O R I G I N A L   A R T I C L E

Designing a Pattern of Culture of Organizational Aversion to Responsibility in Iran's Administrative System

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EXTENDED A B S T R AC T

Introduction
Organizational development is an applied, systematic, and continuous system-wide effort and process based on behavioral science and, by utilizing its strategies and techniques, creates and directs the cognitive, cultural, and structural changes of the organization's process in a way that ultimately leads to the organization's ability to achieve efficient strategic orientation, creative problem-solving, and effective self-renewal in line with the changes and requirements of the present and future environment in order to ensure and improve the effectiveness and health of the organization. Organizational development is an important part of the sustainability and growth of a business. Organizational development can be implemented by adopting effective leadership, managing employee performance, and designing a transparent process in the business. A development-oriented organization will be referred to as an organization that organizes and integrates all the capacities available in the organization to achieve a desired level of service provision. Municipalities are among the semi-private organizations in which the quality of services provided is of great interest to the public and therefore can have a great impact on citizen satisfaction and public trust. As a result, this research was conducted with the aim of designing a development-oriented organization model in the municipalities of Kurdistan province. Municipalities are so-called semi-governmental organizations whose performance will greatly affect society, and the actions of municipalities will include all citizens. Therefore, if municipalities become capacity-building organizations that have the ability to solve public problems easily and at all levels, they can increase the level of public satisfaction and even public trust. It is no secret that public trust and public satisfaction have declined in recent years, and this model can help to some extent solve these problems through capacity building to address public issues. As a result, the main goal of the research is to identify the factors affecting the expansionism of municipalities in Kurdistan Province.

Methodology

This research is categorized as basic research in terms of its purpose. The nature of the present study is exploratory research and the qualitative research method is based on the Glaser model. In this study, the statistical population was the managers of the municipalities of Kurdistan province and expert professors in the field of management at the university, 20 of whom were selected as samples using purposive sampling. The criteria for selecting interviewees are: 1) Having professional and executive experience 2) Having scientific and specialized knowledge. Descriptive validity was used to determine the validity of the research. In this study, the test-retest and two coders method was used to measure reliability. In the test-retest method, 3 samples were randomly selected from 20 interviews and each of them was coded twice at intervals of ten to thirty days. Data obtained from theoretical studies and interviews were conducted in the form of open coding, selective coding, and axial coding.

Findings

The research findings include 391 key points, 140 open codes (concepts), 56 axial codes (components), and 5 selective codes (dimensions). Research components include designing a program for continuous improvement, creating incentive programs, influencing employee behavior, promoting creativity, flexible management, participatory decision-making, promoting justice, identifying capacity-building opportunities, commitment, efficient leadership, principled division of labor, purposeful management, improving goals, formulating appropriate strategies, strengthening communications, appropriate control tools, integrating the organization, flexible planning, aligning individual and organizational goals, developing human resources, increasing the perception of job satisfaction, team building, increasing practical abilities, increasing communication skills, attracting efficient employees, job security, continuous organizational support, changing employee attitudes, providing employees, strategic human resources plan, deconstructing laws, providing infrastructure, employing risk-taking managers, explaining long-term and short-term goals, networking, explaining perspectives, sustainable development, the emergence of entrepreneurship, removing political and economic obstacles, efficient supervision, flexible structure, meritocracy, promoting accountability, improving performance evaluation, promoting motivation, delegating authority, organizational development, eliminating unnecessary bureaucracy, creating appropriate technology, resolving internal conflicts, transparency, continuous structural reform, establishing order in the organization, institutionalizing culture. Accountability is institutionalizing a culture of change, avoiding sloganeering, creating an attitude towards development, institutionalizing a culture in communications, institutionalizing a culture of a learning organization, institutionalizing a culture of creativity, and promoting a culture of transparency.

Discussion and Conclusion

The dimensions of the research include development-oriented management, development-oriented employees, development-oriented policy, development-oriented structure, and development-oriented culture, which were placed in the framework of the Corbin and Strauss model as follows. The main reasons that will cause municipalities to become development-oriented include development-oriented management and development-oriented structure. Also, the factors related to the main causes of municipal expansionism include expansionist

policies, the requirements of municipal expansionism including expansionist employees, and the underlying factors of municipal expansionism including development culture. Finally, the most important consequences of municipal expansionism were identified, which include increasing public trust, increasing accountability, and developing municipal human resources.

K E Y W O R D S

Development; Developmentalism, Municipality; Foundation Data Theory.