

Identifying factors affecting the acceptance of public policies in the field of personnel by the target community

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Keywords: <i>Policy making, implementation, personnel policy</i>	Abstract
Article Type: Research Article	Background and purpose: Paying attention to the public issues of society and taking measures to solve them is one of the duties of the governments, which distinguishes them from the private sector. From the point of view of management science, the policy-making process has multi-stage cycles. It includes the preparation of the agenda, the formation of the policy, the implementation of the policy, the evaluation of the policy, the change of the policy, and finally the end of the policy. One of the issues countries face today is the general policy born of coalitions, bargaining, and persuasion. The end is countless. A good policy is a policy that includes the acceptance criteria of the beneficiaries of that policy, which will increase the effectiveness and efficiency of the policy and ultimately lead to solving the problem. Methodology: In this research, a model has been presented for the target community's acceptance of public policies in the field of personnel. In this research, based on the research literature, 114 sub-criteria and 22 main criteria have been identified, which were provided to the experts in two rounds of Delphi. Results: Finally, 96 final sub-criteria were identified. The main criteria include time, interaction and communication, expertise, experience and skill, implementation tools, transparency, accountability, barriers, innovation, headquarters, control and evaluation, costs, support, targeting, documentation, organization, hierarchy, culture, interference and dependency, implementation methods, legitimacy, environment, concentration. Conclusion: According to the research results, it is necessary to give proper training to the employees before and after formulating the organization's policies and to update the executives' knowledge. Moreover, during the process of implementing the policies, try to improve implementers' knowledge and skills level. Therefore, it is suggested that by providing sufficient information, the characteristics and implementation dimensions of the policy should be clearly defined for the employees, and the employees should implement the policies without any ambiguity.
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Introduction

Public policy-making is one of the most important governance functions of public administration. Public policy is a set of relatively stable, fixed and purposeful actions of the government in order to solve public problems or concerns. In this regard, the target community must accept the desired policy after identifying the public problem, setting its agenda and designing the public policy before implementing it. The acceptance of a policy can be seen as the acceptance of a policy in the same direction. When a policy is accepted, it is accepted.

A policy can be accepted when it is both acceptable and in harmony with the accepted principles and beliefs of the target society. In this alignment, the role of public opinion and unofficial actors of policy-making is undeniable. Just as public opinion and unofficial policy actors play a role in problem-solving and setting problems on the agenda, they also play a major role in accepting policies. In this regard, Howlett and Ramesh (2001) stated policy actors could be divided into two groups: official policy actors and informal policy actors; The official actors of the policy include elected officials and appointed officials, and the unofficial actors include groups with influence or interests, parties, and mass media. The official actors are in the government, and the unofficial actors are in the society, so to speak, outside the government. Nat's research (2007) showed that implementing policies, intervention, and participation styles increased the probability of implementation success, and authoritarian and directive techniques decreased the success rate of policy implementation. Burns et al. (2007) also identified variables related to the success of policy implementation, including 18 factors and classified them into five groups; The formation process of 6 policies, regular implementation, policy monitoring and control, leadership and management and employees, capable employees and corporate governance have been classified. In the field of factors and groups influencing policy acceptance, Rezaei (2012) has stated in his studies that the media itself, as a part of civil society, has developed so much and has gained an inclusive role as if civil society is the media itself. While the mass media express public opinion, they can also be its builder and driver. It is here that the mass media, as the most important factor of policy communication on the one hand and the most important factor influencing public opinion on the other hand, have tremendous importance and power in today's world. Roshandel Arbatani et al. (2013) also showed that the media are both affected by the policy-making process and have an influence on it due to their different roles at the individual and social level, including care and supervision, agenda and the role of gatekeeper. These roles are interpreted as a set of expectations of behavior or institutions that have a special function. Abbasi (2015) also showed that mass media generally play an important role in the distribution and dissemination of information, and in this way, they can change public opinion. They influence public opinion by providing a lot of information about what people think and shaping their thinking. By paying attention

to some issues and ignoring other issues, they can affect public opinion and the policy agenda and change the policy. In addition, the media can directly or indirectly influence policymakers by raising public issues and thus influence the policy process. Also, the media influence the policies by influencing the stakeholders.

Olfimio (2016) has also pointed out that influential groups are individuals or final organizations with a common goal and have influence and the dominant power in a field and try to realize their goals or overcome them through political means. Policies should be effective. Due to their influence and power, influential groups can be involved in streamlining, agreeing, approving, and accepting laws and policies. Rabiei Mandjin and Givarian (2005) stated that parties, as the most significant non-governmental organization, can play an essential role in compiling conflicts and public demands. They specify their interests and transfer the requests of others to political systems. Also, political parties are involved in formulating general policies for their acceptance, monitoring the implementation, and judging how those policies are implemented.

Obtaining policy results with the desired quality depends on the infrastructure and providing the necessary prerequisites. In general, all the statements of politicians and other officials are not implemented. This means that implementing the policy is not an automatic process and requires a strong driving force and coordinated efforts. These forces can be obtained by following an integrated model. The issue of policy implementation in our country has been the leaders' focus for some time. The most important reason is the inefficiency and failure to achieve predetermined goals in implementing policies. Although researchers worldwide have presented various ways to investigate the implementation issue and have made many efforts to understand, recognize and reduce the barriers to implementing policies, addressing such an issue is new in Iran. It also requires a lot of research to understand the local obstacles and bottlenecks in implementing the general policies of this border and region to solve them as completely as possible and improve the implementation process.

If the target community does not accept the established policies, the probability of policy failure in the implementation phase is very high. If the mesh lines fail in practice, many costs will be imposed, and sometimes the effects of these failures are so deplorable that it is quite difficult to compensate and may even lead to the fall of governments. Therefore, it is necessary to carry out an issue titled presenting a public acceptance model in Iran. Conducting this research in this field is important and necessary in two aspects: 1- It can somewhat solve the research gap in this field. 2- It helps the mesh line makers in its better design and implementation, consequently increasing the mesh lines' effectiveness and efficiency.

With the said content, it is clear that the adoption of a policy can play a central role in the successful implementation of a policy and the achievement of predetermined goals. On the

other hand, if the policy is implemented without acceptance by the society due to the lack of support from the people of the society, the probability of failure or unsuccessful implementation of the policy is very high, and public policies in Iran will not be an exception to this rule. Now the question arises, what model can be used to determine the acceptance of public policies by the target community? The rest of the article will present an overview of the research's beginnings and hypotheses. The research design and data collection will be discussed in the next section. After the interpretation of the research findings, the conclusions will be drawn.

Literature Review

Public policy is a set of relatively stable, fixed, and purposeful actions of the government to solve society's problems or general concerns (Anderson, 2011). Public policy solves existing societal problems to maintain and guarantee better services to society members. (Appiah-Kubi, 2015).

It is believed that policy-making produces higher-quality policies and better decisions (Daglish et al., 2017). Policy-making procedures can lead to mobility and dynamism and serve as a background for making changes (Jenkins, 2017).

The ideal policy-making process answers the following questions: What are the prerequisites for a successful policy-making process? Who are the main actors, and what are their roles? What are the main steps in the policy-making process? The prerequisites for a successful policy-making process include the following:

1. Alignment with other national processes: showing coherence through a set of approved work interventions to achieve internationally committed goals.
2. Building partnerships: the need to identify actors with whom to build partnerships, such as departments, ministries, and government departments, the central bank, ministries, and national planning agencies
3. Widespread and continuous political commitment: Clear commitment from the highest level of government is the key to ensuring sustainability. A political commitment at the highest level will ensure effective coordination between the Ministries of Finance and Economic Affairs Ministries (of Education, Agriculture, Infrastructure, Local Development, etc.) (Appiah-Kubi, 2015).

Understanding the policy-making process may be the key to understanding whether a design process exists and, if so, whether it may produce a good or poor design. Designing successful policies requires thinking about policy-making in a way that fully considers the dual technical/problematic and political goals it strives to understand in its design space. One of the very important aspects of these spaces is related to the general intention of the government in formulating a policy. Much of the past literature has focused only on technical analysis, which is based on attempts to assess the functional potential of specific

tools (Howlett, 2014). The new literature maintains this focus but needs to assess other factors, particularly policy projects. Designers should only use simple support for temporary solutions if the nature of the limited space available is used for new designs. They must consider the range of possible options in a particular situation and turn these into a set of competitive strategies to achieve policy goals. Policy spaces exist depending on which technical and political concerns are salient, and these spaces create the conditions under which some process follows. As Wimmer (1992) pointed out, tools, alone or in combination, must be tailored to specific substantive, organizational, and political contexts. An optimal situation in the development of public policy is a case in which the interests and policy objectives of managers, technical analysts, and consultants seek to achieve policy objectives through the same means. While policymakers are inside and outside the government, people are multidimensional with diverse needs; policy survival is a major concern (Howlett & Mukherjee, 2014). As the figure below shows, there may also be a variety of policy design spaces. In other spaces, one or more goals are missing or not contested. As a result, policy processes other than the effective and legal methods found in the optimal design space emerge. Policies that are cost-effective to solve the problem while being legitimate and popular, and related to society and the government. Such policies emerge only when policy and political goals are pursued simultaneously (Chindkara et al., 2017).

Achieving policy goals without the intention of solving a problem may be described as a populist policy that focuses on the capacity of issues that may be susceptible to effective action (such as fighting crime). Actions that seek to solve problems without regard to policy implications can be described as technocratic, which can easily create impractical policy options (such as raising taxes to increase welfare budgets to combat homelessness). In situations where neither policy implementers nor policymakers are prominent or when policymakers are pressured to adopt contradictory positions, policy-making may be paralyzed or lead to ineffective or destructive policies (Chindkara et al., 2017). Policy-making is believed to lead to higher-quality policies and better decisions (Daglish et al., 2017). The public policy implementation stage is one of the most complicated stages of the public policy implementation process. In fact, the effects and consequences of the policy due to its implementation and the inappropriate implementation of the policy destroy all hopes of achieving the expected effects of the formulated policy. We know that public policies are general directions that determine how government organizations and institutions will act in the future. Usually, they arise to deal with a general problem and problem and in order to solve it, and they are often considered as a cycle in which problems are first considered as a problem. Different courses of action are reviewed, policies are determined, implemented and evaluated by the employees and changed, and finally it ends based on its success or failure (Maghdaspour et al., 2013).

Nat's research (2007) showed that implementing policies, intervention and participation styles increased the probability of implementation success, and authoritarian and directive techniques decreased the success rate of policy implementation. Non-standard procedures and the lack of conditions for implementing policies create uncertainty about bureaucrats' behavior; because there are not many standards compared to predictable actions. The executive processes of one bureaucracy may be very specific and not generalizable, while the executive methods of another bureaucracy are general and full of flexibility. Why is there such instability? Stewart et al. (2007) answer; This is because those who form the policies cannot or do not want explicit instructions and guides, or the issue is in a situation where there is no time, interest, or information. Burns et al. (2007) studied 87 institutions in 12 Latin American countries (including Argentina, Brazil, Chile, Peru, Venezuela, Panama, Costa Rica, Nicaragua, Honduras, El Salvador, Guatemala, and Mexico). He identified variables related to the success of policy implementation, including 18 factors, and divided them into five groups; The process of policy formation, regular implementation, monitoring and control of policy, leadership and management and employees, capable employees, and corporate governance have been classified.

Personnel policies are part of a post-World War II movement that led to the emerging approach of organizational psychology, which attempted to establish specific rules for workers to create efficiency and effectiveness in the industry. During the 1960s and 1970s, the field of human resources took a more humanistic and social approach to personnel policies, which emphasized the feeling of safety, well-being and opportunity for worker advancement to achieve greater productivity. Personnel policies are guidelines that an organization or company creates to manage its employees. Personnel policies describe the type of work performance and behavior an organization expects from its employees and the type of rewards and advancement opportunities it offers. Rules, requirements, benefits, and opportunities specified in personnel policies often reflect the organization's values and goals (Scott, 2017).

A policy is a principle to guide staff members who make a specific decision to create it. The key word here is "guidance". Good policies ensure that decisions are aligned with the organization's values while helping to provide solutions. A set of instructions for carrying out a policy. Methods are dynamic, often changing in response to new programs, legislation, technology, and human resources. Creating personnel policies and procedures is less exciting than developing new programs. However, policies and procedures are critical documents that define how the organization operates in the nonprofit world (Miss Bucks, 2018).

Personnel policies provide a coherent approach to management. Personnel policies are rules that are created in order to manage the situation of human resources or personnel

from the subject literature by reviewing the subject literature, and the research was conducted using the fuzzy Delphi method.

Results

In the first step, primary indicators were identified and selected. In the first stage, many indicators were extracted from the subject literature by reviewing the subject literature and the conducted research. The fuzzy Delphi approach has been used to screen the indicators and identify the final indicators. The opinion of experts on the importance of the main indicators has been collected.

Table 2: Research questionnaire, source: research findings

Dimensions	Number of questions	Number of questions
Time	3 questions	From question 1 to question 3
Interaction and communication	13 questions	From question 4 to question 16
Expertise, experience and skill	3 questions	From question 17 to question 19
Execution tool	3 questions	From question 20 to question 22
transparency	6 questions	From question 23 to question 28
responsiveness	5 questions	From question 29 to question 33
obstacles	4 questions	From question 34 to question 37
Innovation	3 questions	From question 38 to question 40
Headquarters	3 questions	From question 41 to question 43
Control and evaluation	7 questions	From question 44 to question 50
Costs	4 questions	From question 51 to question 54
Protection	5 questions	From question 55 to question 59
targeting	5 questions	From question 60 to question 64
Documentation	2 questions	From question 65 to question 66
organization	3 questions	From question 67 to question 76
Hierarchy	10 questions	From question 77 to question 78
cultural	8 questions	From question 79 to question 86

Dependency interference	2 questions	From question 87 to question 88
Implementation methods	4 questions	From question 89 to question 92
Legitimacy	4 questions	From question 93 to question 96
environmental	16 questions	From question 97 to question 112
Focus	2 questions	From question 113 to question 114

Experts' point of view has been used to determine the importance of indicators. Although experts use their marketing and mental abilities to make comparisons, it should be noted that the traditional process of quantifying people's views cannot fully reflect the human thinking style. In other words, the use of fuzzy sets is more compatible with linguistic and sometimes vague human explanations, and therefore it is better to use fuzzy sets (using fuzzy numbers) to make long-term predictions and make decisions in the real world. (Karaman and others, 2009) In this study, triangular fuzzy numbers have been used to fuzzify the experts' point of view.

Table 3: Triangular fuzzy numbers equivalent to a nine-degree Likert spectrum (Kandamark and Hanaka, 2008)

Definitive equivalent	Linguistic variable	Fuzzy number scale
1	very unimportant	(1,1,1)
2	Very unimportant to unimportant	(1,2,3)
3	unimportant	(2,3,4)
4	Unimportant to medium importance	(3,4,5)
5	medium	(4,5,6)
6	Medium to important	(5,6,7)
7	Important	(6,7,8)
8	Important to very important	(7,8,9)
9	very important	(9,9,9)

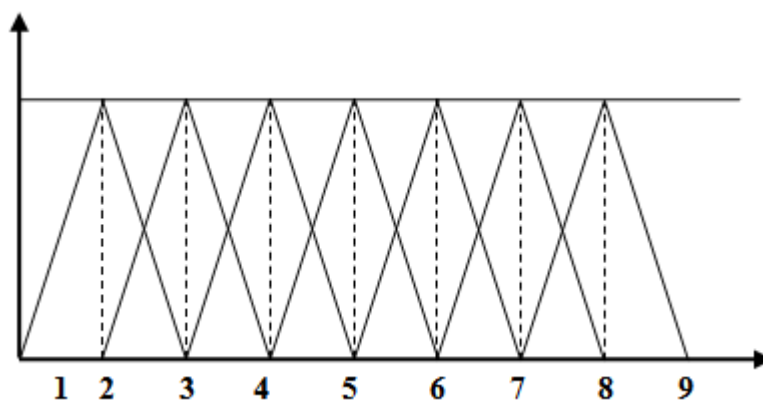


Figure 1: Valuation of indicators relative to each other using triangular fuzzy numbers

After the fuzzification of the experts' point of view, the fuzzy averages of people's scores should be calculated. To calculate the average of the opinions of n respondents, the fuzzy average will be calculated as follows:

Each triangular fuzzy number for each index is shown below:

Relationship 1:

$$\begin{aligned} \tau_j &= (L_j, M_j, U_j) \\ L_j &= \min(X_{ij}) \\ M_j &= \sqrt[n]{\prod_{i=1}^n X_{ij}} \\ U_j &= \max(X_{ij}) \end{aligned}$$

The index i refers to the expert. So that

X_{ij}: the evaluation value of the ith expert from the jth criterion

L_j: the minimum amount of evaluations for the jth criterion

M_j: the geometric mean of the experts' assessment of the performance of the jth standard

U_j: the maximum amount of evaluations for the jth criterion

)Cheng et al., 2009; Wu and Fang, 2011; Su and Chen, 2011(

In fact, these aggregation methods are experimental methods presented by different researchers. For example, a conventional method for aggregating a set of triangular fuzzy numbers is considered to be minimum l, average m, and maximum u.

Relationship 2:

$$F_{AGR} = \left(\min\{l\}, \left\{ \frac{\sum m}{n} \right\}, \max\{u\} \right)$$

)Su et al., 2010(

In this study, we have used the fuzzy average method. Fuzzy average of n triangular fuzzy numbers with Error! Reference source not found. will be calculated:

Relationship 3:

$$\tilde{F}_{AVE} = (L, M, U) = \left(\frac{\sum l_i^k}{n}, \frac{\sum m_i^k}{n}, \frac{\sum u_i^k}{n} \right)$$

In this regard, the triangular fuzzy number is the fuzzy equivalent $\tilde{f}_i = (l_i^k, m_i^k, u_i^k)$ of the k expert's point of view about the i th criterion. The fuzzy average of the opinion of the expert panel for each of the research indicators is given in the attachment.

De-fuzzification of values

For defuzzification, the surface center method is used as follows:

Relationship 4:

$$DF_{ij} = \frac{[(u_{ij} - l_{ij}) + (m_{ij} - l_{ij})]}{3} + l_{ij}$$

(Zang and Tang, 1993)

The fuzzy average and de-fuzzified output of the values related to the indicators are shown in Table 2-4. The de-fuzzified value greater than 7 is acceptable, and any index with a score above 7 is confirmed (Wu and Fang, 2011).

Table 4: Fuzzy average and fuzzy screening of Moths indicators of acceptance of public policies in the field of personnel by the target community

Index	Min	Mean	Max	Fuzzy mean	De-fuzzing	Result
q01	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q02	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q03	9	9.00	9	(9, 9, 9)	9.00	confirmed
q04	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q05	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q06	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q07	3	6.42	9	(3, 6.42, 9)	6.28	rejected
q08	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q09	3	6.42	9	(3, 6.42, 9)	6.28	rejected
q10	4	6.38	8	(4, 6.38, 8)	6.25	rejected
q11	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q12	3	6.85	9	(3, 6.85, 9)	6.57	rejected
q13	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q14	5	7.13	9	(5, 7.13, 9)	7.09	confirmed
q15	6	7.44	9	(6, 7.44, 9)	7.48	confirmed
q16	4	6.38	8	(4, 6.38, 8)	6.25	rejected
q17	4	7.74	9	(4, 7.74, 9)	7.33	confirmed
q18	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q19	9	9.00	9	(9, 9, 9)	9.00	confirmed
q20	6	7.42	9	(6, 7.42, 9)	7.47	confirmed
q21	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q22	5	7.13	9	(5, 7.13, 9)	7.09	confirmed
q23	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q24	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q25	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q26	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q27	4	6.25	9	(4, 6.25, 9)	6.42	rejected
q28	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q29	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q30	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q31	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q32	4	7.51	9	(4, 7.51, 9)	7.17	confirmed
q33	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q34	6	7.19	9	(6, 7.19, 9)	7.40	confirmed

q35	6	7.19	9	(6, 7.19, 9)	7.40	confirmed
q36	4	7.28	9	(4, 7.28, 9)	7.02	confirmed
q37	6	7.44	9	(6, 7.44, 9)	7.48	confirmed
q38	7	8.73	9	(7, 8.73, 9)	8.48	confirmed
q39	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q40	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q41	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q42	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q43	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q44	4	5.37	8	(4, 5.37, 8)	5.79	rejected
q45	6	7.44	9	(6, 7.44, 9)	7.48	confirmed
q46	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q47	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q48	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q49	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q50	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q51	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q52	6	7.42	9	(6, 7.42, 9)	7.47	confirmed
q53	6	7.42	9	(6, 7.42, 9)	7.47	confirmed
q54	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q55	4	7.74	9	(4, 7.74, 9)	7.33	confirmed
q56	6	7.42	9	(6, 7.42, 9)	7.47	confirmed
q57	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q58	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q59	4	6.66	9	(4, 6.66, 9)	6.61	rejected
q60	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q61	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q62	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q63	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q64	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q65	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q66	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q67	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q68	3	5.90	9	(3, 5.9, 9)	5.97	rejected
q69	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q70	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q71	7	8.73	9	(7, 8.73, 9)	8.48	confirmed
q72	4	7.28	9	(4, 7.28, 9)	7.02	confirmed
q73	4	5.86	8	(4, 5.86, 8)	5.95	rejected
q74	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q75	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q76	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q77	6	7.44	9	(6, 7.44, 9)	7.48	confirmed

q78	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q79	6	7.42	9	(6, 7.42, 9)	7.47	confirmed
q80	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q81	4	7.74	9	(4, 7.74, 9)	7.33	confirmed
q82	4	6.66	9	(4, 6.66, 9)	6.61	rejected
q83	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q84	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q85	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q86	4	7.51	9	(4, 7.51, 9)	7.17	confirmed
q87	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q88	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q89	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q90	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q91	6	7.42	9	(6, 7.42, 9)	7.47	confirmed
q92	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q93	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q94	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q95	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q96	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q97	4	6.81	9	(4, 6.81, 9)	6.70	rejected
q98	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q99	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q100	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q101	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q102	4	7.74	9	(4, 7.74, 9)	7.33	confirmed
q103	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q104	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q105	4	6.25	9	(4, 6.25, 9)	6.42	rejected
q106	3	6.29	9	(3, 6.29, 9)	6.19	rejected
q107	4	7.74	9	(4, 7.74, 9)	7.33	confirmed
q108	4	7.26	9	(4, 7.26, 9)	7.01	confirmed
q109	4	6.66	9	(4, 6.66, 9)	6.61	rejected
q110	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q111	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q112	4	6.81	9	(4, 6.81, 9)	6.70	rejected
q113	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q114	4	7.26	9	(4, 7.26, 9)	7.01	confirmed

If they get an average value of less than 7, they should be removed. (Adel Azar et al., 1995). It can be seen that 16 indicators have obtained an average value of less than 7, so 98 indicators are finally approved in the first round.

This questionnaire was provided to Khairgan for the second round to be reviewed again. The results of experts' answers with the fuzzy Delphi process can be seen in Table.(4)

Table 5: Fuzzy average and fuzzy screening of the second round of indicators

Index	Min	Mean	Max	Fuzzy mean	De-fuzzing	Result
q01	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q02	6	7.69	9	(6, 7.69, 9)	7.63	confirmed
q03	9	9.00	9	(9, 9, 9)	9.00	confirmed
q04	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q05	7	8.73	9	(7, 8.73, 9)	8.48	confirmed
q06	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q07	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q08	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q09	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q10	5	6.91	9	(5, 6.91, 9)	6.97	rejected
q11	6	7.69	9	(6, 7.69, 9)	7.63	confirmed
q12	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q13	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q14	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q15	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q16	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q17	5	7.38	9	(5, 7.38, 9)	7.25	confirmed
q18	7	8.73	9	(7, 8.73, 9)	8.48	confirmed
q19	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q20	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q21	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q22	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q23	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q24	6	7.69	9	(6, 7.69, 9)	7.63	confirmed
q25	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q26	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q27	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q28	6	7.69	9	(6, 7.69, 9)	7.63	confirmed
q29	7	7.96	9	(7, 7.96, 9)	7.99	confirmed
q30	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q31	6	7.69	9	(6, 7.69, 9)	7.63	confirmed
q32	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q33	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q34	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q35	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q36	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q37	6	7.69	9	(6, 7.69, 9)	7.63	confirmed
q38	6	7.69	9	(6, 7.69, 9)	7.63	confirmed
q39	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q40	7	8.21	9	(7, 8.21, 9)	8.14	confirmed

q41	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q42	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q43	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q44	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q45	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q46	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q47	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q48	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q49	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q50	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q51	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q52	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q53	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q54	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q55	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q56	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q57	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q58	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q59	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q60	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q61	6	8.44	9	(6, 8.44, 9)	8.12	confirmed
q62	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q63	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q64	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q65	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q66	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q67	6	7.44	9	(6, 7.44, 9)	7.48	confirmed
q68	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q69	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q70	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q71	7	8.73	9	(7, 8.73, 9)	8.48	confirmed
q72	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q73	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q74	7	8.73	9	(7, 8.73, 9)	8.48	confirmed
q75	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q76	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q77	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q78	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q79	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q80	6	7.67	9	(6, 7.67, 9)	7.61	confirmed
q81	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q82	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q83	6	8.18	9	(6, 8.18, 9)	7.95	confirmed

q84	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q85	6	7.69	9	(6, 7.69, 9)	7.63	confirmed
q86	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q87	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q88	6	7.93	9	(6, 7.93, 9)	7.79	confirmed
q89	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q90	7	8.73	9	(7, 8.73, 9)	8.48	confirmed
q91	5	6.91	9	(5, 6.91, 9)	6.97	rejected
q92	6	7.91	9	(6, 7.91, 9)	7.77	confirmed
q93	7	8.46	9	(7, 8.46, 9)	8.31	confirmed
q94	7	8.21	9	(7, 8.21, 9)	8.14	confirmed
q95	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q96	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q97	6	8.18	9	(6, 8.18, 9)	7.95	confirmed
q98	7	8.46	9	(7, 8.46, 9)	8.31	confirmed

In table (4), it can be seen that in the second round, 2 indicators have obtained an average value of less than 7 and should be removed. Therefore, 96 indicators are finally approved in the second round. 22 general criteria are: time, interaction and communication, expertise, experience and skill, implementation tools, transparency, accountability, obstacles, innovation, headquarters, control and evaluation, costs, support, targeting, documentation, organization, hierarchy, cultural, interference and dependency, implementation methods, legitimacy, environment, concentration.

Discussion and Conclusion

Public policy is a set of relatively stable, fixed and purposeful measures to solve problems or concerns of any society. Also, they make a policy to realize the existing visions so that they can overcome the problems and achieve the determined visions through it. In the past, it was thought that the policy is implemented after it is determined; therefore, they did not pay attention to the policy implementation phase, but after successive failures in the realization of the determined policies, it prompted the experts to investigate and search for the reason for the failure of the policies. The research showed that the key to the success of a policy is its correct implementation. Policies are determined, implemented, evaluated, and changed by employees. Finally, based on their success or failure, the implementation is considered a distinct stage in the policy-making process from the distant past. The policy-making process includes changes over time, implementation is determined by actions at different levels of companies, institutions, and organizations, and their implementers are affected by the whole concept. The research results showed that the research model was identified based on 22 criteria, which are: time, interaction and communication, expertise, experience and skill, implementation tools, transparency, accountability, barriers, innovation, headquarters, control and evaluation, costs, support, targeting, documentation,

organization, hierarchy, culture, interference and Dependency, implementation methods, legitimacy, environment, concentration.

In the external studies of beer and Eisenstadt (2000), they showed a top-down management style or policy of non-intervention of top management, unclear strategy and conflicting priorities, ineffective top management team, weak vertical communication, poor coordination between functions, businesses or boundaries, insufficient development and insufficient leadership skills in all aspects are effective factors on policy implementation. Nath's research (2007) showed that implementing policies, intervention, and participation styles increased the probability of implementation success, and authoritarian, and directive techniques decreased the success rate of policy implementation. Stewart et al. (2007) answer. This is because those who form the policies cannot or do not want to have explicit instructions and guides, or the issue is in a situation where there is no time, interest and information. Burns et al. (2007) identified variables related to the success of policy implementation including 18 factors and classified them into five groups; The process of policy formation, regular implementation, monitoring and control of policy, leadership and management and employees, capable employees and corporate governance have been classified. Papim Dalivida (2008) identified the factors affecting the successful implementation of the policy as lack of political support, limited financial resources, limitations in institutional capacity, weak cooperation at local levels; Knows. Burgalt (2007) considers the long-standing competition and conflict between implementing organizations as one of the factors affecting policy implementation and even failure in implementation. Samuel Staley (2006) stated that relying on the role of the market and economic mechanisms, the predominance of political dimensions over economic and the predominance of official authorities over market forces, lack of coordination, political concerns with policy goals, unfavorable legislative and legislative process in policy making, lack of clear formulation of goals, the unavailability of the necessary executive mechanisms, the lack of necessary political support, the inability to process information, the limited knowledge of executives, have a decisive role in the implementation of policies. Li et al. (2006) have mentioned the obstacles to the successful implementation of policies, the lack of transparency of the implementation evaluation criteria, the lack of experience of the relevant planners, the divergence of the points of view of planners and practitioners, and the difference between the priorities of the said plan and the priorities of the private sector. Fedai et al. (2014) showed that political interests, sectarianism, urgency, and values of policymakers are effective factors in policy implementation. Muturi (2014) showed that the successful implementation of policies starts with senior managers, and the organization's structure must be well organized. In this way, adopting laws and policies plays an effective and key role in implementing policies. Then, you should provide the right conditions for the employees. Deng et al. (2017) showed that policy weaknesses should be

identified and policy improvement solutions should be implemented based on user opinions. Plagi et al. (2019) showed that cultural and normative factors impact decisions and their implementation. The effects of regulatory and cultural-cognitive institutions often suffer from each other and can expand executive organizations in the opposite direction, especially in national-local divisions.

In internal studies, Qolipour et al. (2013) showed "culturalization of implementation", "capacity building of implementation", "entrepreneurship of implementation", "synergy in implementation,"; finally, "successful implementation of industrial policies" are one of the factors influencing the implementation of the policy. Moghadspour et al. (2013) showed that neglecting the value of time and the passing of opportunities in implementing national policies, managerial instability in the government sector in charge of implementing policies, the unevenness of the tools for implementing national policies, and effective internal and external crises. The implementation of policies, the lack of a suitable executive structure for national policies, etc. are among the most important key factors hindering the implementation of public policies in Iran. Haj Zamani (2014) showed that the negative attitude of policy implementers and the lack of an efficient and ineffective incentive system for the delegation of powers are the most important influencing factors in policy implementation. Khanifar et al. (2015) showed that the three general dimensions of the stakeholder network (including people, organizations, devices and institutions), implementation research (including the mobilization of resources, implementation tools, and implementation approaches), and the mental and value atmosphere of the community, are among the factors affecting the implementation of the policy. Hosseini et al. (2016) showed the obstacles that exist in the law's implementation, including environmental, managerial, legal, human, systemic, and related to target groups and communication. Erfani and Ghasemi (2016) stated that the policy should be explicit, clear, comprehensive, enforceable and flexible. Public policy models determine the direction of movement of organizations and employees. Some efficient models can make positive changes in social life. Choosing the right tool for implementation is one of the most important steps for public policies' success. Picani and Navidi (2016) showed that people's participation could effectively inform them, discover new solutions, and give them popular legitimacy. Also, in other stages of public policy, democracy is effective and works in different ways. In any way that the general public is involved in policy-making, one point is made clear to them: the value of listening to them and their opinions and ideas. Perhaps this issue is the most valuable effect of democracy in policy-making. Verpai and Derakhshan (2017) showed that support factors, human factors, management factors and structural factors play a decisive role in the obstacles to the implementation of policies in public hospitals of Central Province. Support factors play a decisive role in the obstacles to the implementation of policies in public hospitals of Central Province. Vasali Azar Sharbiani (2017) showed that

in order to provide efficient and effective services, governments should try to provide the necessary capacities to establish horizontal communication with other sectors while maintaining vertical communication. Mohammadi Azad (2017) showed that the transparency of tax policies, the tax culture of the society and the commitment of tax organizations are, respectively the most important in implementing tax policies. According to the research conducted in this field, the factors that prevent the full implementation of policies are divided into three general categories: the factors that prevent policy-making; the inhibiting factors caused by the environment and the inhibiting factors caused by the structure showed that the nature of the policy, implementing organization, types of actions and pressure groups and the environment are related to the implementation of the policy. Nobakht Ramezani et al. (2018) showed that the attitude of people in the organization is something that has been neglected in previous research. Any organization and other government institution can try to identify the weaknesses of the law by measuring the attitude of its members towards the law. Shuakhi Zavareh (2018) showed that several variables such as changing the role of governments, defining the new responsibilities of rulers, new approaches to public affairs management, new expectations of citizens, issues and issues that have arisen in the national and global arena play a role in the implementation of the policy.

Because the concept of policy implementation includes all policy-making activities, this stage is considered one of the important stages of policy implementation and should be given more attention and investigation. Based on the results obtained from the research findings, the following suggestions can be made:

It is suggested that before formulating and implementing the policy, the potential obstacles to the implementation of the policies should be well identified and a part of the policy planning programs should be dedicated to the potential obstacles.

It is suggested that the responsibilities assigned to the employees are by their powers.

In line with the formulation of the policy, the cultural criteria of the organization and its prevailing atmosphere should be taken into consideration and the policies should be formulated by the organization's cultural factors so that they can implement smoothly.

It is necessary to give proper training to the employees before and after developing the organization's policies and to update the executives' knowledge. Also, during the process of implementing the policies, try to improve the level of knowledge and skills of the implementers. Therefore, it is suggested that by providing sufficient information, the characteristics and implementation dimensions of the policy should be clearly defined for the employees, and the employees should implement the policies without any ambiguity.

It is suggested that for the proper implementation of the policies, there should be an executive guarantee, and the executive indicators should be explained well.

It is suggested that it is necessary to prevent multiple laws and regulations in implementing policies to correctly implement organizational policies.

It is suggested to consider appropriate flexibility in the policies towards new issues.

While determining the necessary tools and resources for implementing the policy, the appropriate timing for implementing the policies should be well explained, and time gaps should be avoided.

It is suggested that the policies of the organization should be well known to the organization and have the ability to be implemented in the organization. During the policy implementation process, it is necessary to strengthen the collective morale of the employees and encourage collective participation in the organization in order to implement the organizational policy.

Ethics

This research observed ethical standards, including obtaining informed consent and ensuring privacy and confidentiality. Also, while completing the questionnaires while emphasizing completing all the questions, the participants were free to withdraw from the research at any time and provide individual information. They were assured that the information would remain confidential, which was strictly adhered to.

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Conflict of Interest

According to the authors, this article has no financial sponsor or conflict of interest.

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