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Presenting a Model for Developing Employee Commitment in Iranian Government Organizations

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A B S T R A C T

Objective: Employee commitment [participation and role performance] typically encompasses mechanisms or methods that allow employees and their representatives to intervene in organizational decision-making within the company and to implement joint decisions regarding company management, thereby supporting the employees' viewpoint. Intervention and participation can be either direct or indirect.

Methodology: The current research aimed to present a model for developing employee commitment in Iranian government organizations. This study is of mixed-methods research type (qualitative and quantitative). In the qualitative phase, the Delphi method and research literature were used to identify concepts, dimensions, and components. In the quantitative phase, the model presented in the qualitative part was tested using a questionnaire tool and the Structural Equation Modeling (SEM) method with a Partial Least Squares (PLS) approach. The statistical population in the qualitative phase for Delphi analysis included managers and heads (10 individuals) and academic professors (10 individuals), all of whom were selected as the sample population. The statistical population in the quantitative phase comprised all employees of government organizations under the Deputy for Human Resource Development of the Presidency, with the Agricultural Bank considered as one of the government organizations and banks for the quantitative section's population. A multi-stage random sampling method was used to select an appropriate research sample. The population size was 16,130 individuals, with a sample size of 376 based on Morgan's table.

Findings: According to Delphi results, a total of 39 components were ultimately approved, and the quantitative phase questionnaire was designed based on 42 components. Considering the quantitative section's results, the dimensions of selection and employment, employee communications, empowerment, performance management, and compensation management had impact coefficients of 0.852, 0.798, 0.778, 0.88, and 0.773, respectively, in relation to processes. Furthermore, the dimensions of organizational culture, organizational structure,

the country's ICT infrastructure, strategy and organizational goals, and the level of acceptance and development of EHRM had impact coefficients of 0.683, 0.796, 0.831, 0.923, and 0.822, respectively. The impact coefficients for processes and infrastructures were 0.954 and 0.895, respectively, in relation to the development of employee commitment.

Conclusion: Therefore, it can be concluded that the research model has a high capability in measuring the main variables of the research. Given the standard nature of the model, the software findings are reliable.

Keywords: *Development of Employee Commitment, Iranian Government Organizations.*

1 Introduction

Today, the productivity and high performance of organizations are not achieved without the support and participation of their employees (Rahayu et al., 2019). Organizational success is highly dependent on the level of employee participation. Human resources are considered a significant asset for any organization, as they are the driving force behind achieving goals. In most organizations, specific tasks are assigned to employees that must be completed within a certain timeframe. Typically, employee participation is assessed annually or biannually through performance evaluations conducted by the human resources management department (Loan, 2020). Ultimately, Forth and Millward (2018) demonstrated three types of approaches to employee participation. These forms include individual supports (i.e., extensive information disclosure or specific training); work practices (i.e., quality circles or teamwork); and organizational supports (i.e., job security or employee share ownership). Several models that measure employee commitment and participation have been developed over the past decades (Ridwan et al., 2020).

Looking back at human activity throughout history, it's evident that commitment has existed in various social, political, and economic aspects for managing life affairs and has been of interest in different schools of thought. In today's organizations, empowering, motivating, and giving individuals commitment in internal affairs is considered one of the vital programs of any management (Shahul Hameed et al., 2022). In this system, all organization members actively think about methods for solving problems and enhancing organizational productivity, enriching the management with a rich treasury of plans, ideas, and solutions, and utilizing them to achieve organizational goals. Therefore, employee commitment is the primary factor for continuous improvement in processes aimed at customer satisfaction in the organization and is recognized as the essence of organizational improvement (Lee et al., 2022). Research results have shown that there is a direct and significant relationship between commitment management and its components with job motivation. However, the importance and attention to it have been since the existence of human organizations, and the scientific study of this phenomenon began after the industrial revolution. With the research and studies of Frederick Taylor and Lillian Gilbert, transformations occurred, and classical theories based on specialization, rationality, emphasis on order and organization, and development of organizational and production structures, attention to human relations led to the advancement and development of the commitment theory (Cao et al., 2023).

Commitment increases ownership and dedication, retains the best employees, and creates an environment where people decide to be motivated and participate. Employee commitment is understood behaviorally as an approach to human resource management, or institutionally, it includes only formal mechanisms. From this perspective, the meaning of commitment is based on the normative technique that can influence company decision-making processes (Jung et al., 2020). Employee commitment creates an environment where individuals have an impact on decisions and actions affecting their work. Employee commitment is not a goal or a tool, as used in many organizations. Instead, it's a management and leadership philosophy about how more people can help contribute to continuous improvement and ongoing organizational success (Mishra & Kasim, 2023). The benefits of employee commitment are as follows: it leads to better performance, attracts and retains employees, results in the development of better products and more suitable services, leads to higher profitability, makes the workplace a safer environment, increases customer satisfaction, allows better management of change, influences management. Currently, a wide range of organizations, including companies, government organizations, schools, and other non-profit organizations, believe that employee commitment and participation are very important for

IJIMOB
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economic performance (Rabiul et al., 2022). Also, employee commitment helps organizational efficiency in two ways. Firstly, it increases employee productivity. Secondly, it enhances the company's capacity to quickly respond to changes in the business environment (Wijaya & Silitonga, 2023). Research shows that committed employees have more discipline in their work, stay longer in the organization, and work more. Managers should maintain employee commitment to the organization, and to do this, they should be able to increase commitment by involving employees in decision-making and providing them with an acceptable level of job security (George et al., 2019). Additionally, employee commitment, improvement in work, engaging employees, and high participation of employees depend on their level of empowerment. In the past, commitment in decisions was often unilateral, but today teamwork exists in the work environment, utilizing new methods in managing the global business environment (Anwar & Abdullah, 2021).

Therefore, the factors affecting this relationship need to be examined to be understood in this era of the business environment. The problem is that it is difficult to quantify the real benefits of having a committed workforce for the organization, even if the costs and benefits of implementing commitment practices neutralize each other. The aim of the current research, considering the importance of developing the term commitment and, on the other hand, examining commitment in employees, is to present a model for developing employee commitment in Iranian government organizations, and it is expected that this research can reduce the gap that exists in the development of the term employee commitment in government organizations.

2 Methods and Materials

The current research, in terms of its objective, is an applied study and falls within the category of sequential exploratory mixed-methods research, conducted in two qualitative and quantitative phases. The approach is exploratory from the objective dimension, developmental from the user perspective, and in terms of information collection method, the first phase utilized the Delphi and inductive analysis method, while the second phase of the research employed a survey method. The qualitative phase of the research was carried out in two stages. In the first stage, to identify concepts, dimensions, and components, a questionnaire with subject matter experts was used with the aim of identifying the initial concepts and components of the model. Based on the literature and research background, the components of the study were revealed. In the next stage, the components and the final model were extracted through the questionnaire tool and Delphi analysis. In the quantitative phase, the model presented in the qualitative section was tested using a questionnaire tool and the Structural Equation Modeling (SEM) method with a Partial Least Squares (PLS) approach.

The research population in the qualitative phase for Delphi analysis included managers and heads (10 individuals) and academic professors (10 individuals) who were selected based on characteristics such as accessibility, experience, field of study relevance, doctoral degree, university teaching experience, and research and publication record in this field. The sample selection in qualitative research utilized a non-random purposive sampling method (targeted sampling and theoretical saturation criteria using the key informant (expert) technique). The entire qualitative phase population was selected as the sample size for this section. The quantitative phase population comprised all employees of government organizations under the Deputy for Human Resource Development of the Presidency, with the Agricultural Bank selected as one of the government organizations and banks for the quantitative section's population. A multi-stage random sampling method was used to select an appropriate research sample. The population size was 16,130 individuals, with a sample size of 376 based on Morgan's table.

3 Findings and Results

To better understand the population studied in the research, it is necessary to describe their demographic characteristics before analyzing the statistical data. Among the 20 statistical samples in the qualitative section, 15% were aged 30 to 40 years, 40% were 40 to 50 years, 30% were 50 to 60 years, and 15% were over 60 years old. In terms of education, 20% had master's degrees and 80% had doctoral degrees. Also, in terms of field of study, 50% were in public management, 30% in business management, 10% in financial management, and 10% in economics and accounting.

Subsequently, the qualitative section analysis was conducted using the Delphi method. The results of the first Delphi phase are presented in Table 1.

IJIMOB
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Table 1

Descriptive Statistics Summary of the First Delphi Phase

Components	Mean	Standard Deviation	Minimum	Maximum	Average Rank	Importance Order Based on Mean
Management/Supervisory Skills	4.57	746.	3	5	25.71	8
Knowledge, Expertise, and Ability	4.71	463.	4	5	28.36	2
Attitude and Insight	4.14	655.	3	5	17.45	30
Individual Culture	4.14	655.	3	5	17.45	31
Personal Characteristics	4.43	507.	4	5	22.95	13
Communication Skills	4.57	507.	4	5	25.74	4
Verbal Communication Skills	4.57	507.	4	5	25.74	5
Non-verbal Communication Skills	4.24	944.	3	5	19.45	29
Listening Skills	4.00	949.	3	5	14.95	34
Feedback Presentation Skills	4.43	746.	3	5	23.10	9
Participation in Decision Making	4.86	359.	4	5	30.64	1
Delegation of Authority	4.43	507.	4	5	22.95	14
Independence	4.29	717.	3	5	20.31	20
Competence	4.43	746.	3	5	23.10	10
Effectiveness	4.43	507.	4	5	22.95	15
Individual Performance	4.14	655.	3	5	17.45	32
Team Performance	4.57	507.	4	5	25.74	6
Program Performance	4.29	463.	4	5	20.10	23
Organizational Performance	4.43	507.	4	5	22.95	16
Individual Factors	4.29	463.	4	5	20.10	24
Management Factors	4.71	463.	4	5	28.36	3
Financial Compensation	4.29	463.	4	5	20.10	25
Non-financial Compensation	4.43	507.	4	5	22.95	17
Innovation	4.43	746.	3	5	23.10	11
Organizational Identity	4.57	507.	4	5	25.74	7
Management Support	4.29	463.	4	5	20.10	26
Reward System	4.43	507.	4	5	22.95	18
Focus on Results	4.29	717.	3	5	20.31	21
Complexity	4.43	746.	3	5	23.10	12
Formality	4.29	463.	4	5	20.10	27
Focus	4.00	775.	3	5	14.67	35
Presence of Innovative Activities Based on ICT	3.86	655.	3	5	11.81	37
Development of Information and Communication Infrastructures	3.86	655.	3	5	11.81	38
Number of Organization Employees	3.29	717.	2	4	3.02	40
Organizational Excellence	4.29	463.	4	5	20.10	28
Strategic Agility	4.00	775.	3	5	14.67	36
Competitive Capabilities	4.29	717.	3	5	20.31	22
Employee Growth	4.43	507.	4	5	22.95	19
Governance of Information and Communication Technologies in Human Resources	4.00	949.	2	5	16.02	33
Formation of Electronic Human Resource Management	3.71	1.056	2	5	10.67	39
Cronbach's Alpha	0.99					
Kendall's Coefficient	0.429					

IJIMOB
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According to the results of Table 1, the reliability value of the questionnaire components is 0.99. The alpha value indicates that the model components have a high reliability level according to experts and have a high internal consistency for measuring these components. The average value obtained for each question indicates that most respondents selected the "very high" and "high" options, hence the questions have a low standard deviation. This statistic shows that the questions have acceptable reliability. The Kendall's W rank test measures the degree of ranking agreement among respondents. In this test, each respondent acts as a judge or rater, and each item or question is considered a variable, followed by the calculation of the average ranks for each of these components. Kendall's W test, in addition to the significance of the difference or no difference in average ranks of evaluations, also addresses their prioritization. In other words, this test shows which components the respondents evaluated more positively and in which areas more negatively. To this end, according to Table 1, the average rank of the components "participation in decision-making" has the highest value (30.64) and the component "number of organization employees" has the lowest value (3.02). Also, there is "moderate-low consensus" among the esteemed panel members regarding the components according to the Kendall test result (0.429). According to the participants in the first panel round, in addition to participation in decision-making, three components "knowledge, expertise, and ability," "management factors," and "communication skills" have the most impact. According to the Kendall coefficient value (0.429), the panel members have "moderate-low consensus." Also, in this regard, components with an average less than 4 are eliminated, which are as follows:

Active presence of innovative activities based on new technologies, use of information and communication technology, number of organization employees, formation of electronic human resource management. Based on the experts' opinions and focusing on the theoretical foundations of the research, some components with an average less than 4 were rewritten and distributed in the second phase, as follows:

Table 2

Descriptive Statistics Summary of the Second Delphi Phase

Components	Mean	Standard Deviation	Minimum	Maximum	Average Rank	Importance Order Based on Mean
Management/Supervisory Skills	4.71	.463	4	5	22.98	17
Knowledge, Expertise, and Ability	4.71	.463	4	5	22.98	18
Attitude and Insight	4.57	.507	4	5	20.12	21
Individual Culture	4.57	.507	4	5	20.12	22
Personal Characteristics	4.76	.436	4	5	23.88	9
Communication Skills	5.00	.000	5	5	28.00	1
Verbal Communication Skills	5.00	.000	5	5	28.00	2
Non-verbal Communication Skills	4.76	.436	4	5	23.88	10
Listening Skills	4.76	.436	4	5	23.88	11
Feedback Presentation Skills	4.76	.436	4	5	23.88	12
Participation in Decision Making	5.00	.000	5	5	28.00	3
Delegation of Authority	5.00	.000	5	5	28.00	4
Independence	4.76	.436	4	5	23.88	13
Competence	5.00	.000	5	5	28.00	5
Effectiveness	4.76	.436	4	5	23.88	14
Individual Performance	4.52	.512	4	5	19.17	26
Team Performance	4.76	.436	4	5	23.88	15
Program Performance	4.57	.507	4	5	20.12	23
Organizational Performance	4.81	.402	4	5	24.76	7
Individual Factors	4.71	.463	4	5	22.98	19
Management Factors	4.76	.436	4	5	23.88	16
Financial Compensation	4.57	.507	4	5	20.12	24
Non-financial Compensation	4.86	.359	4	5	25.64	6
Innovation	4.43	.746	3	5	17.62	29
Organizational Identity	4.57	.507	4	5	20.12	25
Management Support	4.29	.463	4	5	14.40	35
Reward System	4.43	.507	4	5	17.26	31

IJIMOB
E-ISSN: 3041-8992

Focus on Results	4.29	.717	3	5	14.76	33
Complexity	4.43	.746	3	5	17.62	30
Formality	4.29	.463	4	5	14.40	36
Focus	4.00	.775	3	5	9.76	38
Presence of Innovative Activities Based on ICT	4.48	.512	4	5	18.21	27
Development of Information and Communication Infrastructures	4.48	.512	4	5	18.21	28
Number of Organization Employees	3.76	.436	3	4	4.62	40
Organizational Excellence	4.29	.463	4	5	14.40	37
Strategic Agility	4.00	.775	3	5	9.76	39
Competitive Capabilities	4.29	.717	3	5	14.76	34
Employee Growth	4.43	.507	4	5	17.26	32
Governance of Information and Communication Technologies in Human Resources	4.81	.402	4	5	24.76	8
Formation of Electronic Human Resource Management	4.67	.483	4	5	22.02	20
Cronbach's Alpha	.984					
Kendall's Coefficient	.681					

The results of the second Delphi phase are presented in Table 2. According to the results of this table, the reliability value of the questionnaire components is 0.984. The alpha value indicates that the model components have a high reliability level according to experts and have a high internal consistency for measuring these components. The average value obtained for each question indicates that most respondents selected the "very high" and "high" options, hence the questions have a low standard deviation. This statistic shows that the questions have acceptable reliability. The Kendall's W rank test measures the degree of ranking agreement among respondents. In this test, each respondent acts as a judge or rater, and each item or question is considered a variable, followed by the calculation of the average ranks for each of these components. Kendall's W test, in addition to the significance of the difference or no difference in average ranks of evaluations, also addresses their prioritization. In other words, this test shows which components the respondents evaluated more positively and in which areas more negatively. To this end, according to Table 2, the average rank of the components "communication skills" has the highest value (28) and the component "number of organization employees" has the lowest value (4.62). Also, there is "strong consensus" among the esteemed panel members regarding the components according to the Kendall test result (0.681). As observed in Table 2, according to the participants in the second panel round, in addition to participation in decision-making, three components "communication skills," "verbal communication skills," and "participation in decision-making" have the most impact. According to the Kendall coefficient value (0.681), the panel members have "strong consensus." Also, in this regard, components with an average less than 4 are eliminated, which are as follows: number of organization employees. Also, based on the experts' opinions, several components had editorial changes:

Individual culture was transformed into individual values., Personal characteristics were transformed into individual personality traits., Focus on results was more clearly written and transformed into a focus on positive outcomes., Complexity and formality were more clearly written and transformed into low complexity and informality.

Furthermore, with the experts' opinion in the concept of processes, in the performance management dimension, several components were added as follows: the level of commitment and enthusiasm, loyalty of employees, feeling of belonging and organizational loyalty, loyalty to organizational values. In total, 39 items were approved, and the quantitative phase questionnaire was designed.

In the quantitative section, an analysis of the findings obtained from the questionnaire is presented. Initially, the demographic characteristics of the statistical sample in the quantitative section were analyzed. Regarding gender, 26.1% were female and 73.9% were male. In terms of age, 1.1% were under 30 years old, 33% were between 31 to 40 years old, and 65.9% were older than 41 years. Regarding education, 42% held a bachelor's degree, 49.3% held a master's degree, and 8.7% held a Ph.D. Also, in terms of work experience, 0.7% had less than 5 years, 10.5% had 5 to 10 years, 13.4% had 10 to 15 years, and 75.4% had more than 15 years of experience. Subsequently, the measurement model was examined for model validity as obtained in Table (4). With Cronbach's alpha and composite reliability being greater than 0.7 and the AVE values greater than 0.5, the model's validity is confirmed.

IJIMOB
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Table 3

Measurement Model Assessment

Dimensions	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Communications	0.748	0.832	0.497
Strategy and Organizational Goals	0.697	0.815	0.524
Selection and Employment	0.764	0.788	0.527
Empowerment	0.699	0.803	0.555
Development of Employee Commitment	0.937	0.942	0.590
Infrastructures	0.864	0.887	0.555
Country's ICT Infrastructures	0.743	0.886	0.796
Organizational Structure	0.755	0.762	0.557
Processes	0.913	0.923	0.520
Organizational Culture	0.780	0.733	0.573
Compensation Management	0.735	0.834	0.557
Performance Management	0.806	0.858	0.564
Acceptance and Development of EHRM	0.792	0.796	0.662

At this stage, the discriminant validity of the latent variables was obtained according to Table 3. This index measures a model's ability to differentiate the observables of one latent variable from the observables of other latent variables within the model. The discriminant validity is assessed using the cross-loading index. An acceptable value for this index is that the factor loading of each observable variable on its corresponding latent variable should be at least 0.1 higher than its factor loading on other latent variables. The results of the discriminant validity in the research model show that all observable variables had higher factor loadings relative to other latent variables and were within acceptable limits. The results of discriminant or divergent validity can be seen in the table below. The results of divergent validity in the above table indicate that the difference in factor loadings of each observable variable relative to its own variable is at least 0.1 higher than its factor loading on other variables; thus, the model's discriminant validity is also at an acceptable level.

Table 4

Discriminant Validity Based on Cross-Loading

Question	Selection and Deployment	Employee Communications	Empowerment	Performance Management	Compensation Management	Organizational Culture	Organizational Structure	National ICT Infrastructure	Organization's Strategy and Objectives	Acceptance and Development of EHRM
1	0.672									
2	0.585									
3	0.688									
4	0.666									
5	0.651									
6		0.722								
7		0.723								
8		0.708								
9		0.662								
10		0.709								
11			0.76							
12			0.667							
13			0.457							
14			0.707							
15			0.738							
16				0.58						
17				0.672						
18				0.702						
19				0.76						

IJIMOB
E-ISSN: 3041-8992

20	0.671						
21	0.673						
22	0.7						
23		0.775					
24		0.766					
25		0.736					
26		0.707					
27			0.779				
28			0.646				
29			0.74				
30			0.412				
31			0.352				
32				0.272			
33				0.9			
34				0.888			
35					0.892		
36					0.892		
37						0.757	
38						0.673	
39						0.697	
40						0.765	
41							0.853
42							0.772

After proving the model's validity, the structural equation model estimation and the t-statistics of the coefficients were performed according to Figure 1, Figure 2 and Tables below. Given that all factor loadings are above 0.3 and the t-statistics of the coefficients are significant, all factor loadings have acceptable values, indicating the model's reliability from this criterion's perspective.

Table 5

Factor Loadings and Significance Levels of Research Variables

Variables	Factor Loading	Significance Level
Selection and Employment		
Question 1	0.672	14.206
Question 2	0.585	8.266
Question 3	0.688	20.386
Question 4	0.666	15.653
Question 5	0.651	18.848
Employee Communications		
Question 6	0.722	21.423
Question 7	0.723	21.671
Question 8	0.708	21.824
Question 9	0.662	15.458
Question 10	0.709	21.518
Empowerment		
Question 11	0.76	22.078
Question 12	0.667	17.366
Question 13	0.457	6.301
Question 14	0.707	21.723
Question 15	0.738	21.935
Performance Management		
Question 16	0.58	12.618
Question 17	0.672	15.549
Question 18	0.702	15.774
Question 19	0.76	22.221
Question 20	0.671	17.404
Question 21	0.673	22.254
Question 22	0.7	22.28

IJIMOB
E-ISSN: 3041-8992

Compensation Management		
Question 23	0.775	28.091
Question 24	0.766	18.726
Question 25	0.736	15.893
Question 26	0.707	19.728
Organizational Culture		
Question 27	0.779	27.137
Question 28	0.646	9.678
Question 29	0.74	23.682
Question 30	0.412	4.482
Question 31	0.352	3.953
Organizational Structure		
Question 32	0.272	3.176
Question 33	0.9	84.556
Question 34	0.888	63.237
Country's ICT Infrastructures		
Question 35	0.892	66.721
Question 36	0.892	68.997
Strategy and Organizational Goals		
Question 37	0.757	35.8
Question 38	0.673	12.843
Question 39	0.697	16.299
Question 40	0.765	27.675
Acceptance and Development of EHRM		
Question 41	0.853	84.081
Question 42	0.772	20.504

Table 6

Structural Model Path Coefficients (Pij)

Model Dimensions	Processes	Infrastructures	Development of Employee Commitment
Selection and Employment	0.852	---	---
Employee Communications	0.798		---
Empowerment	0.778		---
Performance Management	0.880		---
Compensation Management	0.773		---
Organizational Culture		0.683	---
Organizational Structure		0.796	---
Country's ICT Infrastructures		0.831	---
Strategy and Organizational Goals		0.923	---
Acceptance and Development of EHRM		0.822	---
Processes	---	---	0.954
Infrastructures	---	---	0.895

Furthermore, the results showed that the sub-criterion of strategy and organizational goals with a relative weight of 0.458 is of the highest importance. Therefore, it has the highest priority among the infrastructure factor sub-criteria, followed by the sub-criterion of the country's ICT infrastructures with a relative weight of 0.254. The sub-criteria of Acceptance and Development of EHRM and Organizational Structure are ranked third and fourth, respectively, with weights of 0.144 and 0.083, and finally, the sub-criterion of Organizational Culture with a relative weight of 0.061 is in the last priority. The inconsistency rate of pairwise comparisons obtained is 0.03, which is acceptable since it is less than 0.1.

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Figure 1

Model with T-Values

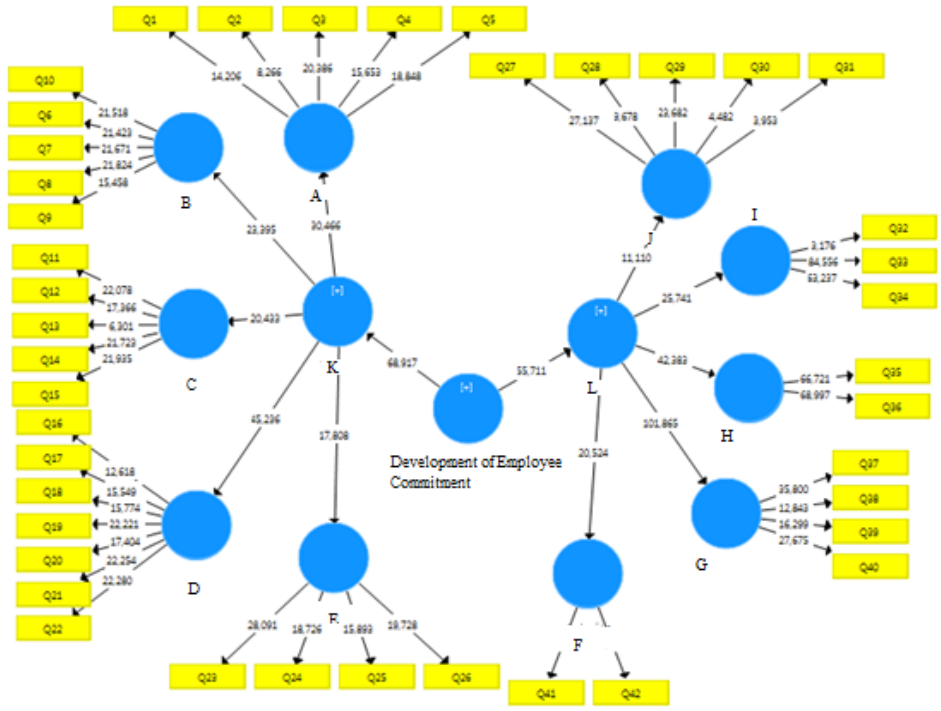
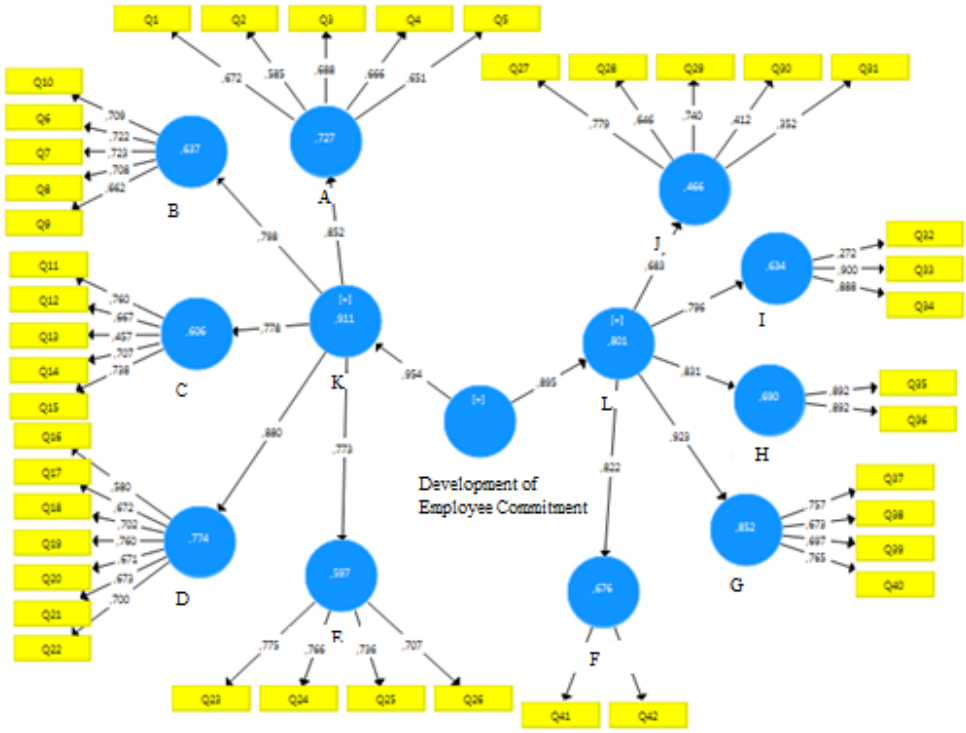


Figure 2

Model with Beta Values



A: Selection and Employment; B: Employee Communications; C: Empowerment; D: Performance Management; E: Compensation Management; F: Strategy and Organizational Goals; G: Acceptance and Development of EHRM; H: Country's ICT Infrastructures; J: Organizational Culture; I: Organizational Structure; K: Processes; L: Infrastructures

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Table 7

Prioritization of Sub-Criteria of the Infrastructure Factor

No.	Components	Weight	Rank
1	Organizational Culture	0.061	5
2	Organizational Structure	0.083	4
3	Country's ICT Infrastructures	0.254	2
4	Strategy and Organizational Goals	0.458	1
5	Acceptance and Development of EHRM	0.144	3

4 Discussion and Conclusion

The primary objective of this research is to develop a model for enhancing employee commitment in Iranian government organizations. To achieve this goal, dimensions, components, and indicators were first identified and then prioritized. To gather the theoretical foundations, information regarding the literature of the research topic was collected using library and documentary studies methods. Given that this research aimed at a sequential exploratory combination of model development and designing and formulating a pattern based on the criteria of model design, in the qualitative section, the case study research method and semi-structured interviews with experts and professors led to the formulation of the model's criteria. In the quantitative section, a descriptive-survey method was employed using a researcher-made tool to measure its external effectiveness, i.e., this research falls under the category of mixed-methods research of the sequential exploratory and model development type, carried out in two qualitative and quantitative phases. The main research question was: What is the model for developing employee commitment in Iranian government organizations? According to PLS path modeling structure, researchers should check the fit of the measurement part and the structural part of their research model and then control the overall fit. On the other hand, PLS path modeling lacks a general optimization criterion, meaning there is no overall function for evaluating model fit. The GOF index considers both the measurement and structural models and serves as a criterion for predicting the overall performance of the model. Additionally, model fit means that the observed variance-covariance matrix or the variance-covariance matrix predicted by the model should have close values or, in other words, fit well. The closer the values in the two matrices, the better the model fit. In structural equation modeling, model estimates can be trusted when the model has sufficient fit. All fitness indices used indicate that the model has a good fit. Therefore, it can be concluded that the research model has a high capability in measuring the main variables of the research. Given the standard nature of the model, the software findings are reliable.

Retaining and keeping employees means preventing their resignation and keeping them satisfied. To retain employees, organizations use various human resource programs to attract, engage, and appreciate employees, and offer more work flexibility and modern benefits such as physical and financial health programs. A high employee turnover rate can damage organizations' ability to fulfill their missions due to the loss of organizational knowledge and high replacement costs for outgoing employees. Reduced productivity and competitive advantage are among the greatest losses from employee turnover. Employee exits can also decrease morale and encourage more employees to leave the organization. Retaining employees is also important for team building and cohesion in the workplace, allowing employees to trust each other. Another negative impact is on customers, who may notice that they are dealing with different people within the organization. Several factors affect employee satisfaction and participation in work. While it may seem obvious, many employers underestimate the importance of investing in the welfare and personal satisfaction of their employees as a strategy to prevent their departure. In this context, a model around employee commitment was defined, given that the results obtained from the model test indicate the confirmation of the proposed model along with the introduced dimensions, components, and indicators. Also, since the dimensions and components were prepared from theoretical foundations and research background (Jung et al., 2020; Loan, 2020; Mishra & Kasim, 2023; Rabiul et al., 2022; Rahayu et al., 2019; Ramzgooyan & Hasanpour 2013; Ridwan et al., 2020; Salari, 2016; Shahul Hameed et al., 2022; To & Huang, 2022; Wijaya & Silitonga, 2023; Yasin et al., 2023). Given that the model's components were selected from research and theoretical foundations, it can be stated that the model for developing commitment aligns with theoretical

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foundations and research backgrounds, and factors defined in the model are confirmed by research.

Management recommendations and applications of the current research suggest that organizations in Iran should develop the skills and knowledge of their employees and involve them in decision-making. This can be achieved through three means: empowering employees, having a team approach, and developing the capabilities and skills of employees to perform well in the global competitive market. It is recommended to improve the effectiveness and efficiency of the communication system and address its deficiencies by using an effective and suitable feedback system. Attention should be given to psychological, emotional, and cultural factors and understanding meanings when studying interpersonal communications. Attention should also be paid to major communication barriers such as cultural, linguistic, and motivational differences, as well as cognitive dissonances and factors that disrupt communications. It is further recommended to conduct monthly performance evaluations instead of annual ones, and a general evaluation from their averages should be carried out. The limitations of the current research include: given that the Delphi qualitative method was used in the current study, different results might have been obtained if other qualitative methods such as Grounded Theory, etc., were used. Given that structural equation analysis was used in the current study, different results might have been obtained if linear regression methods were used. Also, if other variables were included in the model design, such as organizational culture, the final model of the research might have produced different results.

Authors' Contributions

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

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

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

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