Open Access

Public Organizations Management

Vol. 14(4), (Series 56): 191-208/ 2026

https://doi.org/10.30473/ipom.2026.74887.5215

E-ISSN: 2538-600X P-ISSN: 2322-522X

ORIGINAL ARTICLE

The Application of Descriptor Systems on Citizens' Electronic Participation with the Mediating Role of Social Media and Electronic Trust

Javad Sohafi Bonab*

Department of Computer, Bon.C,. Islamic Azad University,, Bonab, Iran.

*Correspondence
Javad Sohafi Bonab
E-mail: sohafi.j.b@gmail.com

Receive Date: 09/June/2025
Revise Date: 14/Oct/2025
Accept Date: 01/Dec/2025

How to cite
Sohafi Bonab, J. (2026). The Application of Descriptor Systems on Citizens' Electronic Participation with the Mediating Role of Social Media and Electronic Trust. *Public Organizations Management*, 14(4), 191-208.

EXTENDED A B S T R A C T

Introduction

In today's world, organizational competition is more than ever focused on human resources. Human resources, particularly employees, are considered invaluable and irreplaceable assets in the development and progress processes of organizations. In the healthcare services sector, this importance is multiplied many times over, as the quality and effectiveness of medical and health services directly depend on employee performance and motivation. Therefore, understanding the factors influencing motivation for progress among employees and comprehending the internal relationships between these factors hold special significance. In this regard, the main aim of this study is to design a Structural-Interpretive Model (ISM) that can identify the antecedents and consequences of motivation for progress in the employees of Shahrekord University of Medical Sciences, and to explain the relationships between them. This goal is pursued to enhance motivation, ultimately improve organizational performance, reduce turnover rates, and increase employee satisfaction and commitment. Additionally, by gaining a better understanding of the fundamental factors and their levels, more effective policies and programs can be implemented to strengthen motivation for progress. In today's complex and rapidly changing world, organizations require scientific and systematic approaches for analyzing and managing human resources. Therefore, this study intends to utilize the Structural-Interpretive Modeling (ISM) method to identify and model the complex and multi-dimensional relationships among factors affecting motivation for progress, enabling managers and policymakers to design and implement appropriate strategies based on the model.

Mothodology

This research is a fundamental and exploratory study conducted through a mixed qualitative and quantitative approach. The overall approach is grounded in motivation theories and human resource management, aiming to develop a comprehensive and reliable model for analyzing the relationships between factors influencing motivation for progress among employees. In the initial phase, a thematic analysis was employed to extract themes related to motivation for progress. This stage aimed to identify influential factors and elements, as well as to gain a deeper understanding of the relationships among them. For this purpose, 15 experts and scholars in human resource management, organizational psychology, and university management were selected through snowball sampling and based on the theoretical saturation principle. Semi-structured interviews were conducted, and the data obtained were analyzed qualitatively. During the analysis process, the interviews were carefully re-read, and initial coding was performed. Subsequently, scattered and diverse codes were systematically organized into basic, organizing, and overarching themes. These themes represented key factors and their internal relationships. In the next step, thematic

analysis was used again to extract and explain the relationships between themes. In the second phase, after identifying the factors and relationships, the Structural-Interpretive Modeling (ISM) approach was applied. This method is highly effective for analyzing internal relationships and stratifying the factors influencing motivation for progress within organizations. In this process, initial data, based on qualitative findings, were arranged into relational matrices, and the relationships between factors were identified using standard symbols (V, A, X, O). A Structural Self-Interaction Matrix was then constructed, indicating the internal and directional relationships between the factors. Through repeated analysis and steps, the final matrices were derived, which determined the levels of factors and their interrelationships. Ultimately, these steps led to the development of a systematic and graphical model illustrating the internal relationships and stratification of factors.

Findings

Analysis of qualitative and quantitative data revealed a set of complex, multi-dimensional factors and relationships influencing the motivation for progress among employees of Shahrekord University of Medical Sciences. These factors were categorized into three main levels, each playing a fundamental, intermediary, or outcome role in the motivation process. Level One: Organizational-Job Factors (Lowest Level) At this level, foundational and underlying factors are identified that play a primary role in shaping other factors and organizational outcomes. These include organizational culture, organizational structure, reward systems, and opportunities for career development. Findings indicate that these factors are fundamental in fostering motivation, commitment, and productivity among employees. Without their correction and enhancement, improving other dimensions of motivation is unlikely. Domestic studies such as Mohammadi et al. (2021) and Javanmard et al. (2021) demonstrate that organizational and job factors underpin motivation and performance. External studies, such as Mackdalena et al. (2025) and Litao et al. (2022), emphasize the importance of organizational structure, supportive culture, and reward systems in creating effective motivation. Level Two: Personal-Psychological and Environmental-Social Factors This level involves supportive and intermediary factors that reinforce and mediate the motivation process. Personal-psychological factors include personality traits, beliefs, values, self-efficacy, confidence, and problem-solving skills. These significantly influence intrinsic motivation and strengthen feelings of belonging and responsibility. Environmental-social factors, such as social support, a supportive work environment, relationships with colleagues and family, impact mental health and job satisfaction. The findings suggest these factors mediate between organizational factors and final outcomes, playing a critical role in strengthening motivation. Domestic research such as Khosravi et al. (2022) and Zarei et al. (2021) highlight their importance in increasing motivation and satisfaction. International studies, such as Ahmad et al. (2023) and Mackdalena et al. (2025), underscore the role of individual and environmental support in enhancing commitment, satisfaction, and sustainability of employees. These factors serve as mediators in forming and reinforcing organizational factors and outcomes. Level Three: Performance, Psychological, and Developmental Outcomes At the highest level, organizational outcomes reflect the final and effective results of motivational processes. These include productivity, innovation, job satisfaction, commitment, mental health, sense of belonging, personal and organizational development. Findings show that the first and second levels of factors directly and indirectly influence these final outcomes. Domestic studies such as Rahimi et al. (2019) and Ganjali (2019) confirm that motivational factors play a decisive role in increasing productivity, innovation, and employee satisfaction, impacting organizational sustainability. International studies, like Mackdalena et al. (2025) and Lin et al. (2019), emphasize the positive impact of motivation and organizational support on sustainable development and organizational performance. Collectively, these findings indicate that improving the levels of factors in the model enhances positive outcomes such as productivity, mental health, commitment, innovation, and organizational satisfaction. Therefore, focusing on modifying fundamental factors, strengthening intermediary factors, and supporting positive outcomes is key to improving motivation and performance in health organizations.

Discussion and Conclusion

Based on the findings and analyses, it can be concluded that motivation for progress among employees at Shahrekord University of Medical Sciences is a multi-level and complex process requiring comprehensive and systematic approaches. The Structural-Interpretive Model (ISM) demonstrates that organizational-job factors are foundational and serve as the basis for other factors, playing a decisive role in shaping and strengthening intrinsic and extrinsic motivation. These include organizational culture, structure, reward systems, and development opportunities, which must be simultaneously and coherently improved. At the second level, personal-psychological and environmental-social factors serve as mediators and reinforcers.

Personal characteristics, beliefs, values, self-efficacy, and social support significantly contribute to feelings of belonging, responsibility, and psychological well-being. These factors mediate between organizational factors and final outcomes, playing a key role in sustaining and enhancing motivation. At the third level, performance, psychological, and developmental outcomes are the ultimate and effective results of motivational processes, including productivity, innovation, satisfaction, commitment, mental health, and organizational growth. Success in improving these outcomes requires the correction and enhancement of factors at the lower levels.

Therefore, to achieve organizational goals and elevate employee satisfaction and performance, policies and programs should be designed and implemented based on this model. These policies should focus on developing a supportive organizational structure and culture, strengthening personal-psychological factors, creating a positive and supportive work environment, and designing fair reward systems that foster growth opportunities. Ultimately, this research shows that a systematic and scientific approach to human resource management can significantly improve motivation, satisfaction, commitment, and organizational sustainability - especially in the health sector. By utilizing the presented model, managers and policymakers can develop effective, targeted strategies to enhance employees' motivation for progress, ultimately leading to improved service quality and overall patient and societal satisfaction.

K E Y W O R D S

E-Government, Electronic Participation, Electronic Trust, Social Media.

Copyright © 2026, by the author(s). Published by Payame Noor University.
This is an open access article under the CC BY (http://creativecommons.org/licenses/by/4.0/). .