




Qualitative Identification of Dimensions and Components of Good Governance in Relation to Organizational Intimacy and Organizational Development at Mazandaran University of Medical Sciences

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ABSTRACT

Objective: The present research aimed to qualitatively identify the dimensions and components of good governance in relation to organizational intimacy and organizational development at Mazandaran University of Medical Sciences.

Method: This study, based on its objectives, is an applied-developmental study that utilized qualitative research methods. Additionally, to gather information, library study and semi-structured interviews were employed. Initially, for the theoretical study related to the research objective and to review the literature and background of the topic, information from relevant specialized books and articles addressing the relationship between organizational intimacy and good governance with organizational development was used. Subsequently, to identify the dimensions of the research variables, semi-structured interviews with experts were conducted. Then, the qualitative method of thematic analysis was applied to analyze the data obtained from the interviews. The population of this research included the managers of Mazandaran University of Medical Sciences and academic experts (with research and publications in this field) who were selected through purposive sampling and included 10 interviewees determined by theoretical saturation.

Findings: A total of 344 primary codes were extracted from the interview texts. Through coding these concepts, 59 sub-themes were identified and by classifying these themes into similar categories, 11 main themes were derived.

Conclusion: The main themes included good governance, value-orientation, capacity building, transparency, accountability, emotional closeness, organizational climate, organizational intimacy, non-financial performance, financial performance, and organizational development. In this context, there is a need for access to high-ranking managers and officials, and indeed for servant leadership among university administrators. Also, with the honesty of university managers, objectives related to skill development and knowledge updating can be achieved. In addition to the aforementioned issues, attention to the quantitative and qualitative growth and development of employees is also considered a part of good governance that should be increasingly focused on by relevant managers.

Keywords: Good governance, organizational intimacy, organizational development, Mazandaran University of Medical Sciences.

1 Introduction

Universities are institutions aimed at promoting, enhancing knowledge, and training human resources in various fields of science and technology, providing higher education and conducting research. Their mission is to facilitate human growth and development, enrich the knowledge and culture of the country, and cultivate the specialized human resources needed by society. Therefore, universities specifically have three main tasks or missions: educating or training specialized human capital, research or development of science and technology, and providing technical and advisory services to society. These lead to various outcomes, including social, political, and cultural transformations (Mousavi et al., 2021). On the other hand, universities, as an open system, are subject to the law of "limited variety," meaning that a system will not exhibit more variety than the environment in which it is situated but must also have the minimum variety necessary for survival. Accordingly, they are compelled to evolve and develop in structural and functional dimensions to create the capacity necessary to understand environmental conditions and changes and respond appropriately. For this purpose, they can employ organizational development as a model of planned change, which has been practically tested in many organizations and universities, to solve problems, learn from experiences, adapt to environmental changes, improve performance, and impact the future (Ghamooshi et al., 2019). Organizational development is one of the most extensive and significant processes of improvement and excellence in organizations, always accompanied by fundamental and foundational changes. This aspect can be instrumental in aiding the flexibility of organizations, decision-making, organizational performance success, and facilitating the achievement of organizational goals. In fact, the element of organizational development is considered an essential factor in the survival of organizations (Jafari Rad et al., 2019; Javdani, 2023; Javdani & Pardakhtchi, 2023).

Organizational development is any process or activity that, based on mechanisms and strategies, can create improvement and transformation in the organizational environment in the short or long term (Kamarei et al., 2021). Alternatively defined, organizational development is the systematic application of behavioral science knowledge to plan and reinforce strategies, structures, and organizational processes to improve organizational effectiveness (Becker & Bish, 2017; Burke, 2022). It is an applied, systematic, and continuous process in the system's scope, striving to create

and guide cognitive, cultural, and structural process changes in the organization (university) based on behavioral sciences and utilizing its strategies and techniques. This leads to the organization's (university's) empowerment for effective strategic orientation, creative problem-solving, and effective self-renewal in line with current and future environmental requirements and changes, ensuring and improving organizational university effectiveness (Ghamooshi et al., 2019; Ghorbani & Vahdani, 2016; Tousi, 2023).

Intimacy is sharing inner desires with others and includes empathy and deep understanding with others. In an organizational environment, the presence of intimacy among employees is crucial and solution-oriented. The existence of intimacy can solve many problems or prevent them from arising. Hence, organizations try in various ways to create this intimacy or support its signs (Azeem & Altalhi, 2015; Ramezpanah et al., 2020). Some researchers view the concept of intimacy in organizations as high-quality relationships and communications. Workplace intimacy can be seen as a relationship or interaction and communication through sharing work desires with other employees. This allows employees to gain a deep understanding and sensitivity to work-related problems (Fanelli et al., 2020). Generally, organizational intimacy can be a combination of disclosure and expression, compatibility, integrity, conflict resolution, self-following, and assimilation, enabling an individual to reach a level of personal growth to establish intimate relationships with others (Azeem & Altalhi, 2015; Fanelli et al., 2020; Grice & Franck, 2017; Griffin et al., 2020; Hillmann & Guenther, 2021). Some researchers in the field of organizational intimacy have stated that leaders who express intimacy with their employees can create an environment where different groups feel accepted, supported, and can fully participate (Ramezpanah et al., 2020). Ultimately, organizational intimacy is one of the dimensions and components of organizational space, perceived by those working in the organization, influencing their motivation and behavior. Therefore, it plays a significant role in the success of an organization (Hassan Beigi et al., 2017; Jaberimanesh et al., 2019; Jacobs, 2018).

The term "good governance" was first introduced in 1979 by an economist named Williamson and became the focus of social science research in the late 20th century (Eivazi et al., 2018; Sadeghian gharaghiea et al., 2020). According to the United Nations Development Programme, good governance is the management of public affairs based on the rule of law, an efficient and fair judiciary, and widespread public participation in governance (Eivazi et al., 2018). Good

governance is also considered a normative concept and a value-laden issue, addressing how people, particularly in a country, manage in a managed way. Good governance is involved in the movement of an organization towards empowerment, as it has a set of paradigms that can create changes in empowerment (Akbari et al., 2020; Payste et al., 2020; Taheriattar, 2017). Additionally, good governance, by expanding participation and positive interaction, can help change the unidirectional atmosphere in the university environment. On the other hand, some have stated that the lack of good governance is a factor of instability leading to rent-seeking behavior and corruption (Sadeghian gharaghiea et al., 2020).

Considering the aforementioned points, it should be acknowledged that many universities and academic units in various countries have established a network for organizational development, where individuals from within the organization serve as advisors to organizational development planning. Despite such programs, the essence of organizational development, in terms of philosophical foundations, remains somewhat of a mystery to most managers, even those who utilize organizational development. While the strategy of organizational development leads to sustainable and continuous changes in attitudes, values, and beliefs, it seems possible to facilitate university growth and excellence by focusing on organizational development. However, achieving this requires university managers to identify the prerequisites and effective factors for the growth of organizational development and improve these conditions to facilitate organizational development. Therefore, field assessments in the field of organizational development and factors affecting it have been the focus of the researcher to present an organizational development model to the managers of Mazandaran University of Medical Sciences, ensuring the success of organizational development programs. In recent years, various factors have been studied for their impact on organizational development, some related to managers, some to employees, and some to the organizational environment. However, looking at the conducted research, organizational intimacy and good governance have not been considered by researchers in terms of their impact on organizational development. Considering that aspects affecting organizational development such as managerial competence, employee empowerment, organizational climate, etc., have been the focus of researchers in recent years, future evaluations should include variables that have been less considered to address organizational development

from all angles, which is the focus of this research with an eye on the existing gap, aiming to qualitatively identify the dimensions and components of good governance in relation to organizational intimacy and organizational development at Mazandaran University of Medical Sciences.

2 Methods and Materials

2.1 Study Design and Participants

The present research is an applied-developmental study that employed qualitative research methods. For data collection, library research and semi-structured interviews were used. Generally, participants were selected from among experts in the field of the current research based on the following criteria: 1) Key individuals: Being key and influential in the research topic area. 2) Recognized by others: Being acknowledged and referred to by experts in the research field. 3) Theoretical understanding: Having sufficient mastery over academic and specialized texts related to the research topic. 4) Diversity: Having a history of involvement in various companies and different sub-branches related to the research topic. 5) Willingness to cooperate: Interest and sincerity in this matter were considered. The experts in this research included managers of Mazandaran University of Medical Sciences and academic professors and scholars (with research and publications in this field), who were selected using purposive sampling and included 10 interviewees.

2.2 Data Analysis

Initially, to study theoretical issues related to the research objectives and to review the literature and background of the topic, information from relevant specialized books and articles on the relationship between organizational intimacy and good governance with organizational development was utilized. Then, to identify the dimensions of the research variables, semi-structured interviews with experts were conducted. This was followed by qualitative thematic analysis of the data obtained from the interviews, involving six stages: 1) Familiarization with the data, 2) Generating initial codes, 3) Searching for themes, 4) Reviewing themes, 5) Defining and naming themes, and 6) Producing the report.

3 Findings and Results

Demographic details of the experts involved in the interviews are presented as follow, categorized by gender, age, education, and work experience: For gender, 60% (6

individuals) were male and 40% (4 individuals) were female. Age-wise, 20% were under 35 years, 40% were between 35 and 45 years, and 50% were 45 years and older. In terms of education, 30% had a master's degree and 70% had a doctorate. Regarding work experience, 70% had 10 to 20 years of experience, while 30% had over 20 years. There were 10 participants in total.

After entering the data into the MAXQDA software, initial codes were extracted, and open coding of the interview texts for each of the interviewees was carried out. This step involved categorizing different codes under potential themes and organizing all the summarized coded data under the defined themes. In this stage, by screening, eliminating repetitive codes, and unifying synonymous codes, the extracted indicators from the interview texts were categorized. The next stage involved two steps: review and refinement of themes. The first step included reviewing the coded summaries. The second step considered the validity of themes in relation to the data set. If the theme map worked well, then the research could move to the next stage. However, if the map did not align well with the data set, the researcher had to return and continue coding until a satisfactory theme map was created. At the end of this stage, the researcher should have a clear understanding of what the

different themes are, how they fit together, and the overall story they tell about the data. The extracted indicators from the interview texts, after initial categorization, were again screened, and additional or linguistically valueless indicators were removed in line with presenting the research model. Finally, the researcher defined and reviewed the presented analysis themes, then analyzed the data within them. By defining and reviewing, the nature of what a theme discusses is clarified, and it is determined which aspect of the data each theme contains. In this stage, the naming of main and subsidiary themes of the research was formed, and a specific theme was considered for each set of extracted codes from the interview texts.

The present research, by examining and categorizing open (descriptive) codes derived from the interview texts, which included 344 primary codes, identified 59 subsidiary themes. Based on their semantic similarity, these were categorized into 11 main themes, including: good governance, value-orientation, capacity building, transparency, accountability, emotional closeness, organizational climate, organizational intimacy, non-financial performance, financial performance, and organizational development.

Table 1

Summary of Qualitative Analysis

Comprehensive Themes	Organizing Themes	Basic Themes		
Good Governance	Good Governance	Clarity of University Goals		
		Justice and Equality in University Administration		
		Access to High-Level Managers and Officials		
		Servant Leadership of University Managers		
		Honesty of University Managers		
		Development of Skills and Updating Knowledge		
		Quantitative and Qualitative Growth and Development of Employees		
		Value Orientation	Value Orientation	Adherence to Ethical Values
				Existence of a Clear Value System in the University
				Decision-Making with Regard to Core Values
Capacity Building	Capacity Building	Clear Standards and Behavioral Values		
		Sense of Friendship and Belonging to City Residents		
Transparency	Transparency	Belief in Making an Impact in the City and Neighborhood		
		Assessment and Understanding of Living Conditions		
		Clarity of Job Duties and Responsibilities		
Accountability	Accountability	Transparency in Managerial Decision-Making		
		Transparency in Employee Performance Evaluation		
		Access to Necessary Information to Meet Needs		
		Accountability for Ambiguous Issues		
Organizational Intimacy	Emotional Closeness	Accountability for Complaints		
		Feeling of Pleasure from Being Together		
		Satisfaction of Employees with Each Other		
		Honesty and Integrity of Employees		
		Receptiveness to Criticism and Acceptance of Mistakes		
		Respect Among Employees		

	Organizational Climate	Understanding Each Other's Personal Temperaments Culture and Atmosphere of Cooperation and Assistance Prevalence of a Caring Culture Among Employees Encouraging Positive and Constructive Behaviors of Employees Encouraging Employee Collaboration Feeling of Joy and Vitality in the Work Environment
	Organizational Intimacy	Feeling of Trust in the Work Environment Friendly Relationships Among Employees Employees' Interest in Collaboration Team Spirit Vibrancy and Joy in Employee Relationships Cooperation and Assistance During Issues and Problems Solving Work Challenges Together Good Relationships Between Managers and Employees Attachment and Interest Among Employees
Organizational Development	Non-Financial Performance	Increased Student Satisfaction Increased University Staff Satisfaction Improvement of University's Image in Society Desirable Social Performance of the University Promotion of Science and Knowledge Creation Satisfaction of University Managers and Authorities Improvement of University's Academic Performance Improvement of University's Financial Indices Increased Market Share in Inter-University Competition Increase in University Revenues Increased Return on University Investment Balance Between University Revenues and Expenses
	Organizational Development	Continuous Improvement of Academic Performance Increased University Productivity Effective Management of Internal University Conflicts Increased Team Collaboration Among Employees Alignment of Individual and University Goals Improvement of Work-Life Quality Effectiveness of Management Activities

4 Discussion and Conclusion

The present study aimed to qualitatively identify the dimensions and components of good governance in relation to organizational intimacy and development at Mazandaran University of Medical Sciences. In this research, data were collected through semi-structured in-depth interviews with 10 experts, selected based on theoretical saturation. A total of 344 initial codes were extracted from the interview texts, leading to the identification of 59 sub-themes. These sub-themes were classified into similar categories, resulting in 11 main themes. The main themes included good governance, value orientation, capacity building, transparency, accountability, emotional closeness, organizational atmosphere, organizational intimacy, non-financial performance, financial performance, and organizational development. The results of this research are consistent with the findings of previous studies (Abdollahi et al., 2014; Abolfathi, 2019; Akbari et al., 2020; Anderson,

2019; Azeem & Altalhi, 2015; Becker & Bish, 2017; Burke, 2022; Ehsani et al., 2018; Eivazi et al., 2018; Fanelli et al., 2020; Ghamooshi et al., 2019; Ghorbani & Vahdani, 2016; Grice & Franck, 2017; Griffin et al., 2020; Hassan Beigi et al., 2017; Hillmann & Guenther, 2021; Jaberimanesh et al., 2019; Jacobs, 2018; Jafari Rad et al., 2019; Javdani, 2023; Javdani & Pardakhtchi, 2023; Kamarei et al., 2021; Khoshkalam Soleymandarabi et al., 2023; Kyanfar et al., 2021; Mousavi et al., 2021; Payste et al., 2020; Pohling et al., 2016; Ramezanpanah et al., 2020; Sadeghian gharaghiea et al., 2020; Samimi, 2022; Sharifati et al., 2016; Tafarrojkhah et al., 2022; Taheriattar, 2017; Tayari et al., 2022; Tousi, 2023; Turner, 2020; Venn et al., 2022; Yousefvand et al., 2022; Zarei et al., 2022).

Governance, in the dictionary, means the administration and regulation of affairs and is applied to the relationship between citizens and rulers. According to the United Nations Development Programme's definition, good governance is "the management of public affairs based on the rule of law, an efficient and fair judiciary, and extensive public

participation in the governance process". In other words, the more the rule of law, the more efficient and fair the judiciary, and the more public participation in a country, the better the governance in that country. According to another definition by UNESCO in 2002, good governance means mechanisms, processes, and institutions through which citizens, groups, and civil institutions pursue their civil interests, enforce their legal rights, and fulfill their obligations (Sadeghian gharaghiea et al., 2020). Based on the definitions of good governance, the central issue is how to achieve a government that can pave the way for democratic and egalitarian economic development. Sub-components of good governance include clear university goals, justice and equality in university administration, access to high-level managers and officials, servant leadership of university managers, honesty of university managers, development of skills and updating knowledge, and quantitative and qualitative growth and development of staff.

Regarding the main theme of value orientation, local organizations are responsible for mobilizing, organizing, and implementing indigenous cultures. Good and fluent interaction between these bodies provides the basis for achieving good governance in various dimensions. Good governance is not just about performing tasks, but also includes how tasks are performed. Goals and methods both have equal importance for good governance, and thus each country can blend its conditions of good governance with its own cultures, values, and norms, and localize them. Good governance should not impose specific cultures and values or promote wrong values. Also, good governance with a normative and value-oriented approach considers a new concept of the state that refers to a modern process of public affairs management (Taheriattar, 2017; Yousefvand et al., 2022). It introduces changes in the role of the state and presents a new way of managing society, ultimately being a model for public sector reform, strengthening civil society, and accelerating private sector participation. Sub-components of value orientation include adherence to ethical values, a clear value system in the university, decision-making considering core values, and clear behavioral standards and values.

Regarding capacity building, economic development is defined as growth accompanied by an increase in productive capacities, including physical, human, and social capacities. In economic development, quantitative production growth occurs, but alongside it, social institutions will evolve, attitudes will change, the ability to utilize existing resources will continually and dynamically increase, and new

innovations will be made every day. Moreover, the composition of production and the relative share of inputs will also change in the production process (Burke, 2022). Development is a comprehensive phenomenon in society and cannot occur in just one sector. Development has no specific limit or ceiling; because of its dependence on humans, it is a qualitative phenomenon, unlike economic growth, which is entirely quantitative (Anderson, 2019). Sub-components of capacity building include a sense of friendship and belonging to the people of the city, belief in the impact on the city and neighborhood, and assessment and understanding of living conditions.

Transparency means that decisions and their implementation are subject to clear, valid, and approved laws and regulations and are carried out in a completely transparent environment by qualified individuals and bodies. At the same time, those affected by these regulations and their implementation will have the opportunity to directly, regularly, and freely access relevant information in the decision-making and implementation process (Yousefvand et al., 2022). Also, sufficient information will be readily available to news and information media. All involved institutions and elements in decision-making will be identifiable and visible, have legitimacy, and be accountable for their decisions and behavior (Hillmann & Guenther, 2021). In the process of transparency, the role of hidden, irresponsible, and mafia-like elements will tend to zero. Sub-components of transparency include clarity of job duties and responsibilities, transparency in managerial decision-making, and transparency in employee performance evaluation.

Regarding the main theme of accountability, it can be said that among the important factors that accelerate the process of social transformations and create a space for the fulfillment of individual and social rights, thereby facilitating access to social justice, are government accountability and the nation's questioning of their legitimate desires. Therefore, one of the key and impactful issues in all sectors of the system, including political, cultural, economic, and social, is the importance of addressing the issue of accountability (Akbari et al., 2020). Essentially, unless accountability becomes a culture in society and the social system, there is little hope for fulfilling the rights of individuals in society. Also, as long as in society, the request for response and accountability is not considered an efficient function in the realm of individual responsibility, people will seek to avoid accountability in any way possible. This issue, undoubtedly, will deprive

society of dynamism, growth, and flourishing and, consequently, will make the path to achieving social justice rough. The sub-components of accountability include: access to necessary information to meet needs, accountability regarding ambiguous issues, and response to complaints.

Furthermore, emotional closeness involves sharing inner desires with others or includes empathy and deep understanding with others. Intimacy is nothing but the product of social, emotional, and psychological maturity of individuals in their relationships with each other, which includes the exchange of feelings and desires and always has a constructive outcome. In fact, a relationship becomes intimate when the parties understand each other's commitments and contracts well and behave responsibly, and their interaction is characterized by security, trust, respect, and honesty. Intimacy is defined as the ability to communicate with others while maintaining individuality. Such self-based definitions indicate that an individual must reach a level of personal growth to establish intimate relationships with others. Intimacy can be considered as the ability to recognize oneself in the presence of others, where self-awareness and identity growth are crucial for an individual's capacity for intimacy (Jaberimanesht et al., 2019). Some argue that intimate relationships are those in which individuals are genuinely sensitive to what matters to another person and fulfill each other's satisfaction. Intimacy involves sharing inner desires with others, or it includes empathy and deep understanding with others (Tafarrojkhah et al., 2022). The sub-components of emotional closeness include: pleasure from being together, employee satisfaction with each other, honesty and integrity of employees, receptiveness to criticism and acceptance of mistakes, mutual respect among employees, and understanding of each other's personal temperaments.

Also, organizational climate refers to the underlying methods and patterns in assumptions, examples, and beliefs that shape organizational culture. The organizational climate is one of the most influential variables that can shape employees' perceptions of the organizational environment and affect the performance and efficiency of human resources. It refers to employees' perceptions of the general work environment in the organization and is influenced by formal and informal organizations, individual personalities, and organizational leadership. An appropriate organizational climate provides a foundation for enhancing organizational performance and a pathway to organizational success (Turner, 2020). Managers and those who can create a

suitable organizational climate pave the way for their career and organizational success. Researchers believe that the organizational climate is a common perception that individuals have and shapes their feelings about the organization, and social norms, policies, and organizational procedures provide valuable information to employees about behavioral expectations of their roles, which in turn creates a special environment known as the organizational climate. The sub-components of organizational climate include: a culture and atmosphere of cooperation and assistance, the prevalence of a caring culture among employees, strengthening positive and constructive behaviors of employees, encouraging employee collaboration, feelings of joy and vitality in the work environment, and a sense of trust in the work environment.

Moreover, organizational intimacy is a mental and qualitative concept that originates from the ethical, belief, and value system of a society and has different levels that may vary or have different intensities in different periods of an organization's life. It can be defined as the awareness and access to the internal personality of individuals. Organizational intimacy at the workplace can be defined as a relationship or interaction and establishing communication through sharing work-related desires with other employees (Jaberimanesht et al., 2019). The sub-components of organizational intimacy include: friendly relationships among employees, employees' interest in collaboration, team spirit, vibrancy and joy in employee relationships, cooperation and assistance in times of issues and problems, solving work challenges together, good relations between managers and employees, and attachment and interest among employees.

Regarding non-financial performance, the concept of job satisfaction can be mentioned. Job satisfaction is a very complex concept that has been studied in various fields. The most common definition of job satisfaction used in organizational research was provided by Locke in 1976, who described job satisfaction as a positive emotional state and satisfaction resulting from job evaluation or job experiences that reflect a person's feelings and logic about their job. Since job satisfaction involves feelings and emotions, it carries a major message in an individual's life. It may seem like a reaction to the job because the individual compares and evaluates the job with actual observable results that the job has provided for them. Researchers believe that job satisfaction is a function of the compatibility of organizational expectations with the overall nature of the individual. When these two are in agreement and balance

(Payste et al., 2020; Samimi, 2022). Therefore, job satisfaction can be a positive (or negative) evaluation or judgment that a person makes about their job or the conditions of their job. Feelings associated with such evaluations are inextricably linked, and therefore job satisfaction includes a person's feelings and attitudes towards their evaluations of their job. The sub-components of non-financial performance include: increased student satisfaction, increased university staff satisfaction, improvement of the university's image in society, desirable social performance of the university, promotion of science and knowledge creation, satisfaction of university managers and authorities, and improvement of the university's academic performance.

On the other hand, achieving economic growth is one of the most important goals of countries, and most policymakers strive to create favorable conditions for achieving economic growth. For achieving this goal, understanding the factors influencing economic growth is necessary and essential. Consequently, one of the topics of discussion among economists is the investigation of factors that impact economic growth. Regarding the relationship between the development of financial intermediaries and economic growth, different and sometimes contradictory theories have been proposed (Griffin et al., 2020; Khoshkalam Soleymandarabi et al., 2023; Yousefvand et al., 2022). Some economists argue that the development of financial and monetary systems plays no role in long-term economic growth and that the development of financial intermediaries is a consequence of increased economic growth. Others believe that financial development is a result of economic growth, with causality running from economic growth to financial development; in other words, the supply of intermediaries and financial services increases with economic growth (Akbari et al., 2020). Therefore, the sub-components of financial performance include: improvement of university financial indices, increased market share in inter-university competition, increased university revenues, increased return on university investment, and balance between university revenues and expenses.

Ultimately, organizational development is a process used to enhance the effectiveness of an organization and the well-being of its members through designed interventions. Three key factors are considered in this definition. Organizational development enhances an organization's effectiveness. Effectiveness in this context is defined as success in achieving organizational goals and objectives. Many of the efforts made in the path of organizational development focus

on increasing organizational learning to impact organizational performance. Organizational development increases the welfare and health of members and individuals of the organization. Welfare refers to the overall satisfaction that each member of the organization feels towards their job and work environment. Generally, having a challenging and meaningful job leads to high job satisfaction, and if rewarded by the organization, it results in an increased satisfaction with the reward (Anderson, 2019). Therefore, organizational development seeks to increase employees' personal satisfaction and achieve organizational goals. Organizational development is used to increase and enhance the effectiveness of the organization and the well-being of employees through planned interventions. Organizational development has been defined as a strategic effort by senior managers to improve the organization's problem-solving capability and renewal processes through effective management of organizational culture. Organizational development is a long-term, planned program of change that can lead to efficiency, productivity, and health of the organization (Javdani, 2023; Javdani & Pardakhtchi, 2023). The sub-components of organizational development include: continuous improvement of academic performance, increased university productivity, effective management of internal university conflicts, increased team collaboration among employees, alignment of individual and university goals, improvement of work-life quality, and effectiveness of management activities.

5 Limitations and Suggestions

The present study also had limitations, including the following: Due to the complexity of human experiences, it is difficult to control or limit variables. The researcher faced time and cost constraints. Additionally, semi-structured interviews were used for data collection, which has limitations such as being time-consuming and expensive, targeting a limited population for identification and study. The information obtained through interview methods cannot be generalized to a larger population like questionnaire methods, as this information is collected based on a limited and case-specific number and can only be generalized to similar individuals. The interpretability of information, especially in open interviews, is low, and the researcher must spend more time and patience on this task. Even before starting the interview, the researcher must anticipate and plan the method of analysis and interpretation of information. Experienced and skilled interviewers are

needed because the interview is a technical and specialized matter not everyone can handle. Personal contacts established between the interviewer and the interviewee lead to the development of emotional relationships; therefore, the information may be mixed with personal opinions, and the interviewee may provide answers pleasing to the interviewer even if they are not true, or the interviewer may pursue things that reinforce their hypotheses instead of seeking the truth. Since the interview is a flexible method, it may cause the interviewer to think that they can ask whatever they want, or the interviewee to think that they can say whatever they want. Naturally, these perceptions disrupt the accuracy of the information collected.

For good governance, it is recommended that while ensuring the clarity of the university's goals, attention should be given to establishing justice and equality in university management. In this regard, access to high-level managers and officials and servant leadership among university administrators are necessary. Also, with the honesty of university managers, goals related to the development of skills and updating knowledge can be achieved. In addition, attention to the quantitative and qualitative growth and development of employees is considered a part of good governance and should be increasingly focused on by relevant managers. Regarding value orientation, it is suggested that, while adhering to ethical values, efforts should be made to form and establish a clear value system in the university. In this context, decision-making with regard to core values and the implementation of clear standards and behavioral values is required. For capacity building, it is recommended to create a sense of friendship and belonging towards the people of the city, and also pay attention to the belief in making an impact in the city and neighborhood. Additionally, by assessing and understanding the living conditions, necessary actions can be taken in the dimension of capacity building. For transparency, it is recommended to ensure clarity in job duties and responsibilities, and to create transparency in managerial decision-making. Following that, achieving transparency in employee performance evaluation will be the path forward. Regarding accountability, it is suggested to provide access to the necessary information to meet needs and to hold managers accountable for ambiguous issues. Also, by responding to complaints, individuals active in the mentioned universities will be able to achieve further clarification and transparency of issues and challenges. For emotional closeness, it is recommended to create a sense of pleasure from being together and to increase employee satisfaction with each

other. What is important in emotional closeness is the honesty and integrity of employees, as well as receptiveness to criticism and acceptance of mistakes. Also, mutual respect among employees makes achieving emotional closeness possible. Employees are advised to increase their understanding of each other's personal temperaments. For organizational climate, it is recommended to first establish a culture and atmosphere of cooperation and assistance by fostering a caring culture among employees. By strengthening positive and constructive behaviors of employees and encouraging collaboration, the goals related to balancing the organizational climate can be achieved. Also, creating a sense of joy and vitality in the work environment, which leads to creating a sense of trust, will make achieving the goals related to improving the organizational climate likely. For organizational intimacy, it is recommended to establish friendly relationships among employees and create a sense of interest in collaboration. In this context, the spirit of teamwork and maintaining vibrancy and enthusiasm in employee relationships are present. Also, cooperation and assistance during issues and problems and solving work challenges together are effective in creating good relationships between managers and employees and lead to the creation of attachment and interest among employees. For non-financial performance, it is recommended that relevant managers take necessary measures to increase student satisfaction and university staff satisfaction. This is impactful in improving the university's image in society and its desirable social performance. Also, through promoting science and knowledge creation, satisfaction of university managers and authorities can be achieved. Finally, improving the academic performance of the university, an important pillar in non-financial performance, is attainable. For financial performance, it is recommended to improve the university's financial indices and increase market share in inter-university competition. In this direction, increasing university revenues and return on investment is needed. Also, establishing a balance between university revenues and expenses is effective in improving the university's financial performance. Finally, with the implementation of the aforementioned strategies, achieving organizational development and components such as continuous improvement of academic performance, increased university productivity, effective management of internal university conflicts, increased team collaboration among employees, alignment of individual and university goals, improvement of work-life quality, and effectiveness of management activities will not be far-fetched.

Authors Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Ethics principles

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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Declaration of Interest

The authors of this article declared no conflict of interest.

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