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Identifying and Ranking the Dimensions and Components of the Employer Brand Pattern of the Ministry of Education with Using the Multiple Attribute Decision Making Method

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Research Paper	Abstract

Purpose: Employer brand as a strategic activity for organizations shows how to manage human capital. As a result, this research was conducted with the aim of identifying and ranking the dimensions and components of the employer brand pattern of the Ministry of Education with using the multiple attribute decision making method.

Methodology: This study in terms of purpose was applied and in terms of implementation method was mixed (qualitative-quantitative). The population of the research qualitative part was the professors of the department of educational sciences of Farhangian University and Tehran universities and the executive directors and consultants of the Ministry of Education in 2020 year, which according to the principle of theoretical saturation number of 15 people of them were selected as a sample with using the purposeful and snowball sampling methods. The population of the research quantitative part was the employees of the Ministry of Education in 2019 year with number of 872,000 people, which according to Krejcie and Morgan's table number of 384 people of them were selected as a sample by cluster random sampling method with considering the classes based on the type of educational, administrative and service jobs. The research tool in the qualitative part was a semi-structured interview and in the quantitative part was a researcher-made questionnaire (28 items), which whose validity and reliability were confirmed. The research data in the qualitative part were analyzed with the coding method and in the quantitative part were analyzed with the multiple attribute decision making method and the simple additive weighting technique.

Findings: The findings showed that for the employer brand pattern of the Ministry of Education were identified 28 components in the 7 dimensions including the recruitment strategy, employee recognition, employer brand position, management style, human resource management system, brand strategy and brand promotion and enhancement. Also, among the dimensions of the employer brand pattern of the Ministry of Education, respectively the dimensions of the human resources management system, brand strategy, recruitment strategy, management style, employer brand position, employee recognition and brand promotion and enhancement had a higher rank and priority. In addition, among the components of the employer brand pattern of the Ministry of Education, respectively the components of talent management and practical styles were in the first rank, competent human resources, infrastructure program of recruitment, attraction and employer system were in the second rank, modern management of human resources, job satisfaction, motivation and solving the commercialization problem were in the third rank and other components were in the ranks of fourth to eleventh.

Conclusion: According to the identified dimensions and components for the employer brand pattern of the Ministry of Education and their ranking, the experts and planners of education can design and implement programs to improve employers in the Ministry of Education.

Detailed abstract

Purpose: The purpose of hiring is one of the most important actions and decisions of organizations in the field of human resource management, and it is so important that some experts consider it the cornerstone of the success of organizations in human resource management. Recruitment has a close relationship with other human resource management policies and measures and affects the organization and design of jobs and affects the training, satisfaction and performance evaluation of employees. The successful organizations of the world have common and similar experiences and policies in the field of recruitment, and they select their employees from among a wide group of job applicants obsessively and with accurate and valid tools and tests. Therefore, today's organizations should not only seek to recruit, but should be able to attract talented and capable human forces. The employer brand as a human capital management method and a long-term strategy for managing the awareness and perception of actual and potential employees and stakeholders seeks to attract potential workforces outside the organization and maintain talents within the organization. The employer brand includes internal and external aspects; So that the external brand for potential employees in order to encourage them to join the organization and create a good image of the working environment within the company and the internal brand for the existing employees of the organization, which includes the promises that the company and the organization makes for employees and shows its ability to create Specific work experiences for potential and existing employees: Employer brand as a strategic activity for organizations shows how to manage human capital. As a result, this research was conducted with the aim of identifying and ranking the dimensions and components of the employer brand model of the Ministry of Education using the multi-indicator decision-making method.

Methodology: This research was applied in terms of purpose and mixed (qualitative-quantitative) in terms of implementation method. The population of the qualitative part of the research was the professors of the Department of Educational Sciences of Farhangian University and Tehran universities and the executive directors and consultants of the Ministry of Education in 2020, and according to the principle of theoretical saturation, 15 of them were selected as a sample using targeted and snowball sampling methods. In principle, the theoretical saturation of sampling continues until the research reaches saturation in terms of results and findings. In the purposeful sampling method, the samples are selected according to a series of characteristics and features, and in the snowball sampling method, the selected samples are asked to introduce other experts to the researchers. The desired characteristics and characteristics for the community of the qualitative sector to be selected as a sample included familiarity with the field of human resources management and employer brand, at least 5 years of work experience in the field of human resources of the Ministry of Education, having a master's degree or higher and willingness to participate in research. . Also, the population of the quantitative research department of the Ministry of Education in 2020 was 872,000 people, and according to the table of Karjesi and Morgan, 384 of them were selected as a sample by random cluster sampling method, respecting the classes based on the type of educational, administrative and service jobs. In the cluster random sampling method, first, the size of the population was calculated for each of the educational, administrative, and service job types, and then, according to the sample size, the population was sampled in the same proportion, and the samples were selected from among different clusters. Some clusters were selected as samples and all individuals of those clusters were included in the research if they had characteristics. The desired characteristics and features for the quantitative sector community to be selected as a sample include having a diploma or higher, willingness to participate in research, no addiction and use of psychiatric drugs such as anti-anxiety and anti-depressants, no occurrence of stressful events such as divorce and covid-19 in three months. In the past, they were in a family member and did not receive psychological services in the last three months. The research tool was a semi-structured interview in the qualitative part and a researcher-made questionnaire (28 items) in the quantitative part, whose validity and reliability were confirmed. The research data were analyzed in the qualitative part with the coding method and in the quantitative part with the Multiple Attribute Decision Making method and the Simple Additive Weighting technique.

Findings: The findings showed that for the employer brand model of the Ministry of Education, 28 components were identified in 7 dimensions, including recruitment strategy, employee recognition, employer brand position, management style, human resource management system, brand strategy and brand promotion and promotion. Also, among the dimensions of the Ministry of Education's employer brand model, the dimensions of the human resources management system, brand strategy, recruitment strategy, management style, employer brand position, employee recognition and brand promotion and promotion were ranked and prioritized respectively. In addition, among the components of the employer brand model of the Ministry of Education and Culture, the components of talent management and practical styles are in the first place, capable human resources, infrastructure program of recruitment, attraction and employer system in the second place, modern human resources management, job satisfaction, motivation and solution Commercialization problem was ranked third and other components were ranked fourth to eleventh.

Conclusion: According to the dimensions and components identified for the Ministry of Education's employer brand model and their rank, education specialists and planners can design and implement programs to improve employers in the Ministry of Education. According to the dimensions and components identified for the employer brand model of the Ministry of Education and the rank of each

of them, the following practical suggestions are provided. - The customer should not ignore the fact that there are slight differences between the rated dimensions and components, and while paying attention to the ratings of each of the dimensions and components, he should have the ability to understand these differences and consider all aspects with a holistic and systematic view. - The human resources management system in the Ministry of Education and Culture is included in one of the sub-categories of the deputy of resource planning and development, but according to the nature and type of task that is foreseen for this deputy, it seems that the inclusion of human resources management as a quality unit is not proportional to it and the activities It has been marginalized. Therefore, it is suggested that due to the great importance of the human resource management system in the employer brand model, this unit should be promoted from the center level to a higher position in the organizational chart, and a structure corresponding to scientific, efficient and capable management in the field of human resource management of the Ministry of Education and Culture should be defined, and be explained. - In the field of human resources management, a creative and forward-looking view should replace the administrative and everyday view

Keywords: Employer brand, Education, Multiple Attribute Decision Making, Human Resources Management System, Brand Strategy.