




Presentation of an Employee Prestige Model: Case Study of the General Directorate of Prisons in Lorestan Province

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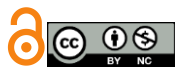
Article Info

Article type:

Original Research

How to cite this article:

Siamaki, A., Pourshidi, R., Mohammad Bagheri, M., & Mollai, N. (2023). Presentation of an Employee Prestige Model: Case Study of the General Directorate of Prisons in Lorestan Province. *International Journal of Innovation Management and Organizational Behavior*, 3(3), 183-192.
<https://doi.org/10.61838/kman.ijimob.3.3.23>



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ABSTRACT

Objective: The objective of this study is to design an employee prestige model for the General Directorate of Prisons in Lorestan Province, Iran. This research aims to identify the dimensions and components that contribute to employee prestige within this organization.

Methodology: The study employed a mixed-methods approach, incorporating both qualitative and quantitative research methods. The qualitative aspect involved thematic analysis based on in-depth interviews with 16 experts in the field of employee prestige, who were primarily university professors and organizational experts. The quantitative component included a survey of all employees (N=530) of the General Directorate of Prisons in Lorestan Province, with a sample of 405 selected through systematic random sampling for model validation. Data analysis was conducted using NVIVO version 11 for qualitative data, and SPSS version 26, SMART PLS version 3, and EXCEL version 2019 for quantitative data.

Findings: The study identified 81 initial codes, 29 basic themes, and 10 organizing themes related to employee prestige. The organizing themes include alignment of individual and organizational goals, job independence, individual employee prestige, enhancing social prestige, cohesion and effective relationships, career progression, respect and appreciation for employees, systematic employee participation in decision-making, organizational justice, and human resource planning. The findings highlight the importance of these themes in fostering employee prestige and addressing issues such as job satisfaction, organizational trust, and employee engagement.

Conclusion: The identified themes provide a framework for developing policies and practices aimed at improving job satisfaction, organizational trust, and overall employee engagement.

Keywords: *Employee Prestige, General Directorate of Prisons, Lorestan Province*

1 Introduction

The need within an individual drives them to engage in activities and work. Among the essential needs of humans, which, if unmet, significantly affect their psyche and, consequently, their performance, is the need for respect. This need originates from prestige, and when individuals have prestige, they achieve self-respect (self-esteem) and garner respect from others, both of which are high-level needs in Maslow's hierarchy of human needs (Gurtoo, 2019). Additionally, when individuals achieve self-esteem, their performance is influenced, and they progress in various dimensions. Correctly identifying the factors influencing individuals' prestige can help them attain self-esteem, as its lack can lead to consequences such as frustration, depression, and ultimately, total destruction. From an organizational perspective, one aspect of job satisfaction is employee prestige, and if it is inadequate, it results in reduced job satisfaction and subsequent individual and organizational problems (Gurtoo, 2019). Today, human societies have realized that governance, or managing organizations on a smaller scale, cannot be achieved solely through laws and regulations; other tools, such as employee prestige, are also needed. Attention to preserving human dignity within organizations is a novel concept regarding human values in organizations (Kim et al., 2018). Human dignity is a subject addressed and emphasized by various religions and philosophical, anthropological, psychological, legal, and political schools of thought. Today, discussions and writings on human rights highlight the importance and value of human dignity (Salehi Nezhad Emrei et al., 2018). Human dignity acts like a protective shield with high human and divine value, and attention to this shield is one of the greatest and most significant responsibilities of Muslims in an Islamic society (Falsafi et al., 2020). Human dignity plays a crucial role in maintaining social order, as society needs an order to preserve relationships and guide individuals toward achieving perfection. One way to achieve this is by reinforcing individuals' prestige and dignity and recognizing their values, which can help organizations overcome challenges and problems, including the country's Prisons Organization (Moladoost & Najafi, 2022). The preservation of human dignity is explicitly mentioned in the constitution and other national laws and must be observed in various aspects of public administration (Ahmed et al., 2023; Thomas & Lucas, 2018). Various articles of the Universal Declaration of Human Rights also emphasize human dignity and equality in enjoying basic human rights and freedoms,

regardless of race, color, language, belief, religion, social status, origin, ethnicity, etc. (Bahrami et al., 2020). Furthermore, domestic policies and laws highlighting the importance of human dignity and individuals' prestige include Articles 22, 19, 2, 39, and 47 of the Constitution, Articles 1 and 8 of the General Administrative System Policies, Articles 195 and 200 of the Fifth Development Plan, Articles 4, 6, and 7 of the Administrative Reform Program, Articles 36 and 114 of the Civil Service Management Law, and Article 6 of the Labor Law of the Islamic Republic of Iran. For instance, Article 1 of the General Administrative System Policies emphasizes institutionalizing an organizational culture based on values and human dignity and appreciating human and social capital, while Article 8 refers to retirees and pensioners and leveraging their valuable insights and experiences (Feiz et al., 2016).

Given that the topic of employee prestige, especially for those working with order and security in the country's Prisons Organization, who deal with many offenders and sometimes dangerous criminals daily, is a legal requirement in the higher-level documents and laws, this study aims to examine various aspects of employee prestige to plan for enhancing different dimensions of employee prestige. Therefore, the main research question is: What model can be designed for employee prestige in the General Directorate of Prisons in Lorestan Province?

2 Methods and Materials

This research was conducted using qualitative research methods (thematic analysis) through interviews with 16 experts (who are specialists in the field of employee prestige and have academic backgrounds related to employee prestige). The statistical population in the quantitative section includes all employees of the General Directorate of Prisons in Lorestan Province, totaling 530 individuals, out of which 405 individuals (for validating the research model) were selected using systematic random sampling. To identify the dimensions and components of employee prestige, extensive and in-depth interviews were conducted with specialists in the field, primarily university professors and experts from the prison organization. In the quantitative section, a 95-item questionnaire based on a 5-point Likert scale was used to verify the validity of the employee prestige model. The validity of the questionnaire (employee prestige) was calculated to be 0.905, and its reliability was 0.817. The qualitative data obtained from the research were analyzed

using NVIVO version 11 software, and for the quantitative data analysis, descriptive statistics (various indices, tables, and statistical charts) and inferential statistics (interpretive structural modeling (ISM) and MICMAC method for structural analysis) were utilized. Data analysis was performed using SPSS version 26, SMART PLS version 3, and EXCEL version 2019 software, with a significance level set at 0.05.

3 Findings and Results

The Central Prison of Khorramabad has a population of 132, with a model validation sample of 29 and an exploratory research sample of 85. The Khorramabad Professional Training Camp has a population of 45, with 16 for model validation and 36 for exploratory research. The Khorramabad Correction and Rehabilitation Center has a population of 81, with 38 for model validation and 61 for exploratory research. The Khorramabad Temporary Detention Center has a population of 56, with 26 for model validation and 43 for exploratory research. The Central Prison of Borujerd has a population of 72, with 39 for model validation and 61 for exploratory research. The Borujerd Professional Training Camp has a population of 46, with 17 for model validation and 37 for exploratory research. The Dorud Prison has a population of 44, with 21 for model validation and 38 for exploratory research. The Aligudarz Prison has a population of 54, with 19 for model validation and 44 for exploratory research. In total, the overall population is 530, with 205 for model validation and 405 for exploratory research.

For the calculation of reliability between two coders, three interviews were analyzed. In Interview 1, there were 33 codes with 13 codes agreed upon, resulting in a reliability

of 0.787. In Interview 2, there were 29 codes with 13 codes agreed upon, resulting in a reliability of 0.896. In Interview 3, there were 31 codes with 12 codes agreed upon, resulting in a reliability of 0.774. Overall, there were 93 codes with 38 codes agreed upon, leading to an average reliability of 0.817.

The reliability of the organizing themes of the employee prestige model is measured using Cronbach's alpha. The technological perspective of green human resource management has a Cronbach's alpha of 0.906 with 9 questions. Green and technological job analysis and design have a Cronbach's alpha of 0.856 with 9 questions. Green and technological recruitment and hiring have a Cronbach's alpha of 0.834 with 8 questions. Green and technological training and development have a Cronbach's alpha of 0.897 with 9 questions. The technological and green performance evaluation of employees has a Cronbach's alpha of 0.819 with 9 questions. Green compensation has a Cronbach's alpha of 0.866 with 7 questions. Green and technological participation and cooperation have a Cronbach's alpha of 0.900 with 10 questions. Green discipline has a Cronbach's alpha of 0.934 with 17 questions.

To segment the text and perform initial coding, a framework for classification was first selected. The primary framework used for initial coding and extracting basic themes was descriptive and data-driven. Thus, initial codes and then basic themes were identified based on the research data. The framework for abstracting the organizing themes was theory-driven, so words were selected based on theories and research. In the second step, the codes were organized and categorized based on semantic similarities, extracting the lowest level of themes (basic themes). [Table 1](#) presents the initial extracted codes related to the employee prestige model in the General Directorate of Prisons in Lorestan Province, categorized into basic and organizing themes.

Table 1

Categorization of Basic Themes into Organizing Themes of the Employee Prestige Model in the General Directorate of Prisons in Lorestan Province

No.	Initial Codes	Basic Themes	Organizing Themes
1	Organizational performance order	Purposeful service	Alignment of individual and organizational goals
2	Solving organizational budget problems		
3	Organizational conflict management		
4	Implementing motivational and effective leadership		
5	Organizational administrative health	Building organizational trust	
6	Avoiding organizational politicization		
7	Avoiding personal bias		
8	Efforts to solve prisoners' family problems	Organizational culture based on human dignity	

9	Acceptance and management of differences		
10	Avoiding prejudice and stereotyping		
11	Creating growth opportunities for employees	Job identity	Job independence
12	Feeling important		
13	Feeling useful and valuable		
14	Clear criteria for rewards and punishments	Job enrichment	
15	Growth and maturity of internal systems knowledge		
16	Clear job descriptions		
17	Job rotation		
18	Passing diversity management laws	Job diversity	
19	Creative role development for employees		
20	Growth and flourishing	Individual dignity	Individual employee prestige
21	Rationality and tranquility		
22	Adherence to piety and faith		
23	Observing ethical principles		
24	Insight and depth of thinking		
25	Commitment and diligence	Professional ethics	
26	Lawfulness		
27	Honesty and trustworthiness		
28	Having a performance record	General knowledge and awareness	
29	High expertise and skills		
30	Integrating expertise		
31	Promoting prison principles and values	Community culture	Enhancing social prestige
32	Attention to social judgment		
33	Social cohesion		
34	Recognition of employee efforts in prisoner re-socialization	Media capacity utilization	
35	Expanding protective factors at the organizational level		
36	Prison employees' selfless assistance		
37	Work-life balance	Organizational grooming	
38	No humiliation or insult from others		
39	Being valued by others		
40	Appreciating employees		
41	Freedom of expression for employees	Organizational empathy	Cohesion and effective relationships
42	Strengthening employees' willpower and self-confidence		
43	Improving communication skills		
44	Effectively playing the role of a social worker		
45	Interaction with other organizations	Social acceptance	
46	Public relations of the organization		
47	Organization and managers' reputation		
48	Cooperation and coordination	Improving team work quality	
49	Decision-making coherence		
50	Overcoming hiring obstacles	Job security	Career progression
51	Integrated employee satisfaction approach		
52	Safety in prison environment		
53	Collaboration to prevent deviations	Organizational discipline	
54	Increasing employee accountability		
55	Flexible work shifts		
56	Meeting national interests and public expectations	Organizational effectiveness	
57	Strategic impact of the organization		
58	Comprehensive employee productivity enhancement program		
59	Medical and insurance facilities	Creating employee welfare	Respect and appreciation for employees
60	Credit facilities and allowances		
61	Improving employees' living conditions		
62	Housing, cultural, sports, and tourism facilities		
63	Self-respect and self-esteem among employees	Respectful behavior with employees	
64	Preserving employees' privacy		
65	Encouraging good work performance		
66	Job stress and anxiety	Attention to psychological damage	

67	Rehabilitation of vulnerable individuals		
68	Patience with prisoners' abnormal behaviors		
69	Spirit of non-surrender in the organization	Authority and capability	Systematic employee participation in decision-making
70	Information and communication-based decision-making		
71	Employee participation system and idea stimulation		
72	Employees having appropriate autonomy	Accountability and dutyfulness	
73	Preventing arbitrary decisions		
74	Receiving appropriate feedback for decision-making		
75	Awareness of each other's rights		
76	Appropriate salary and compensation system	Fair compensation system	Organizational justice
77	Designing incentive and reward processes		
78	Matching tasks with salaries and benefits		
79	Equitable access to scarce resources	Fair resource distribution	
80	Observing organizational facilities allocation		
81	Fair performance monitoring and evaluation		
82	Meritocracy-based culture	Equal employment opportunities	
83	Appointment of independent individuals		
84	Maintaining and nurturing a diverse workforce		
85	Helping talent flourish	Employee empowerment	Human resource planning
86	Identifying human resource capacities		
87	Streamlining human collections		
88	Holding training courses	Improving quality of work life	
89	Aligning training with prison services		
90	Trusting young employees		
91	Workplace hygiene		
92	Spirituality in the workplace		
93	System for appointing competent managers	Succession planning	
94	Filling developmental gaps in the organization		
95	Opportunity for competency development		

Table 2

Linguistic Variables and Corresponding Fuzzy Numbers in the Expert Questionnaire

Linguistic Variables	Triangular Fuzzy Number	Defuzzified Number
Very high impact	(1.0, 1.0, 0.75)	0.75
High impact	(1.0, 0.75, 0.5)	0.5625
Low impact	(0.75, 0.5, 0.25)	0.3125
Very low impact	(0.5, 0.25, 0.0)	0.0625
No impact	(0.25, 0.0, 0.0)	0.0625

Table 3

Differences in Expert Opinions on Initial Codes of the Employee Prestige Model in the First and Second Phases (n=16)

No.	Initial Code	First Mean	Phase	Second Mean	Phase	Mean Difference	Result
C1	Organizational performance order	0.786		0.787		0.002	Confirmed
C2	Solving organizational budget problems	0.760		0.827		0.067	Confirmed
C3	Organizational conflict management	0.706		0.822		0.116	Refer to next phase
C4	Implementing motivational and effective leadership	0.794		0.782		0.012	Confirmed
C5	Organizational administrative health	0.697		0.767		0.070	Confirmed
C6	Avoiding organizational politicization	0.790		0.749		0.041	Confirmed
C7	Avoiding personal bias	0.719		0.791		0.072	Confirmed
C8	Efforts to solve prisoners' family problems	0.746		0.806		0.060	Confirmed
C9	Acceptance and management of differences	0.726		0.759		0.033	Confirmed
C10	Avoiding prejudice and stereotyping	0.777		0.774		0.003	Confirmed
C11	Creating growth opportunities for employees	0.705		0.748		0.043	Confirmed
C12	Feeling important	0.685		0.811		0.126	Refer to next phase
C13	Feeling useful and valuable	0.794		0.782		0.012	Confirmed

C14	Clear criteria for rewards and punishments	0.682	0.773	0.091	Confirmed
C15	Growth and maturity of internal systems knowledge	0.702	0.800	0.098	Confirmed
C16	Clear job descriptions	0.761	0.728	0.032	Confirmed
C17	Job rotation	0.693	0.807	0.114	Refer to next phase
C18	Passing diversity management laws	0.732	0.765	0.032	Confirmed
C19	Creative role development for employees	0.790	0.753	0.038	Confirmed
C20	Growth and flourishing	0.728	0.820	0.091	Confirmed
C21	Rationality and tranquility	0.721	0.778	0.057	Confirmed
C22	Adherence to piety and faith	0.720	0.811	0.092	Confirmed
C23	Observing ethical principles	0.709	0.802	0.093	Confirmed
C24	Insight and depth of thinking	0.764	0.775	0.011	Confirmed
C25	Commitment and diligence	0.718	0.732	0.014	Confirmed
C26	Lawfulness	0.700	0.787	0.087	Confirmed
C27	Honesty and trustworthiness	0.775	0.761	0.014	Confirmed
C28	Having a performance record	0.687	0.796	0.109	Refer to next phase
C29	High expertise and skills	0.727	0.737	0.010	Confirmed
C30	Integrating expertise	0.780	0.795	0.015	Confirmed
C31	Promoting prison principles and values	0.688	0.804	0.116	Refer to next phase
C32	Attention to social judgment	0.755	0.825	0.070	Confirmed
C33	Social cohesion	0.788	0.737	0.052	Confirmed
C34	Recognition of employee efforts in prisoner re-socialization	0.772	0.826	0.054	Confirmed
C35	Expanding protective factors at the organizational level	0.722	0.770	0.048	Confirmed
C36	Prison employees' selfless assistance	0.680	0.751	0.070	Confirmed
C37	Work-life balance	0.692	0.729	0.036	Confirmed
C38	No humiliation or insult from others	0.750	0.817	0.067	Confirmed
C39	Being valued by others	0.688	0.827	0.139	Refer to next phase
C40	Appreciating employees	0.757	0.787	0.030	Confirmed
C41	Freedom of expression for employees	0.798	0.796	0.002	Confirmed
C42	Strengthening employees' willpower and self-confidence	0.708	0.765	0.057	Confirmed
C43	Improving communication skills	0.703	0.766	0.063	Confirmed
C44	Effectively playing the role of a social worker	0.750	0.786	0.036	Confirmed
C45	Interaction with other organizations	0.796	0.694	0.102	Rejected
C46	Public relations of the organization	0.703	0.769	0.066	Confirmed
C47	Organization and managers' reputation	0.798	0.826	0.028	Confirmed
C48	Cooperation and coordination	0.693	0.788	0.095	Confirmed
C49	Decision-making coherence	0.782	0.801	0.019	Confirmed
C50	Overcoming hiring obstacles	0.761	0.765	0.004	Confirmed
C51	Integrated employee satisfaction approach	0.745	0.765	0.020	Confirmed
C52	Safety in prison environment	0.714	0.788	0.074	Confirmed
C53	Collaboration to prevent deviations	0.715	0.741	0.026	Confirmed
C54	Increasing employee accountability	0.701	0.649	0.052	Rejected
C55	Flexible work shifts	0.729	0.749	0.020	Confirmed
C56	Meeting national interests and public expectations	0.776	0.711	0.065	Confirmed
C57	Strategic impact of the organization	0.737	0.720	0.017	Confirmed
C58	Comprehensive employee productivity enhancement program	0.798	0.823	0.024	Confirmed
C59	Medical and insurance facilities	0.736	0.803	0.067	Confirmed
C60	Credit facilities and allowances	0.710	0.828	0.118	Refer to next phase
C61	Improving employees' living conditions	0.735	0.779	0.044	Confirmed
C62	Housing, cultural, sports, and tourism facilities	0.784	0.780	0.003	Confirmed
C63	Self-respect and self-esteem among employees	0.767	0.800	0.033	Confirmed
C64	Preserving employees' privacy	0.724	0.781	0.057	Confirmed
C65	Encouraging good work performance	0.787	0.788	0.001	Confirmed
C66	Job stress and anxiety	0.788	0.783	0.004	Confirmed
C67	Rehabilitation of vulnerable individuals	0.735	0.744	0.009	Confirmed
C68	Patience with prisoners' abnormal behaviors	0.705	0.732	0.027	Confirmed
C69	Spirit of non-surrender in the organization	0.784	0.732	0.052	Confirmed
C70	Information and communication-based decision-making	0.689	0.819	0.130	Refer to next phase
C71	Employee participation system and idea stimulation	0.765	0.761	0.005	Confirmed
C72	Employees having appropriate autonomy	0.781	0.762	0.019	Confirmed
C73	Preventing arbitrary decisions	0.730	0.784	0.054	Confirmed

C74	Receiving appropriate feedback for decision-making	0.772	0.738	0.034	Confirmed
C75	Awareness of each other's rights	0.780	0.611	0.129	Rejected
C76	Appropriate salary and compensation system	0.770	0.817	0.046	Confirmed
C77	Designing incentive and reward processes	0.762	0.724	0.038	Confirmed
C78	Matching tasks with salaries and benefits	0.741	0.779	0.038	Confirmed
C79	Equitable access to scarce resources	0.784	0.604	0.180	Rejected
C80	Observing organizational facilities allocation	0.735	0.724	0.011	Confirmed
C81	Fair performance monitoring and evaluation	0.791	0.809	0.017	Confirmed
C82	Meritocracy-based culture	0.708	0.755	0.047	Confirmed
C83	Appointment of independent individuals	0.706	0.774	0.068	Confirmed
C84	Maintaining and nurturing a diverse workforce	0.784	0.813	0.029	Confirmed
C85	Helping talent flourish	0.694	0.783	0.089	Confirmed
C86	Identifying human resource capacities	0.690	0.775	0.085	Confirmed
C87	Streamlining human collections	0.685	0.768	0.083	Confirmed
C88	Holding training courses	0.742	0.806	0.064	Confirmed
C89	Aligning training with prison services	0.706	0.655	0.054	Rejected
C90	Trusting young employees	0.738	0.775	0.036	Confirmed
C91	Workplace hygiene	0.778	0.635	0.143	Rejected
C92	Spirituality in the workplace	0.750	0.717	0.033	Confirmed
C93	System for appointing competent managers	0.771	0.802	0.030	Confirmed
C94	Filling developmental gaps in the organization	0.720	0.793	0.073	Confirmed
C95	Opportunity for competency development	0.700	0.775	0.075	Confirmed

Given the expert opinions in the first phase and comparing them with the results of the second phase, if the difference between the defuzzified means in the two phases is less than 0.1, it means that experts have reached a consensus on the initial code in question. The results indicate that experts reached a consensus on 78 initial codes. Additionally, if the mean of any initial code in the second phase is below the threshold of 0.7, the initial code should be eliminated. Upon review, the mean of five initial codes in

the second phase (Nos. 45, 54, 75, 79, 89, and 91) was less than 0.7; thus, these initial codes were removed from the study. Furthermore, the results of Table 7 indicate that for initial codes Nos. 3, 12, 17, 28, 31, 39, 60, and 70, the expert group did not reach a consensus, and the difference in opinions in the first and second phases was more than the threshold of 0.1; therefore, the survey on these initial codes will continue in the third phase.

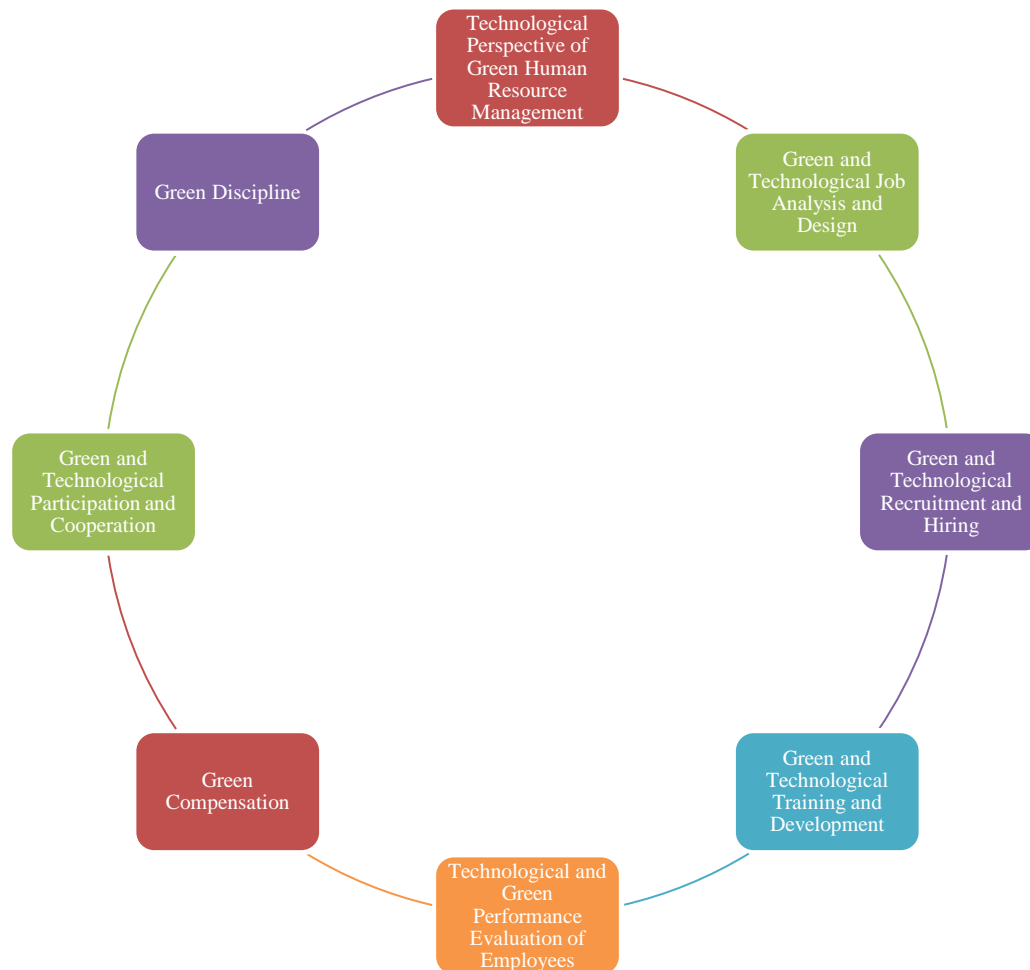
Table 4

Differences in Expert Opinions on Initial Codes of the Employee Prestige Model in the Second and Third Phases (n=16)

No.	Initial Code	Second Phase Mean	Third Phase Mean	Mean Difference
C3	Organizational conflict management	0.822	0.785	0.037
C12	Feeling important	0.811	0.765	0.046
C17	Job rotation	0.807	0.765	0.042
C28	Having a performance record	0.796	0.747	0.049
C31	Promoting prison principles and values	0.804	0.759	0.045
C39	Being valued by others	0.827	0.797	0.030
C60	Credit facilities and allowances	0.828	0.775	0.053
C70	Information and communication-based decision-making	0.819	0.778	0.041

Figure 1

Differences in Expert Opinions on Initial Codes of the Employee Prestige Model in the Second and Third Phases (n=16)



Ultimately, after assigning initial codes to participants' excerpts, merging initial codes and extracting basic themes, categorizing basic themes into organizing themes, categorizing organizing themes into comprehensive themes, finalizing the themes, and providing feedback to participants, the final network of themes was extracted and presented in [Figure 1](#).

4 Discussion and Conclusion

Social prestige has long been considered in various societies. The root of attention to this concept lies in the social and economic inequalities that create social stratification, leading to different social statuses based on an individual's job position in an unequal economic system. In modern times, due to job specialization, each role and job has gained its unique social prestige, reflecting the value society places on that role. Social prestige is a value assigned

to a social role by a group (society, group, or organization). The prestige of each job determines the mutual behavior and expectations of society towards the jobholders, helping shape social interactions. In every country, each job has its unique prestige, and people can distinguish high-prestige jobs from low-prestige ones. People comply with, seek help from, and aspire to be like those in high-prestige jobs. The degree of an individual's prestige compared to others is influenced mainly by societal views, including factors like income, education, and housing, which play significant roles in determining social status.

Social prestige is essential for all professions, including prison staff. The challenging nature of prison work, dealing with numerous offenders daily, necessitates special attention to the social prestige of these employees to prevent job burnout, stress, absenteeism, and turnover, thereby

maintaining national security, which is of utmost importance and requires special attention from authorities.

Preserving the achievements of the Islamic Revolution, as stipulated in the Constitution of the Islamic Republic of Iran, is crucial. This role is achieved through the capability and authority of security and protective forces (prison staff), as few individuals or social organizations have tasks so closely linked to the revolution's achievements (Kazemi Jouybari, 2023).

Islamic texts emphasize the status and prestige of those who strive in God's path (Mujahideen fi Sabilillah). For example, in Surah An-Nisa, verse 95, Allah says, "Those believers who sit at home without any trouble and those who strive in Allah's cause with their wealth and their lives are not equal. Allah has preferred those who strive with their wealth and lives by degrees over those who remain [behind]." Thus, it is clear that those in an Islamic country who strive to defend the righteous faith and borders of Islam hold a high status and rank before Allah.

Based on interview reviews, the extracted concepts include 81 initial codes, 29 basic themes, and 10 organizing themes forming the employee prestige model in the General Directorate of Prisons in Lorestan Province. The organizing themes include a technological perspective on green human resource management, green and technological job analysis and design, green and technological recruitment and hiring, green and technological training and development, green performance evaluation of employees, green compensation, green and technological participation and cooperation, and green discipline.

In explanation, modern societies have realized that governance, or managing organizations, requires tools beyond just laws and regulations. One such tool is "employee prestige." Attention to employees' prestige within organizations and their social roles and positions is a novel concept focusing on human values in organizations. Goldarp and Hopp (1972) described prestige as a unique form of social power and advantage gained by holding a role or membership in a group. Sociologically, it refers to the rank, status, and social position of individuals, groups, and organizations in comparison to one another (Bahrami et al., 2020; Chekani Azaran et al., 2021; Thomas & Lucas, 2018).

The results indicate that the organizing themes include alignment of individual and organizational goals, job independence, individual employee prestige, enhancing social prestige, cohesion and effective relationships, career progression, respect and appreciation for employees, systematic employee participation in decision-making,

organizational justice, and human resource planning. Also, Saleh Nejad Amrie et al. (2018) categorized the dimensions of prestige, its enhancement contexts, and the direct outcomes of prestige enhancement into six comprehensive themes, twenty-six organizing themes, and 117 basic themes, presented as a network of related themes from the viewpoint of the Supreme Leader (May God Protect Him). These results can be used to enhance employee prestige and achieve their self-esteem (Salehi Nezhad Emrei et al., 2018).

Employee job attachment is directly related to an organization's success. Such employees are more productive, committed, and likely to stay longer in the organization. As they feel closer to their job, their chances of advancement increase. Ninety-four percent of employees who feel valued in their workplace report feeling job attachment (compared to 43% who do not).

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.

Acknowledgments

We would like to express our gratitude to all individuals helped us to do the project.

Declaration of Interest

The authors report no conflict of interest.

Funding

According to the authors, this article has no financial support.

Ethical Considerations

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

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