

## Organizational Adequacy Promotion Model for Digital Maturity of Organizations in Iran

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### Abstract

**Objective:** The purpose of this study is to improve the organizational adequacy model for the digital maturity of Iranian offices with a data-based approach. **Methodology:** This research was conducted with a qualitative-inductive approach and the Strauss-Corbin contextual theory method. The research tool (data collection) was a semi-structured interview, which means that by analyzing qualitative data, the unknown aspects of the research variables will be identified. Using the grounded theory method, the data obtained from interviews with 10 elites and qualified specialists of the Telecommunication Organization were analyzed in three stages of open, axial and selective coding. 14 general categories were presented in the form of a paradigm model whose factors include causal conditions (law and regulations, organizational culture, organizational structure, need for organizational adequacy, customer relationship management) central phenomenon (promotion of organizational adequacy in the Iranian administrative system), underlying conditions (Organizational

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development method), intervening conditions (effectiveness of human resources, organizational principles, and criteria, organizational adequacy thinking) and strategies (growth and development of administrative culture, development of basic criteria of organizational adequacy, organizational excellence strategy) and consequences (achievement of organizational goals, achievement of master goals Reference). Human resources are the most valuable factor of production and most important capital and main source of competitive advantage and the creation of basic capabilities and real estate wealth in the areas of talent recognition, monitoring of any organization is considered, so it is necessary to improve the performance capital. Telecommunication organization with knowledge developments can continuously improve organizational adequacy to achieve digital maturity.

**Keywords:** Organizational Adequacy, Inadequacy, Organizational Knowledge, Competence of Managers.

## **Introduction**

The process of social transformation and the advancement of information technology have brought about many changes in human life while creating new opportunities for civic political participation in contemporary societies has influenced the traditional concept of government (Malodia et al., 2021). Human capital has a major role in the development of societies and is the most important infrastructure of any organization (Ferreira et al., 2021). Man as the main element of management can bring development about or act as a great obstacle to development. Organizational adequacy is a general structure that refers to how organizational operations are performed (Hirudayaraj & Matic, 2021). In recent years, many concepts of the humanities have changed under the influence of information and communication technology, and the concept of digital governance as a cross-disciplinary concept such as law, political sciences, management, and sociology is semantic. It differs from its classical perception and focuses on components such as the maturity and adequacy of individuals (Samsor, 2021).

One of the ways to increase organizational adequacy is to create a learning and knowledge environment (Hofman & Tadelis, 2019). Organizations need continuous improvement to survive and thrive in today's competitive world (Pluchino et al., 2010). Adequacy refers to how tasks are performed, activities, and their results. Among the various human resources of organizations, the role of managers is prominent and necessary and it is emphasized that management is necessary to manage all types of organizations and good management is the backbone of successful organizations (Uddin Ahmed, 2019). The world today is surrounded by technology and digital developments; Simply information technology is the most important asset of modern life; But how important is digital transformation management and alignment in organizational adequacy? (Twizeyimana et al., 2019). Most organizations believe that the importance of digital transformation for productivity and productivity is crucial for human societies, and especially organizations, to manage their knowledge effectively (Kulichyova et al., 2021); Therefore, increasing the capacity to accept and align people with digital change, leads to the development and promotion of organizational competence (Hermanto, 2021). Each organization or department has a specific hierarchy in its administrative structure based on which the growth

rate of employees is defined and determined. Job promotion is not only a reward for the positive performance of employees but also a way to give employees the opportunity to take on new responsibilities (Acosta, 2010). According to the principle of inadequacy in organizations, people who are not qualified for their jobs are often dealt with, and this is a complication that affects most organizations (Benson et al., 2019).

The author of this principle, Lawrence Peter, mentions several cases in which an employee has been assigned to a higher job during his or her service and has stopped in the same job when he or she becomes incompetent. Thus, Peter believes that in the hierarchy of organizations, all employees are eager to reach the level of inadequacy, and the science of hierarchy must examine and investigate this lesion. Today, all organizations use hierarchies and must be aware of their effects, the principle of Peter gives them this knowledge (Hoffman et al., 2019); So there are many reasons why individuals and organizations decide to promote their personality alongside leadership competencies and organizational practices, such as selecting candidates for employment. Research has highlighted the importance of personality development for individual well-being, both personally and professionally. Therefore, it is not only beneficial for organizations but also beneficial to individuals within the organization (Crossan et al., 2020). Describes the competency of the knowledge base and the performance standards required to complete a job or position, because competency plays a very important role in getting a job done. These tasks intersect with the need to develop the overall level of efficiency of government administration and improve the level of competence of employees in government services (Altukhova et al., 2018). The higher a person's level of competence, the easier it is to accept and develop knowledge, technology, and innovation at work to increase productivity (Hermanto, 2021). Organizational adequacy has been of interest to both academic researchers and executives for decades because the result is the use of tangible and intangible resources in organizations, although intangible resources are more important to organizations (Mitsakis, 2020). According to this definition, sufficiency should be divided into two parts: 1) efficiency that describes how the organization uses resources in the production of services or products, ie the relationship between the actual and desired composition of inputs to produce certain outputs; And 2)

effectiveness, which describes the degree to which organizational goals are achieved (Rynolds et al., 2014). These goals are usually explained in terms of appropriateness (degree of compliance of outputs with customer needs), availability (aspects such as frequency, presentation between priority groups, and physical distance), and quality (degree of achievement of required standards) (Zhao et al., 2014).

Peter's principle (Peter & Hall, 1969; Fairburn and Malcomson, 2001; Lazear, 2004) states that all members of a hierarchical organization are promoted to the highest level of incompetence. When this happens, the career progress stops and the employee stays in the role he or she can play effectively. This inadequacy has devastating effects within the organization and ultimately affects productivity and consequently income (Feta et al., 2012).

On the other hand, organizations should define and explain the competencies required for jobs, especially important jobs such as their management, before taking any action to manage human resources. Today, competencies are considered as measurable models for the skills, abilities, behaviors, and other characteristics that distinguish the high and low performance of organizations (Fanget al., 2016). Competencies refer to perceptible behaviors that are formed based on knowledge, skills, abilities, and other personal characteristics and a person must have them to perform his role successfully (Sadri Ayoubi, 2021). Providing a model for improving organizational competence in the Iranian administrative system can be a very important step in creating a database of organizations, current, and future managers, succession breeding, talent management, capacity building, and decision-making process in providing a model for improving organizational competence with a special approach to meritocracy in the administrative system. Iran (Ahmadi et al., 2021). Competencies are necessary to achieve the competitive advantage of the organization and in order to create a framework for the management level, a managerial competency model can guide the vital process of human resource management recruitment, performance appraisal, training, and development (Shun & Wang, 2020). The competencies approach will be useful in motivating employees to develop their skillset (Wirtz et al., 2018). This approach can be used in different work situations and prepare people for organizational change (Kansal & Singhal, 2018). On the other hand, the requirements of managerial jobs are

complex in nature and its successful and effective performance in organizations requires a set of competencies, skills, and knowledge promotion (Tolouian, 2019).

On the other hand, today, a problem called "incompetent managers" has been bothering our country for many years. Managers who have always been in office. Originating from the spirit of the "Law of Energy Conservation", they never left the management scene and are only transferred from one organization to another (Pourezat and Abdi, 1399). They have not achieved significant achievement and performance in any of the organizations they have managed (Benson et al., 2019); But the consequences of taking responsibility for such people for our organizations and our country are enormous. The results of most researches show that the selection of managers based on specific (traditional) criteria leads to a decrease in the efficiency and effectiveness of the organization to a great extent (Ke et al., 2018; Benson et al., 2019). The use of specific criteria leads to the loss of talents and creativity (Fairburn et al., 2001). Fear of success is one of the main reasons for the mechanism of resistance to change and as an obstacle to personal growth and development causes people to have less need and motivation in trying to show their competencies (Asadi Fard, 2008), one of these needs, need It is success or motivation for progress that is one of the keys to economic growth because people who need high progress become active entrepreneurs who create growing enterprises and these institutions form the cornerstone of a developing economy (Andalibzadeh, 2017). Peter Drucker argues that the importance of promoting managerial knowledge if there is only one thing in the world of management today and that speaks for itself is that leaders are made and not born (Sadoughi et al., 2021).

Examining and evaluating the records of administrative systems in public and private organizations of the country confirms that they often do not have a practical model to increase the level of organizational inefficiency, Iran Telecommunication Company is no exception to this rule; Therefore, it is necessary to develop a model for improving organizational adequacy in the Iranian administrative system by performance levels. Considering that there is no specific model in the Iranian government system for the specific competency of managers of organizations and departments; This model can be a model for hiring, promoting, training, and evaluating the performance of managers and employees at the highest levels of organizations.

**Research methodology**

To answer the research question, the qualitative methodology has been used and in terms of the research philosophy is in the category of applied positivist paradigm and in terms of qualitative and quantitative research, it has an inductive and deductive approach and a survey strategy. This research is exploratory in terms of purpose and explores variables and their causal relationship. The required information was collected through interviews with experts and MAXQDA software was used qualitatively. The research population of the present study includes senior managers with knowledge management expertise who have been among the senior managers of the Telecommunication Organization in the last 40 years. It is important to pay attention to knowledge transfer in this industry, increase competitive capacity, increase productivity and employment and attract manpower. In this research, in order to implement the data strategy of the foundation, a systematic approach with three techniques of open, axial, and selective coding has been used (Lee, 2001).

Sampling was performed using the non-probabilistic judgment method. Interviews were conducted with research samples. Characteristics of industry experts include: High experience, managerial position, experience, and high knowledge. In order to sample, the snowball method was used and the interview was conducted in a semi-structured manner with open and general questions up to 10 people until we reached data saturation, but to achieve more certitude, up to 20 people were interviewed. Also, according to Clark's (2005) research, foundation data analysis is useful in presenting models where the current situation has a great impact on changes regarding the main pillars of the model. Finally, the factors were identified using the foundation data technique and MAXQDA software. For this purpose, to describe and collect data, the tools of observing organizational actions related to the subject of research and exploratory interviews of managers, national elites, and behavioral management have been used. The sample was interviewed by 10 managers, employees, and members of the board of directors of the Telecommunication Organization. To select them, the purposive sampling method was used and the interview was semi-structured, in-depth, and with open-ended questions.

### **Data Analysis**

In the first stage, qualitative data was collected through in-depth interviews with a group of experts. In the open coding process, many themes were obtained so that during the reciprocal process of data analysis, the collection of this initial qualitative data was reduced to fewer categories. Then, each of these categories obtained in the qualitative stage was examined. The following is a review of the interviews and then the indicators extracted from the texts and interviews.

This step offers more complex and comprehensive cases for comparing and distinguishing codes and concepts. At this stage, by identifying patterns within the findings, primary clusters were formed. Also in this stage of data analysis, while collecting new data, the researchers, by being involved in the continuous matching process, paid attention to the amount of new information received in the categories and thus to their saturation. A category represents units of study on events, happenings, and instances. Phenomenon-centered is typically a category among the data collected that is widely referred to during interviews or, theoretically, emerges in a central and fundamental conceptual form (Creswell, 2007). Strauss and Corbin (1998) include the types of categories that can be placed around the central phenomenon: causal conditions (factors that cause the central category to emerge), contextual and intervening conditions (internal and external factors affecting the implementation of model policies and strategies), Enumerated the strategies (strategies proposed in response to the central phenomenon) and finally the consequences (results of applying the strategies).

In order to answer the research question "What is the presentation of a model for improving organizational adequacy in the Iranian administrative system with a digital transformation approach?" Causal conditions i.e. categories that affect the central category, are put forward for improving organizational adequacy in the Iranian administrative system. Participants in the study stated that conditions are involved in promoting organizational adequacy in the Iranian administrative system, such as "law and regulations, organizational culture, organizational structure, the need for organizational adequacy, customer relationship management" which is described in Table 1.



**Table 1: Axial coding of qualitative data (causal conditions)**

Axial coding	Secondary coding	Open coding
Law and regulations	Constitution	Labor rules
		Organizational rules
	Develop practical rules	Lack of rules
		Need a new law
Organizational Culture	Organizational citizen behavior	Organizational ethics
	Social ethics	Mutual relations in society
		Lack of culture
Organizational Structure	Criteria of the Telecommunication Organization	Organization strategy
		Organization Structure
	Organizational capability	Lack of selection based on meritocracy
		Enhancing knowledge
Need for organizational adequacy	organization management	Effective management
		Staff principles
	Ability to manage	Organizational competence
		performance management
customer relation management	Reliable communication	Customer Orientation
		Security
	Communication development	Applicability of technology
		Personal communication
		Interpersonal communication
	Virtual services	

Underlying conditions for improving organizational adequacy in the Iranian administrative system: The context is a set of special characteristics that indicates the desired phenomenon, ie the location of events and happenings belonging to the phenomenon. The context represents a set of specific conditions in which action and reaction strategies take place. The set of background elements in promoting organizational adequacy in the Iranian administrative system includes the "organizational development method" which is described in Table 2.

**Table 2: Axial coding of qualitative data (Underlying conditions)**

Axial coding	Secondary coding	Open coding
Organizational development method	Optimal organization	Efforts to develop the organization
		Provide organizational adequacy model
	Optimal management	Manage others yourself
		business management
	Inefficient organization management	Inefficient staff management
		Management of inefficient managers

Interventional conditions for improving organizational quality in the Iranian administrative system: Structural conditions belong to a phenomenon and affect action and reaction strategies. They facilitate or limit strategies within a particular context. Participants suggest that "human resource effectiveness, organizational principles, and criteria, organizational adequacy thinking" are among the intervening conditions for improving organizational adequacy in the Iranian administrative system, which presented in Table 3.

**Table 3: Axial coding of qualitative data (intervening conditions)**

Axial coding	Secondary coding	Open coding
Human resource effectiveness	Efficient human resources	human resources
		Leadership
	Ability of organizational resources	Requires the ability of manager and employee
		Lack of consensus of human resources
Organizational principles and criteria	Organizational stress	The disordered nature of the organization
		Need to adapt the organization to the changes of the day
	Changing administrative system	Interference of stakeholder interests
		Conflict of interests of shareholders
Organizational adequacy thinking	Organizational adequacy	Feeling of systemic adequacy
		Allocate budgets for organizational adequacy
	Adequate management	Feel the need for committed managers
		Feeling the need for operational managers

Strategies for improving organizational adequacy in the Iranian administrative system: Strategies are based on actions and reactions to control, manage and feedback the phenomenon under study. Strategies are purposeful and they work for a reason. The strategies of this research include "growth and development of administrative culture, formulation of basic criteria of organizational adequacy, organizational excellence strategy" which is stated in Table 4.

**Table 4: Axial coding of qualitative data (strategic conditions)**

<b>Axial coding</b>	<b>Secondary coding</b>	<b>Open coding</b>
Growth and development of administrative system	Observance of organizational culture	Development of appropriate cultural values
		Development of organizational culture
	Development of administrative ethics	Administrative ethics
		Work conscience
Development of basic criteria of organizational adequacy	Develop coherent and efficient administrative principles and goals	Formulation of goals of the Telecommunication Organization
		Identify the goals of the telecommunications organization
	Determining the principles of communication of the Telecommunication Organization	Determining the principles of communication with the employees of the Telecommunication Organization
		Determining the principles of communication with the stakeholders of the Telecommunication Organization
Organizational Excellence Strategy	Promote organizational adequacy	Adequacy enhancement (customer communication skills)
		Adequacy promotion (competency of managers)
		Adequacy improvement (competency of the organization's employees)
	Promote knowledge and creative thinking	mental ability
		Creativity
	Monitoring upgrades	Supervision in accordance with the rules
Supervise the work of employees		

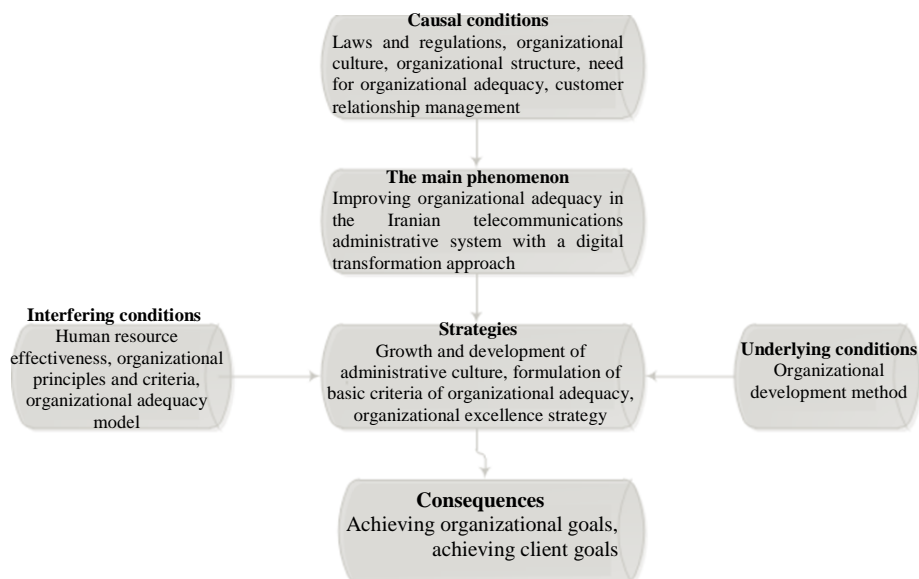
Consequences of improving organizational adequacy in the Iranian administrative system: The results that arise from strategies.

Consequences are the results of actions and reactions. Consequences are not always predictable and are not necessarily what people intended. Consequences can be events, they can be negative, they can be real or tacit, and they can happen now or in the future. It is also possible that what is considered a consequence at one point in time may become part of the conditions and factors at another time. The implications of this study include "achievement of organizational goals, achievement of client goals" which is stated in Table 5:

**Table 5: Axial coding of qualitative data (consequences)**

Axial coding	Secondary coding	Open coding
Achieving organizational goals	Transnational development	Organizational leading
		Expanding knowledge
		Organizational development
	Satisfaction of the organization	Increase public trust
		Increase employee satisfaction
Achieving the client's goals	Increase customer satisfaction	Managerial effectiveness
		Remote service
		Accelerate services
	Saving	Cost savings
		Proper use of time

Among the identified factors, the selective coding paradigm was performed and based on that, the linear relationship between the secondary code and the central code of the research including causal conditions, contextual conditions, intervening conditions, strategies and consequences was determined. Figure (1) shows the coding paradigm, in other words, the model of the qualitative research process.



## Discussion and conclusion

Human resources are the most valuable factor of production and the most important capital and the main source of competitive advantage and the creation of basic capabilities and real wealth in the areas of talent recognition, monitoring of any organization is considered, so performance capital is necessary. Today, organizations consider capital in human resources the key to their success, and increasing the capabilities of organizational staff as an important strategy. For this reason, the selection of qualified employees and the promotion of their technical skills and scientific information has become an undeniable principle in the development of organizations. Lack of attention to the necessary standards in selecting employees and disregard for the expertise, experience, and efficiency of managers in appointing them to organizational responsibilities has caused many organizations in developing societies to suffer from a lack of capable human resources. Information and communication technology have changed the concept of organizational adequacy by changing the tools, processes of realization, and effectiveness of governments in the field of organizational adequacy indicators such as access to information flow, streamlining, and transparency of employee participation in the informed decision-making process. The weakening of geographical

boundaries, the removal of the monopoly of access to information by governments, and helping to facilitate the free flow of information (Zeleti, 2010) in communities as well as in the environment and outside the national and local community, show a profound change in the functioning of communities and governments. (Yaghoubi and Zahedi, 2017).

Using the data research of the identified factors including causal conditions (law and regulations, organizational culture, organizational structure, need for organizational adequacy, customer relationship management) pivotal phenomenon (promotion of organizational adequacy in the Iranian administrative system), underlying conditions (organizational development method) The intervening conditions (effectiveness of human resources, organizational principles, and criteria, organizational adequacy thinking) and strategies (growth and development of administrative culture, formulation of basic criteria of organizational adequacy, organizational excellence strategy) and consequences (achievement of organizational goals, achievement of client goals) are the results. Causal factors include the existence of laws and regulations and the development of applicable laws for the appointment and dismissal of managers as one of the important factors for the proper selection of individuals to govern the rules of relations. Shortcuts for appointments were made through transparency. On the other hand, organizational culture is one of the reasons for which it can be said that culture is one of the most important, influential, and complex social phenomena that also contributes to the development of social products (in the general sense). Thus, culture both creates and is created, and the behavior of the citizen, organizational, organizational ethics, and social ethics and reciprocal relations in society can be a reason for the suitability and importance of people's culture. An organization that is one of the criteria of the Telecommunication Organization and the organization's strategy for selecting and considering the capabilities of individuals in the Telecommunication Organization to prevent non-selection based on meritocracy and therefore in selection the level of adequacy and knowledge of the individual should be considered. Effective managers and policymakers can be effective by considering principles for staff promotion and the ability to manage the necessary organizational competencies and performance management and customer relationship management and establish reliable relationships and

establish the principle of customer orientation and security and development of communications through the application of virtual technology and services. These achievements are in line with the studies of Swanson et al. (2020), Frexant and Renart (2020), Sadri Ayoubi (2021), Mansouri (2010), Ahmadi et al. (2021), Amirtash and Hashemi Arsi (2020), Sadoughi et al. (2021).

Interventional factors include the effectiveness of human resources as an efficient force and leadership style commensurate with employees and empowerment of organizational resources and the need for managerial and employee capability for human resource consensus and observance of principles and criteria for selecting competent managers and how to adapt to changing changes and Stakeholder interests and stakeholder conflicts that require organizational adequacy thinking and budget allocation to create a system for adequate management and a sense of need for committed managers and a sense of need for operational managers taking into account demographic characteristics and ultimately cultural factors that align with Swanson et al. (2020), Frexant and Renart (2020), Sadri Ayoubi (2021), Amirtash and Hashemi Arsi (2020), Sadoughi et al. (2021).

Underlying factors indicate the phenomenon in question, ie the location of events and happenings belonging to the phenomenon and where action and reaction strategies are developed. Organizational development and recognition of the current situation, reaching the desired organization and management based on competence in the organization to prevent the leverage of inefficient managers, which are consistent with the results of Swanson et al. (2020), Frexant and Renart (2020), Sadri Vaubi (2021), Amirtash and Hashemi Arsi (2020), Sadoughi et al. (2021), Rostami, Wadi'i and Baqerpour (2020), Rahimi et al. (2019), Ahmadi Tayfkani (2019), Mohebbi and Mohammadian Shamim (2018), Abedian (2017).

Regarding organizational strategy, growth and development of administrative culture and observance of organizational culture as well as the development of administrative ethics, formulation of basic criteria of organizational adequacy, development of coherent and efficient administrative principles and goals, determination of communication principles of telecommunication organization, and determination of organizational excellence strategy to improve organizational adequacy and creative knowledge and thinking. As well as improving organizational oversight that results in line with the

results of Swanson et al. (2020), Frexant and Renart (2020), Sadri Vaubi (2021), Amirtash and Hashemi Arsi (2020), Sadoughi et al. (2021), Rostami, Wadi'i and Baqerpour (2020). With the development of information and communication in traditional societies that have sought to reduce the cost of information management and increase the efficiency of services to the people, governments will perform better based on the organizational adequacy of human resources using quality information. The use of information technology is essential for government growth and facilitating organizational adequacy. Governments must use information technology, in line with organizational needs in the digital arena, to take steps to realize their rights, based on theories related to digital maturity and optimization of organizations.

Based on the results, the following suggestions are presented:

- Assessment of the knowledge, skills, abilities, attitudes, and ethics required by the managers of the telecommunication company and considering them in selecting adequate managers for the organization.
- Appointment and employment of people in a managerial role in the telecommunications company based on adequacy which is the basis for individual development.
- Installation by the telecommunication company according to the organizational adequacy model.
- Education of senior managers and their familiarization with their role in staff growth to achieve the necessary adequacy.
- Creating jobs in a way that requires continual learning and development of people.
- Control and guidance of employees to have a positive impact on the organization.
- Focus on productivity and effective incentive methods.
- Identification of skills appropriate to the profession and interviewing people and hiring or promoting them accordingly.
- Giving equal opportunities and sufficient support to employees to achieve the necessary qualifications for promotion.
- Realistic monitoring of employee behavior in critical situations.

According to the research findings and the model derived from it, the proposed solutions will achieve the desired outcomes, including the promotion of organizational adequacy and the development of information technology and digital maturity.



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