

Public Organizations Management

Vol. 14(3), (Series 55): 233-252/ 2026

 <https://doi.org/10.30473/ipom.2025.73337.5116>

E-ISSN: 2538-600X

P-ISSN: 2322-522X

ORIGINAL ARTICLE

Identifying and Ranking the Components of Youth-Oriented Development in Management in the Public Sector

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Receive Date: 12/Dec/2024

Revise Date: 29/Jan/2025

Accept Date: 05/March/2025

How to cite

Barkhordari Ahmadi, E., Montazeri, M., & Zahedi, Sh., (2026). Identifying and Ranking the Components of Youth-Oriented Development in Management in the Public Sector. *Public Organizations Management*, 14(3), 233-252.

EXTENDED A B S T R A C T

Introduction

Sustainable development is defined as a form of development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. Achieving sustainable development is inherently dependent on human development, as it emphasizes addressing current and future needs while reducing deprivation without exhausting vital resources. Community development, in this context, involves collective efforts by individuals to improve economic, social, cultural, and environmental conditions through participation, cooperation, and shared goals. Research consistently highlights human capital as the most valuable asset of any organization, indicating that sustainable development cannot be realized without investing in human capabilities, particularly among youth.

One important indicator of challenges facing young people is the NEET index, which measures the proportion of youth who are not in employment, education, or training. This index provides a clearer picture of youth disengagement and underscores the urgency of policies aimed at youth empowerment and inclusion. Positive Youth Development (PYD) has emerged as both a research framework and a practical approach that draws from multiple disciplines, including psychology, sociology, public health, education, and social work. PYD emphasizes creating opportunities that foster competence, belonging, empowerment, and social participation among young people, aligning closely with the broader goals of sustainable development.

In organizational and governmental contexts, strategic management and performance evaluation play a crucial role in ensuring effective implementation of development-oriented strategies. Modern organizations increasingly recognize that sustainable growth and competitiveness require systematic performance measurement and continuous improvement. Within this framework, youth-oriented management has gained attention as a key driver of innovation, flexibility, and efficiency, particularly in public sector organizations facing rapid social and technological change.

Despite its importance, management in the public sector often remains traditional and experience-centered, limiting the participation of young professionals in decision-making processes. Research suggests that youth-oriented management can enhance organizational performance, improve decision-making, and increase public satisfaction. Key components for developing youth-oriented management include supportive policies, organizational culture change, clear career pathways,

managerial skill development, effective incentive systems, structural reforms, and the use of modern technologies. Accordingly, this study aims to identify and evaluate the components of youth-oriented management in the public sector and to propose a comprehensive and practical model to guide policymakers and senior managers in fostering sustainable and dynamic governance through youth engagement.

Methodology

This study employed an applied–developmental research design and was conducted using an inductive and mixed-methods approach. The qualitative phase followed an exploratory strategy, while the quantitative phase was carried out using the Fuzzy Analytic Hierarchy Process (FAHP). The statistical population in the first stage corresponded to the qualitative phase of the research and consisted of experts, specialists, and senior managers in public sector organizations. Participants were required to hold a doctoral degree and have a minimum of five years of managerial experience in governmental organizations. Sampling was conducted through purposive sampling combined with the snowball technique, and participant selection continued until theoretical saturation was achieved. Ultimately, 18 experts participated in the study.

In addition, because this research applied a multi-criteria decision-making technique, and according to Chang et al. (2008) the opinions of 10 to 30 experts are sufficient for forming a decision-making group, the same 18 participants from the qualitative phase were selected as the sample for the quantitative phase.

Data collection instruments included semi-structured interviews in the qualitative phase and a researcher-developed pairwise comparison questionnaire in the quantitative phase, which was designed based on the findings of the qualitative stage. To ensure trustworthiness in the qualitative phase, the Lincoln and Guba criteria were applied. In the quantitative phase, the reliability of the pairwise comparison questionnaire was confirmed using the consistency ratio.

For data analysis, grounded theory was employed in the qualitative phase to extract key categories and components. In the quantitative phase, multi-criteria decision-making techniques were used to prioritize the identified components of youth-oriented management. Specifically, the collected data were analyzed using the Fuzzy Analytic Hierarchy Process (FAHP), which enables the ranking of alternatives based on multiple criteria under conditions of uncertainty.

Findings

As shown by the results of the qualitative analysis, the experts participating in the 18 in-depth interviews referred to a wide and diverse range of factors in response to the research questions. At this stage, a large volume of raw interview data was extracted, resulting in numerous initial codes. Through an iterative and back-and-forth data analysis process, these codes were gradually refined, merged, and reduced. To avoid redundancy, conceptually similar or repetitive codes were grouped into unified sets, leading to the formation of broader concepts and categories. As a result of this systematic process, a total of 11 main categories were identified.

To ensure the adequacy of category selection, a minimum frequency threshold of nine was considered, meaning that at least half of the interviewees had to mention a category for it to be retained. This criterion was applied based on Chang's (2008) recommendation and served as a clear decision rule for including or excluding extracted categories. Following multiple rounds of screening and validation, the final categories were confirmed and used as the basis for the quantitative phase.

In the next stage, the relative importance of the identified factors influencing youth-oriented management in the public sector was examined using the Fuzzy Analytic Hierarchy Process (FAHP). Based on the qualitative findings and expert validation, 11 key factors were finalized: sustainable justice, youth orientation in the Second Step Statement, high transformational spirit, elite circulation, youth dynamism and propulsion, managerial dashboard development, positive image building, meritocracy, belief and self-efficacy, initiation of a new era, and

utilization of new capacities. These factors were compared pairwise using a fuzzy nine-point scale questionnaire.

The results of the consistency analysis indicated that the fuzzy pairwise comparisons were reliable, as the inconsistency ratios were below the acceptable threshold of 0.1. Final weights were calculated through fuzzy synthesis and normalization procedures. The ranking results revealed that sustainable justice had the highest priority, followed by youth orientation in the Second Step Statement and transformational spirit. Factors such as elite circulation and youth dynamism ranked next, while utilization of new capacities received the lowest priority. Overall, the findings provide a structured and prioritized framework for understanding and promoting youth-oriented management in the public sector.

Discussion and Conclusion

This study aimed to develop a comprehensive model for youth-oriented management in the public sector by identifying and prioritizing its key components through a mixed-methods approach. The findings highlight that youth-oriented management is a multidimensional concept that extends beyond the mere appointment of young individuals to managerial positions and instead requires structural, cultural, and strategic transformations within public organizations. The qualitative phase revealed 11 core factors that collectively shape the foundation of youth-oriented management, reflecting both individual and organizational dimensions.

The quantitative results, obtained through the Fuzzy Analytic Hierarchy Process, demonstrated that sustainable justice is the most influential factor, emphasizing the importance of fairness, equal opportunities, and non-discriminatory practices in empowering young managers. Youth orientation in the Second Step Statement and a high transformational spirit were also ranked as top priorities, indicating the critical role of value-based leadership, long-term vision, and adaptive capacity in fostering effective youth participation in governance. Additionally, factors such as elite circulation and youth dynamism underscore the need for continuous renewal, innovation, and mobility within managerial systems.

From a practical perspective, the proposed model offers a clear and actionable framework for policymakers and senior managers seeking to institutionalize youth-oriented management in public sector organizations. By focusing on justice, meritocracy, capacity building, and positive image creation, organizations can better harness the potential of young professionals. Overall, this research contributes to the literature by providing an empirically grounded and prioritized model that supports sustainable development, organizational renewal, and the long-term effectiveness of public sector management through meaningful youth engagement.

KEY WORDS

Youth Orientation, Management, Government Sector, Youth Orientation Development, Revolutionary Leader.

