According to Tenenhaus et al. (2005), the GOF index in the PLS model A practical solution to this problem is to examine the general fit of the model and act as a fitting index in covariance based methods, and can be used to check the validity or quality of the PLS model in general. This indicator is the ability to predict the overall model and whether the tested model is

successful in predicting the intrinsic variables. Is being investigated. Watzles et al. (2009) introduced three values of 0.01, 0.25 and 0.36 as weak, moderate and strong values for Gof. This index can be calculated using the geometric mean of the R^2 index and the mean of the redundancy indices.

Table 8. Shared values and determination coefficients

Employee Performance Management	Staff selection	Islamic Value Criteria	Ethical standards	Organizational criteria	Islamic Selection Criteria	
0/57	0/61	0/55	0/51	0/63	0/53	Shared values ¹
0/28	0/31	-	-	-	-	

Based on the results of 0.41, we can concede that the proposed general model has a strong fit.

1. Discussion and Conclusion

The development of any organization depends to a large extent on the attraction of manpower, since no organization can operate beyond the capabilities of the individuals who possess it. But if organizations do not implement this strategy in a desirable and coherent manner, they will face impoverished, non-creative people and stagnation. Therefore, the proper recruitment of employees while providing mutual satisfaction between the individual and the organization will prevent the occurrence of many future problems. It is, however, that employing people according to the type of government and the goals of the rulers, and with the difference in goals, the criterion of worthiness and worthiness and its degree varies. Every human, individual or social behavior, based on a series of values, is accepted by the behavior. Different value bases, management approaches and people's use will vary. In Islamic society, the value system of Islam and the Qur'an is about the behavior of rulers and government officials. And given these values, we say that in the Islamic community, in addition to the specialty, commitment and belief in the religious system, he deserves to be competent and worthy. In the study of Islamic texts such as the Qur'an and Wahhab al-Balāghah, we find that in assigning affairs to individuals, criteria and

The values of this index range from zero to one, and values close to one represent the quality of the model. The calculation results of this indicator are shown in Table 8: The calculation results of this indicator are shown in Table 8:

criteria have been considered, which may vary from case to case. For example, when it comes to war and battlefield (the story of the Prophet Talot), it is considered to be the body of virtue; when it comes to the message of propaganda and propaganda (Prophet Moses and haron's story)) Is the eloquence and power of expressing excellence; when talking about the brokerage (the story of Shoaib (AS)), physical and financial strength is an advantage; And finally, about treasury tenure (Yusuf (AS)), the guardian and the virtue of virtue that comes along with science and knowledge.

Therefore, the criterion of choosing their divine administrators is to have the characteristics necessary to achieve the desired position, which is different from their duty. But, in sum, all the terms can be used in two categories: the use of science and expertise on the one hand, and the enjoyment of perfections and ethical virtues and commitment on the other. Therefore, the present study aimed at explaining the role of Islamic values in choosing and managing the performance of employees in today's organizations and its hypotheses were tested and tested. In this research, after identifying the value criteria of selecting employees based on Islamic principles and preparing their final list of them, a five questionable questionnaire suitable for the number of criteria was designed and among the employees of the Tax and Exemption Administration of Ardebil (Managers, Dairy Leaders, Assistants and Employees) and after collecting using the Fuzzy Delphi method and assigning triangular fuzzy numbers to the five-dimensional questionnaires, The definite numbers for each criterion were calculated and determined as the basic criteria. Triangular fuzzy numbers were calculated in five sets of questionnaires, definite numbers for each criterion, and determined as the basic criteria. After determining the basic criteria, the model or framework for selecting employees in the three main categories of organizational criteria based on Islamic values, moral standards based on Islamic values and Islamic value criteria was explained. The first group of hypotheses examines the direct relationship between the three dimensions of organizational criteria, ethical standards, and value and Islamic criteria with staff selection and performance management. Because in this research, the confidence level is considered to be 95/0 and the error of 0/05, so for test t, there will be significant

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numbers greater than 1.96 + and smaller than 1.96. The results of path analysis of hypotheses with direct relationships, first to sixth hypotheses in Table 6, show the positive and significant impact of Islamic selection criteria, organizational criteria of ethical criteria and value criteria based on Islamic criteria by selecting employees. These findings are consistent with the results of Ali and Alzami (2007), Asadi Fard et al. (2011), Chitz Sash and Fellow (1391), Safari et al (1394), Farjad et al. (1396). Also, in examining indirect assumptions, the assumptions of seventh, eighth and ninth, given that in the Sobol test, if the Z-value is increased from 96.9% and 95% confidence level, the significance of the effect of the mediating variable can be verified, therefore, based on the results of Table 7, all assumptions were confirmed. Therefore, it can be admitted that the variables of organizational, ethical and value criteria based on Islamic criteria have a positive and significant effect on employees' performance management through employee selection. These results are consistent with the findings of Mark Soyem et al. (2016), Fearcieck et al. (1395), Safari et al. (1394). Accordingly, it can be admitted that meritocracy is the most important principle in Islamic rule And the only solution is worthwhile. Looking at people in governmental and governmental organizations and valuing them should be done on the basis of their true value and background and their positive performance. If this important principle is implemented through a strong selection system and the managers and agents of the system (both management and executive) (based on the criteria of value and merit and criteria for selecting the best) Then the system and society will work towards prosperity and all-round progress and moral and moral excellence, and will make a proud and supportive society from every angle. For example, recruitment of capable and motivated employees who are in harmony with the organization's culture can, in addition to reducing disciplinary issues, reduce costs for staff turnover and replacement. For this reason, organizations that use the right methods to choose their own human resources have higher profitability and growth. The efficiency of the administrative system and its accountability are due to the desirability of manpower. Therefore, the selection of human resources can properly help the effectiveness and effectiveness of the organization and the ultimate goal of the Islamic system.

Resources

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