

## A Comparative Study of Meritocracy System in Iran, Britain and the US

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### ABSTRACT

Today, meritocracy is considered as a key victory for the reform and development in the continuing political and administrative systems and the governments are clearly aware about the prominence of its concepts and teachings. Superficial glance, it may be understood that meritocracy system is purely an organizational issue and human resource management functions, in particular, refers to issues such as the selection and appointment of managerial jobs, while the selection and appointment processes and maintaining managers are visual representations of meritocracy and establishment of a system of meritocracy and any analysis about the roots, contexts and promoting it requires a broad and extensive study. Accordingly, we decided to review the literature, history, and existing laws in order to compare and implement guidelines and procedures relating to the recruitment and appointment and promotion of staff in government offices in Iran and two other countries of Britain and the US. In was inferred from the discussions, in any country with any kind of social system and political regime, select in the most competent individual to be absorbed and utilized in the organizations is done with a special sensitivity. So, in order to achieve optimum results, using specialized forces and the use of tools, procedures and technologies is obvious and efficient in recruitment needs of the organization

**KEY WORDS:** Meritocracy; Comparative Study, Human Resource Management, Recruitment And Appointment.

### 1. INTRODUCTION

Today, meritocracy is considered as a victory key for reformist and developing movements in political and administrative systems to survive and governments don't seem to feel needless about its teachings and concepts. Meritocracy is considered as a pretty novel concept and a complex system of procedures that must be implemented in organizations through a long term, scientific and wise process which requires organizational, legal, and structural infrastructures. Implementing meritocracy in an organization starts with looking for the merits completes with merit appointing, merit training and then continues with keeping merits. In fact, implementing meritocracy requires a long term and continuous attempt for a social and cultural transformation. For a transformation to happen it is necessary to work in different contexts at the same time [1]. Although meritocracy is a quite well-known concept in our managerial literature, its prominence in today's competitive world requires the concept to be analysed from different angles and for times. Accuracy and honesty of the service provided by staff of a developed government and country is of utmost importance. So, implementing an efficient recruitment system is one of basic factors. Such system is not only for identifying, recruiting and appointing talented staff, but also is for increasing their effectiveness and productivity through scientific mechanisms and continuous effective educational system and offering motivating bonus and all measures for keeping effective human resources. This way the system can offer the best service with the lowest cost and shortest time to people. Therefore; the goal of such system is to make a suitable context for implementing a system in which all measures relating to selection, appointment, promotion, job classification, educational programs, assessment, motivating and welfare issues, salary programs and all administrative and employing are based on efficiency and merit criteria. Implementing meritocracy, in real, requires a long term and continuous attempt for social and cultural transformation. The question, now, is to what extent is Iran compatible with meritocracy conditions and what measures have been done to walk in this way. Is the current regulations and law accountable for a meritocratic system? Is the present administrative structure able to fulfil guidelines and goals of a lawful administrative system? Are all processes of selecting, appointing, and promoting of staff based on a logical, scientific and legal mechanism? Is spirit and motivation of the staff well considered? Is salary system based on efficiency, productivity and qualification of the staff?

For centuries in Iran and in kingdoms, government positions were given to princes and their friends and relatives. This story was true about other countries. Did this system stay intact after changing kingdom in those countries? Such questions made the authors review some related literature and laws and records in order to have a comparison between guidelines and procedures regarding the promotion, appointment and recruiting government staff in Iran from one hand and The UK, a European developed country, and The US, a developed country in American continent, from the other hand.

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## 2. REVIEW OF RELATED LITERATURE

The term meritocracy was first used by Michael Young, English sociologist, in 1985 in his book "The rise of the meritocracy". He anticipated in this book that this new social system will lead to a social revolution in which herds of people dispose or dethrone those kings or rulers who diverged from senses, needs and wants of people. Despite this definition inspires a negative feeling for the word meritocracy, Young believes there is no system more just and rightful than meritocracy [2].

Bilton in his book "The basics of the meritocracy" considers meritocracy as an approach based on which citizens can blossom their talents under shadow of educational systems and utmost attempt. And these people will be selected based on their efficiency and qualifications excluding any discrimination about social strata, wealth, race and sex [1]. Furthermore, the base of meritocracy is common including epistemology, justice, and servitude. Some features of meritocracy are to consider strategy, and decision making in the government affairs.[3].

### 2. 1. Review of research projects in Iran and other countries

To have any type of research about meritocracy it is necessary to determine your view point about it. Determining criteria for a system to be called meritocratic is of high prominence. In a meritocratic system there is a special composition of values and parameters which can be considered as criteria. It is clear that social, political, cultural and even economic conditions in every country may affect these criteria and because of this it would be better to study the criteria based on conditions rather than to study them one by one alone. Due to above fact meritocratic experiences and studies will be reviewed in Iran and other countries.

United Nations Committee of Experts on Public Administration (UNCEPA), dependent on socioeconomic council, reported in 2003 that based on their accurate studies and meetings and investigations, the following systematic prospect, about meritocracy:

"Staff is the blood in veins of public organizations and is the main factor in renewing and reforming management in these organizations. Knowledge, skills, values and approaches of government staff is the heart. Reliving government management needs to be investigated with a totalistic view. For instance, staff education is not apart from an organization operation. Operation plans and developing human resources are part of the organization goals and recruiting processes and these goals and the organization structure are all connected to understanding the policies and considering its citizens. From the other hand, organization goals cannot be determined without considering the government policies and macro-economic frameworks.

Peterson et al., [4] in the study "Meritocracy and Social Networks", investigated the effect of sex, race and social networks on the process of recruiting and appointing staff in high tech middle size organizations. He studied on about 35000 job applicants during 10 years (1985- 1994). By social network he meant personnel networks, information and recruitment offices. These networks take different shapes and are mostly woven together and are unclear. These networks supply information for job opportunities for job hunters and applicants.

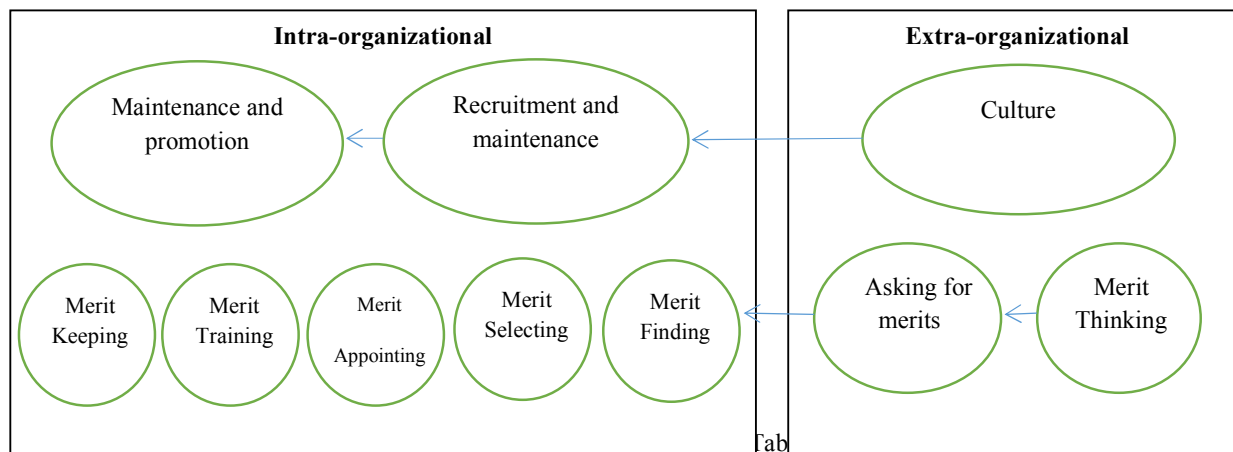
In the study "efficiency, management and neutral competence", scholars investigated how to watch the Merit system protection board (MSPB) in the US [5]. This study showed that the outcome of efficiency is affected by two factors; first political party accountability and second sacrificing efficiency due to managerial and administrative interest in institutional levels. The above study investigated both factors in The US government. The results of this study are briefed as below:

- Some of problems relating to the staff salary and bonus have their root in complicated methods and procedures and this can impact the organization goals.
- Deregulation can make reforms and fundamental changes when this process leads to decreasing the repetitive nature of some regulations and leads to effectiveness of the regulations of efficiency principles and when it is concurrent with the institution or organization goals.
- The current cultures which are not compatible with efficiency principles may be powered by decentralized power sources or may be against the organization goals or legal and regular needs.
- There is a flexible balance between wants of the staff and managers. What seems to be important is the understanding of this balance and knowing ways which lead to its destruction.

Dr. Richard Longoria in his P.H.D dissertation investigated Americans' opinions towards meritocracy from viewpoint of distributional [6]. The extent to which Americans support meritocracy was the main question of this study. Result showed that Americans mostly believe the US has not achieved meritocracy ideals. The results also illuminated that their viewpoints have two dimensions, first, intelligence and being hardworking need to be prized and second, some factors such as inheritable wealth and distributing educational opportunities through the market can affect meritocracy.

Latifi and Sohrabi [7] in a study titled as "A comparative assessment of meritocratic system in selected countries" compared meritocratic systems in The UK, The US, South Korea and Japan. Some factors like governmental structure, meritocracy principles, main efficiency pointing in selections, structure of meritocratic systems were compared in above countries. Outcomes showed that all four countries are good examples of transparent and clear meritocratic system. Every country has defined its own meritocracy principles and has founded a special organization for implementing this system. There are some differences in cultural contexts and, in turn, the time of implementation. The history of meritocracy is longer in leading countries.

Tabatabai and Ansari [8] in the study “the effect of the meritocracy on productivity” introduces steps of meritocracy as below:



### 3. METHODOLOGY

This is an applied, comparative and descriptive study. The present study is a survey descriptive research in which comparative assessments were done on meritocracy systems in selected countries. Meritocracy in Iranian administrative system was investigated and some suggestions to improve it were posed. Also selection methods and ways of employing staff were compared between selected countries.

### 4. RESULTS

#### 4.1. The United States

America is the 3rd most populated country and the 3rd largest country in the world and has the largest variety of people races in the world. The US annual GDP is over 13000 billions of dollars. 19% of purchase in the world is by Americans. America has the largest economy in the world. Its main products are Chemicals, oil products, steel, automobiles, aerospace products, telecommunication, electronics, food products and mining and wood industries. America had the first rank in producing power, oil refinery, coal resources, wind energy and nuclear energy.

#### 4, 1, 2.The US Recruitment and Meritocracy

Recruitment in the US is unbiased. The first step for having such unbiased recruitment was taken by CSC in 1883. To make sure an absolutely unbiased recruitment, this commission is held by one member of minority party and two members of majority party. The minority party member watches the process and makes sure recruiting policies and guidelines are unbiased towards a special party or group. The federal government recruits through holding a written test held by the organization of personnel management (OPM). Another method of recruiting is appointing particular people for special jobs. This type is particularly for those who pass training classes for specific jobs or have enough experience in a special position. Social system in America is a valuable meritocracy. In such system those who work more and spend more time will get better results. Most common ways for recruiting people. After this primary step there are well-structured interviews, drug tests, and non-structured interviews. The recruiters use results of assessment centres and psychological interviews about the applicants' personality, talents, etc. A good example of such efficiency based interviews in which behavioural events are used can be seen in the medical centre of experienced army members of the US in Gins will in Florida, The US.

#### 4, 1, 3. Education in the US

In the late 19th century the number of students studying in about 1000 university in the US was around 160000 students. Some of these institutions (say, Tennessee University) were founded long before their states were established.

Today, most of the charges about education in schools and high schools in the US is paid by the government. In the US there are about 5800 university and or high education institutes in which there is opportunity for almost all people of the society to continue education. Some common ways through which students can afford their education costs are low interest loans, ex gratia payments, educational scholarships, etc. the most populated university in the US is Ohio university with more than 53715 students.

**Table 1.** The US in a glance

<b>Government</b>	<b>Federal republic</b>
<b>membership</b>	Permanent member of the united nations security council
<b>Parliament</b>	Congress: the supreme court (The Senate) - House of Representatives
<b>Parties</b>	Democrats and Republicans
<b>Meritocratic organization</b>	OPM – MSBP- SES
<b>Meritocracy principles and qualifications</b>	<p>Using well qualified people through suitable advertisement and observing equal opportunity for all Justice without considering race, skin colour, religion, age, sex, etc.</p> <p>Considering competence Equal payment for equal work Attempt for achieving standard operation by personnel Training well</p> <p>Supporting the staff against non-just decisions, breaking law, mal-managements, etc.</p> <p>Main qualifications: change leadership, people leadership, pragmatism, having business talents, communication skills</p>
<b>Administrative divisions</b>	There are 50 states in the US; everyone is of much independence from the central government based on their federalism system.
<b>Religion</b>	The US is formally a secular country.

Source: findings of this research

## 4.2. Britain

Britain, along with Scotland, Wels and North Ireland composes the country of The Kingdom of Britain and Northern Ireland. Britain has the 4th most powerful economy of the world. 76% of its lands are under agriculture. Although a small percent of people are farmers, their products are exported in addition to supplying local markets. Retains industries is dependant to imported raw materials to a high extent. Britain is independent in producing oil (from North Sea).

### 4, 2, 1. Labour organization for meritocratic system of Britain

4, 2, 1, 1. Office of the Commissioner for Public Appointments in England and Wales (OCPA).

This office was founded in 1995 to attract public trust in order to have an independent appointment system for the applicants and staff. This office is responsible for residing and tracing professional regulations in appointments in the government and for protecting meritocracy principles.

#### 1- OCPA principles

- Ministers' responsibility: the final decision for appointments is made by ministers.
- Efficiency: all appointments in the government is based on efficiency and competence and after well advertisement among those who may be of high ability, experience and individual qualifications for the specific job.
- Unbiased meticulous investigation: nobody is appointed before a group of experts composing of an independent assessor investigates the appointment meticulously.
- Equal opportunities: all organizations are to follow equal opportunities principles for all people.
- Honesty and trusteeship: appointed people must follow all principle and values in government official systems.
- Transparency and clearness: Principles of the open government must be taken into consideration while appointments. The process of appointment must be clear and clean and all the information about the appointment must be available.
- Appointment based on the "proportion" principle: it means that appointment must be proportionate to the nature and the responsibility of its position.

#### 4, 2, 1, 2. Office of the Civil Service Commissioners (OCSC)

Traditionally, there are three main ways for starting recruitment: interview, application form, and visiting form. Britain is not an exception in this regard. However; there are some newer methods. University staff in Britain is still recruited and employed using these forms and interviews and psychological tests are rarely used for them. But, universities are using another method too.

### 4, 2, 2. Education in Britain

The government never intervene or plays any role in managing the schools, employing the teachers of providing educational books. These are supervised by the central organization of science and education which is administered by a minister and is to report its works to the parliament.

- The government does not interfere in schools, teachers' recruitment or preparing textbooks. These are under supervision of the central organization of education and science. This organization's work is reported by a minister in the parliament.
- Education is necessary and free till end of high school. There are non-profit schools too.
- Universities are independent from the government.

- If student don't achieve to enter universities, they can continue their education in higher education colleges some of which are as credited as universities.
- Students get fellowship based on their family income.
- In 1971, Open University was established to help those students who cannot enter universities. This university holds its classes using radio, TV and lectures and its degree is of the same value with other universities.

**Table 2.** Britain in a glance

<b>Government</b>	<b>Kingdom</b>
<b>membership</b>	the united nations (from 1945), The European Union (from 1973), The North Atlantic Treaty, G7, OECD, OSCE, Council of Europe
<b>Parliament</b>	Parliament is the highest legislative source in Britain and is composed of 3 elements of the queen, The House of Lords, House of Commons. All these three are independent.
<b>Parties</b>	Socially, there are two parties in the UK: one from different strata of the society (ex. Labour party), and race or tribe parties (ex. Minor Scottish parties) Main political parties are as below: Conservative Party, Labour Party, Liberal Democrat Party, Scottish National Party, Plaid Cymru - Party of Wales, Ulster Unionist Party, Democratic Unionist Party, Social Democratic and Labour Party, Alliance Party of Northern Ireland, etc.
<b>Meritocratic organization</b>	OCPA- OCSC
<b>Meritocracy principles and qualifications</b>	Employing after taking entrance test The final responsibility for appointing is for the ministers All appointments are based on principles of meritocracy and are after well advertisement Meticulous investigations by a group of experts including an independent assessor Considering principles and values of government administrative systems Clearness and cleanness of appointments and availability of the information Efficiency criteria in government departments: leadership, thinking and strategic planning, pragmatism, people management, communication, financial management, individual efficiency, intelligence and creativity and judgement, expert qualifications.
<b>Administrative divisions</b>	There are 9 regions, 48 counties and 326 towns in Britain. The great Britain and North Ireland is composed of 4 states of England, Scotland, Wels and North Ireland. England state is composed of 39 districts and 6 metropolitan cities plus London. Wels is composed of 8 districts. Scotland state is composed of 9 regions and 3 island councils, North Ireland is composed of 6 districts.
<b>Religion</b>	Christian (Anglican), Roman Catholic

Source: findings of this research

#### 4, 3. Iran

Iran means the land of Aryans. The formal name this country is Islamic Republic of Iran. Its economy is floating mixed and transition with 50% of Public sector which is centrally planned. Iranian economy is dominated by production of oil and gas (80%). 60% of the government's income was from oil and gas export in 2010. Something which can be highlighted and is incomparable with other countries is the share of cultural institutions from the central government's budget which is 30%. Iran has 11% of oil resources and 18% of gas resources of the world. Iran is the second OPEC oil exporter and the 4th oil producer in the world.

##### 4, 3, 1. Iran Recruitment and Meritocracy

The eighth chapter of the country service management law; appointments and promotions:

Article 53- Appointment and promotion of the staff needs to be based on their education and experience for the position and be after making sure about the efficiency and competence of the staff.

Article 54- In order to reside meritocracy system and making managers; service more stable, all administrative offices of the government are to have the following measures:

Determining necessary qualifications for professional managers in order for well qualified managers to be selected and appointed. Specialised tests must be got, when such appointments and selections are not available.

Government organizations are permitted to recruit only up to 15% of their professional managers from well qualified applicants (considering their related experience and expertise necessary for the job and disregarding managerial hierarchy) from out of the organization.

Dismissing or appointing political manager positions (mentioned in article 71 of the present law disregarding and without observing job promotion steps can be decided by the will of the higher position managers.

The service period for professional managers is 4 years the extension of which is permitted. Position changing for the staff before ending their service period is possible if it is done by admittance of the guideline proposed by the organization and ratified by the cabinet.

Waver 1) in this article, holding companies and all their sub-organizations are considered as one company.

Waver 2) in any of administrative offices, one of the vice chancellors' positions mentioned in articles of article number 71 is fixed and his/her appointment or dismissing is based on the by-law which is proposed by the organization and ratified by the cabinet.

Waver 3) all administrative offices and organizations are to provide a condition in which staff can get professional promotion in a competitive atmosphere.

Waver 4) Managers mentioned in article 71 of this law are supposed to be political managers and the others are professional managers.

Article 55- the organizations are to provide a data base of managers to be used by other higher rank managers. This helps keeping human resources and identifying new well-qualified people for taking managerial posts.

Article 56- the organizations are to plan training processes and programs for the managers to get familiar with their duties and roles in the positions they are appointed and any appointment or promotion of the managers must be accepted only after passing these classes.

Article 57- administrative by-law of this season and the specialized or general conditions of professional management positions and promotion process by the organization.

#### **4, 3, 2. Meritocratic System in Iran**

Meritocracy bill in Iran composed of 9 articles and presented by the Management and Planning Organization of Iran (MPO) to the cabinet in August 2005, following the article No. 141 of the fourth development plan law. The bill follows below goals:

- Establishing meritocratic system
  - Stabilizing managers' service
  - Justice in appointments
  - Reducing the effect of political changes in selection and appointment of managers
- Meritocratic administration is the desirable system for selecting, appointing and replacing of the managers in Islamic Republic of Iran.

Vision: to move towards meritocracy in all levels, especially management levels

Mission: to plan and establish a system for selection and appointment of efficient managers

Strategy:

- To establish a system based on meritocracy according to the qualifications of people
- To move toward a comprehensive selection and appointment system in all levels
- To focus in making policies and decentralizing the selection and appointment processes
- clearness and accountability in appointments
- avoid appointments based on political preferences

Measurements to achieve goals:

- 1- Enactment of the regulations regarding selection and appointment of managers done by the Supreme Council No. 1901/1426 dated 31.3.2003.
- 2- Preparing the administrative instructions for selection and appointment and replacement of managers No. 1804/113517 dated 8.9.2003.
- 3- Preparing the meritocracy bill based on article No. 141 of the fourth Development Plan
- 4- Including the meritocracy topic in the annual audition of the organization and tracing well performance of its regulations.

4, 3, 2, 1. Recruitment process in Islamic Republic of Iran

Selecting and appointing the staff has two steps in Iran:

- 1- Scientific and expertise assessment
- 2- Value and culture assessment

The first step is by human resource department and the second is to appointment.

Saatchi [9] has sited some of different tests used by the public government in Iran between 1966 and 1973.

- Mental ability test
- Talent test
- Skills test
- General information test
- Leadership and management test

#### **4, 3, 3. Education in Iran**

Current education structure in Iran was commenced and shaped in 20 century. Modern education started by establishing Dar-al-Fonoon school in Tehran by Amirkabir. Technical and natural sciences and a little of humanities was taught in Dar-al-Fonoon by foreigner masters under supervision of Reza gholikhan. Following establishing this school many books were translated from European languages to Persian.

The current shape of the elementary schools in Iran was commenced from Pahlavi rulers and has undergone numerous changes up to now.

Higher education in Iran is part of education and training system and now is managed by Ministry of Science, Research and Technology and the Ministry of Health and Medical Education (for medical sciences). Higher education in Iran includes all training and teaching which lead to associate, bachelor, master and PHD degrees. There are about 400 universities and higher education institutes in Iran.

**Table 3. Iran in a glance**

<b>Government membership</b>	<b>Islamic Republic</b>
	The UN – OPEC – Organization of Islamic Conference (OIC) - Non-Aligned Movement (NAM) - ECO
<b>Parliament</b>	Bicameral legislative composed of The Islamic Consultative Assembly and The Guardian Council
<b>Parties</b>	Right wing and left wing
<b>Meritocratic organization</b>	The country management service law Supreme administrative council Management and Human resources development council
<b>Meritocracy principles and qualifications</b>	Minimum age is 20 and maximum is 40 for official staff. For experts with PHD the maximum age is 45. To be Iranian Passing military service or having any exemption legal degree Not to be afflicted by addiction or drugs Not having any effective punitive condemnation record Having related university degree with the position to be got To be physically and mentally healthy, based on the by-law enacted by the cabinet To believe in Islam or any official religion clarified in the Constitution of Islamic Republic of Iran. Liability to in the Constitution of Islamic Republic of Iran. Obtaining certitude regarding competency (scientific, beliefs, morale), job interest, creativity, novelty, serving morale and official discipline will be determined by expert committee of qualification of the government official staff. Passing training courses and acquiring necessary skills for the job. Getting the appointment office admission
<b>Administrative divisions</b>	31 counties
<b>Religion</b>	89% Shieh – 9% Sunni% - 2% Christian, Zoroastrian, Jewish, Bahai, etc.

Source: findings of this research

## 5. RESULTS

In this study, some factors such as government structure, meritocracy principles, main efficiency and competency in selecting the staff and work structure of meritocratic system are investigated and compared in 3 countries. All three countries were recognized as examples of transparent clear meritocratic systems.

Every country has enacted its own meritocracy principles and has determined a specific organization to watch and make sure about staff recruitment. Not necessary to mention that establishing this system in these countries has happened in different periods.

**Table 4: Comparative results**

<b>Investigated topic</b>	<b>Iran</b>	<b>Britain</b>	<b>The US</b>
<b>Government type</b>	Islamic Republic	Kingdom along with parliamentary government: the party which takes most of the parliament chairs will lead the country and the leader of the party is the prime minister.	Federal government (150 states and one federal region)
<b>Legislature structure</b>	Bicameral legislative composed of The Islamic Consultative Assembly and The Guardian Council	House of Commons (635 members elected for 5 years) The House of Lords (1000 members elected for 4 years)	Bicameral legislative composed of House of Representatives (435 members elected for two years) and the Senate (Senate has 100 members of which there are 2 senators from every state for 6 years. One third of senate members are replaced every 2 years. )
<b>Meritocratic job system</b>	The country management service law Supreme administrative council Management and Human resources development council	Country service system Public Administration Committee office (OCPA) (Independent from the cabinet- with more than 12000 independent appointments leads government jobs)	Staff administration office composed of 1 member from minority party and 2 from majority party appointed by the president for a 6 year period Merit Systems Protection Board (MSPB) Office of personnel management (OPM)

## 6. DISCUSSION AND CONCLUSION

Principally, efficiency and meritocracy is a dynamic and unstable concept and changes based on the conditions, values, environment, views and visions. Ruling norms and principles determine macro-policies and leadership methods of the rulers in all human societies with any system in different economic, social and cultural areas and topics. Determining reference offices for auditing people qualification and checking criteria in order to select talented and efficient staff is dependent on cultural and social principles and conditions, the society needs, economic development, etc.

Competent human resources are fundamental capital and starting point of any revolutionary movement and innovation in organizations. Most of countries, despite they have rich natural resources, are not able to exploit the resources due to lack of competent and efficient human resources. On the other hand there are developed countries which have achieved development and wealth without relying on natural resources and physical wealth just by relying on their human resources.



Generally speaking, Human resource management (HRM) is connected to those philosophies, guidelines and methods which can influence the organization staff. HRM activities contribute the organizations to achieve their strategic goals and stable competitive advantage. An effective HRM affects low financial levels of the organizations, staff and their life in the society.

Recruitment is all over the world has two stages: appointing the applicants and then selection of the best applicant. Recruitment activities get more prominence when the demand for job is more than its supply. Selection of competent people from the applicant can help to improve productivity and decrease the rate of job quit.

As is different the conditions for getting jobs, people are different in qualifications, talents, abilities, interests, motivations, etc. this diversity has made some difficulties for the planners in selecting the most competent applicant for the positions and jobs. The most outstanding problems are in making decisions in employing, appointing and promoting of applicants and staff which certainly is not free of mistakes. Appointing people for jobs which correspond with their abilities has made revolutionary changes in developed industrial societies. That's because people gain much experience and skill with less attempt.

Studies numbered characteristics of a meritocratic system based on recruitment conditions is as below:

- A meritocratic system must have the power of identifying, assessing and other processes related to current and to-be managers.
- Such a system must have a managerial administrative data base of managers in order to clearly be accountable for its decisions, as well as to be effective in decision makings and planning. Moreover, this data base, based on a strategic planning, can play a key role in meritocratic system when selecting, appointing and replacing the managers in all low, medium and high managerial levels.
- Managers' position in meritocratic system must be of high prominence. In fact, the organization visions and goals are the founding philosophy of it and to achieve them a coherent team work is unavoidable. Complexities of team work along with human resource limitations and environmental and condition changes in internal and external affairs of the organization all and all highlight the role of efficient management.
- Updatability and flexibility of information about managers is inevitable in a meritocratic system.
- A meritocratic system, along centralized policy making, moves towards decentralizing the steps about selection and appointment of the managers.

In a comparative study by the World Bank in 26 members of the organization for economic CO-operation and Development (OECD) and Central and Eastern Europe countries (CEE) administrative and service systems for recruitments was investigated. A point worth considering more was that all these countries followed the same recruitment structure in internal service and other government departments. Some of OECD members are the US, Turkey and Britain. As an example, General Mental Ability (GMA) test is used widely in the US as an index for selecting the staff [10].

Our studies here showed that meritocracy principles in the US are some values such as equity and fairness, frankness, honesty, efficiency, competence, learning, assessment and staying in the job based on performance. These principles in the UK are values like responsibility, dependent investigation, equal opportunities, probity, frankness, clearness and propriety.

Referring to reagents is one of the most common ways for recruiting people. After this primary step there are well-structured interviews, drug tests, and non-structured interviews. The recruiters use results of assessment centres and psychological interviews about the applicants' personality, talents, etc.

In Britain, kingdom position is symbolic, despite many government institutions work by the name of the Queen or King of the country, however; The Queen does not have any administrative operational authority. As a result the queen does not have any political decision making responsibility and even in many cases related to the royal kingdom, decisions are made and administered by the name of the king or the queen but by the government, parliament and other institutions.

Studies in Britain shows that there are three traditional methods of interview, filling application form and visiting form are the most common, like many countries in the world.

Traditionally, there are three main ways for starting recruitment: interview, application form, and visiting form. Britain is not an exception in this regard. However; there are some newer methods. University staff in Britain is still recruited and employed using these forms and interviews and psychological tests are rarely used for them. But, universities are using another method too.

In Iran, appointment and promotion of the staff needs to be based on their education and experience for the position and be after making sure about the efficiency and competence of the staff.

It can be deducted from above information that in every country with any type of social and political system, selecting competent staff for the organizations is done with high sensitivity. So, in order to take the best results it seems evident that the organization to tries to employ expertise staff and use up-to-date tools, technologies and methods.

The more effectively the organization manages its staff, the more successful it will be. Complexity of HRM clarifies that it is not an easy job. On the other hand and in exchange the managers need to take some responsibilities such as human resource planning, recruitment of the staff and training them, having performance assessments, making decisions about how to gratify the staff service.

Considering the correspondence of individual talents with the job position needs, as well as well training of personnel is of utmost prominence when appointing or promoting the staff. So it is suggested that:

All applicants for a job, without considering their sex, race, religion, etc. must be elected through an impersonal mechanism, like entrance and employment test based on which more talented people will be selected and will pass.



Appointments need to be done considering spiritual and individual and psychological dimensions of the personality of the staff. Staff must be appointed correspondence to their morals and personality traits fit with the job.

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