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Designing a model for empowering financial managers with the approach of technology-oriented structures using grounded theory and structural equation model

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Abstract

The purpose of this research was to provide a model of empowering financial managers with the approach of technology-oriented structures. The research method is exploratory and from the point of view of the goal, it is applied with a mixed approach (quantitative and qualitative). Participants in the qualitative section included managers and experts of post banks and university professors in related fields who were selected by snowball sampling. The data collection tool was a semi-structured interview that finally reached saturation with 15 participants. In the quantitative part, the statistical population of managers and financial experts of post banks in Tehran was 90 people, and 73 people were randomly selected from this statistical population. The software used in the qualitative section was MAXQDA and in the quantitative section SMARTPLS and SPSS. The data obtained from the interviews were analyzed by coding and screened using the fuzzy Delphi technique. The results of the research show the extraction of 6 main dimensions and 14 core components, which in the form of a paradigmatic model of empowering financial managers with the approach of technology-oriented structures as the core category and causal conditions (organizational factors, structural factors, administrative factors), contextual factors (availability Necessary infrastructures and reform of the organization's financial system in order to use new technologies), intervening conditions (organizational and implicit factors of technology-oriented structures), strategies (continuous training in the field of technology, support for new financial technologies and the use of appropriate strategies), and the consequences (organizational and financial consequences in line with the empowerment of financial managers with the approach of technology-oriented structures) were obtained. The measurement tool in the quantitative section was a researcher-made questionnaire based on the findings of the qualitative section. In the quantitative part, the components of the research were quantified using the structural equation modeling technique. In the next step, the relationships between strategies and indicators with the components and dimensions of the problem were analyzed by using exploratory structural equations, and finally, by examining and evaluating the obtained data, a suitable strategic model was presented.

Keywords: empowerment of managers, technology-oriented structures, financial technology, Post bank
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1 Introduction

Simultaneously with the emergence of the Internet, banks have passed the traditional stage in their life cycle and reached the stage of modern banking. Following this transition, banks became familiar with various banking technologies. But the main concern in using these technologies has always been measuring their quality and its effect on the empowerment of financial managers [5]. On the threshold of the third millennium, organizations in line with environmental changes need more flexibility to respond to pressures and threats inside and outside the organization, and managers are forced to review and rethink their management styles, methods and behaviors [5]. One of the strategies for the organization's survival and increasing performance against these threats is the empowerment of human capital, especially the ability of the organization's managers. The life and survival of any organization largely depends on the abilities, skills, awareness, knowledge and expertise of various human resources, especially the managers of that organization, and the more prepared the managers are, the better they can contribute to the improvement of the organization's efficiency. Empowered leaders are leaders who believe in sharing power and responsibility among employees and who believe in empowerment [7]. On the other hand, empowering leaders seek to accelerate and expand the culture of self- efficacy in the organization. Today, when all organizations are somehow affected by the rapid development of technology, in order to maintain and continue their existence, they have to make changes in line with this progress in all aspects of their organization. The foundation and starting point of all these changes and developments is the empowerment and proper use of human capital. In fact, organizations need the knowledge, opinions, energy and creativity of all employees, from front- line employees to high- level managers [10]. In order to achieve this, organizations act by empowering employees of all relevant organizational levels in order to encourage them to take initiative without exerting pressure, honoring the interests and collective of the organization with minimal supervision and performing their duties as the owners of the organization [4]. Empowering employees is one of the effective techniques to increase employee productivity and optimal use of their individual and group capacities and abilities in line with organizational goals. Empowerment is a process in which continuous improvement of performance is helped through the development and expansion and influence and capability of individuals and teams. In other words, empowerment is a strategy of organizational development and prosperity [14].

The rapid growth of technology has affected all aspects of our organization in some way. Rapid changes in technology have changed the nature of work, and computers, robots, and fully automated devices have replaced routine jobs. These tools have caused drastic changes in the type of skills needed by people and members of organizations and of course the managers of organizations. In the traditional form, organizations have a hierarchical structure and the power of concentration at the top of the pyramid, major changes are taking place [2]. According to the belief of many high-ranking managers, in an environment where the intensity of global competition and new technologies are among its characteristics, abandoning the control of concentration will increase the flexibility of organizations [1].

It has been a long time that the issue of technology has been addressed in organizations and companies. Even though after the industrial revolution and the advent of the machine, technology was brought up more in a scientific sense, but even before the birth of today's organizations, the life of early societies was somehow tied to technology; Because man has realized the vital role of technology in his life and, inspired by nature and thinking about it, he has always sought to create tools and ways to facilitate doing things and get rid of the oppressive forces of nature. All human progress owes to the existence of technology [8]. We can even boldly admit that technology is a tool to ensure human life on this planet. As it was said, technology is an independent issue and does not depend on the existence of the organization, but since the organization is a structured form to respond to human needs in today's societies [3]; By nature, it is very necessary to understand the importance and use of technology at the organizational level to facilitate the achievement of goals. Considering the rapid changes in the environment, technology is mentioned as a fundamental factor for the survival of organizations. Even many companies define exclusive access to certain technology as a competitive strategy [6]. With the emergence of new technologies, information technology is of great importance in this regard; The time and space distances are getting shorter and this prompts the organizations to equip the necessary mechanisms to adapt to these severe environmental changes as soon as possible, so as not to fall away from this competitive gap [11].

Internet financial reporting refers to the use of a company's website to publish information about a company's financial performance. The financial information provided by the company through the website includes a set of comprehensive financial statements, including accompanying notes, quarterly financial statements or part of the financial information that may include providing part of the financial statements, stock price information, analyst reports, operational management topics, a database of company news and other company-specific information. From this definition, it can be concluded that Internet financial reporting provides all information about a company, including financial and non-financial information, and this information is used by users to make decisions. A brief look at the evolution of modern and managerial perspectives and its adaptation to the current situation of banking in Iran shows

that in the field of human resources, including empowerment, research has been conducted in a scattered and very limited manner. Therefore, there is no codified model of empowerment in post banks. Also, it seems that Post Banks benefits from the presence of useful managers and employees, but due to the lack of a strategic model of empowerment, it has not been able to provide the necessary ground for utilizing their capabilities and competencies and developing their participation. It seems that the studied society is far from reaching the desired state. Therefore, the general concern of the researcher as the main problem of the research is, what is the model of empowering financial managers in technology-oriented structures?

2 The research method

The method used in this study was a hybrid method including a qualitative method based on the Grounded theory approach and a quantitative method based on the structural equation approach. The research was conducted in three stages. The first step, which was done qualitatively, the data are collected through structured interviews with a statistical sample (experts). In the second stage, key themes were extracted and converted into the corresponding model. In the last step, the extracted model was tested, which was done quantitatively. The statistical population of the research is divided into two qualitative and quantitative categories. The qualitative community in this research includes experts and university professors and experts familiar with the field of empowerment and technological structures of the society. Since the purpose of qualitative research is to understand the concept of a phenomenon, at this stage, the research community of experts, university faculty members, and experts are investigating the research. In this research, it is taken from theories by proportional sampling method. In sampling theory, the process is repeated, an organization was continued that reached sufficiency and so-called theoretical saturation, in which the codes were repeated. In short, the statistical population included all the managers and important departments of post banks in Tehran, and based on the demographic table, 90 people were selected as a statistical sample.

2.1 Grounded theory

Grounded theory is a systematic methodology that has been largely applied to qualitative research conducted by social scientists. The methodology involves the construction of hypotheses and theories through the collecting and analysis of data. Grounded theory involves the application of inductive reasoning. The methodology contrasts with the hypothetico-deductive model used in traditional scientific research. A study based on grounded theory is likely to begin with a question, or even just with the collection of qualitative data. As researchers review the data collected, ideas or concepts become apparent to the researchers. These ideas/concepts are said to "emerge" from the data. The researchers tag those ideas/concepts with codes that succinctly summarize the ideas/concepts. As more data are collected and re-reviewed, codes can be grouped into higher-level concepts and then into categories. These categories become the basis of a hypothesis or a new theory. Thus, grounded theory is quite different from the traditional scientific model of research, where the researcher chooses an existing theoretical framework, develops one or more hypotheses derived from that framework, and only then collects data for the purpose of assessing the validity of the hypotheses.

2.2 Structural equation model

Structural equation modeling (SEM) is a multivariate, hypothesis- driven technique that is based on a structural model representing a hypothesis about the causal relations among several variables. In the context of fMRI, for example, these variables are the measured blood oxygen level- dependent time series $y_1, \ldots, y_n$ of n brain regions and the hypothetical causal relations are based on anatomically plausible connections between the regions. The strength of each connection $y_i \to y_j$ is specified by a so- called path coefficient which, by analogy to a partial regression coefficient, indicates how the variance of y_i depends on the variance of y_j if all other influences on y_j are held constant. The statistical model of standard SEM can be summarized by the equation:

$$y = Ay + \mu \tag{2.1}$$

where y is an $n \times s$ matrix of n area-specific time series with s scans each, A is an $n \times n$ matrix of path coefficients (with zeros for absent connections), and u is an $n \times s$ matrix of zero mean Gaussian error terms, which are driving the modeled system. Parameter estimation is achieved by minimization of the difference between the observed and the modeled covariance matrix Σ. For any given set of parameters, Σ can be computed by transforming eqn:

$$y = (I - A)^{-1}\mu \tag{2.2}$$

$$\Sigma = yy^T \tag{2.3}$$

$$\Sigma = (I - A)^1 uu^T (I - A)^{-1^T} \tag{2.4}$$

OR

$$Y = (I - \beta) = \varepsilon \tag{2.5}$$

$$Y = \varepsilon(1 - \beta)^{-1} \tag{2.6}$$

$$\Sigma = (y^T y) \tag{2.7}$$

$$\Sigma = (1 - \beta)^{-T}(\varepsilon^T \varepsilon)(1 - \beta)^{-1} \tag{2.8}$$

The sample covariance is:

$$S = \frac{1}{n-1} Y^T Y \tag{2.9}$$

where n is the number of observations and the maximum likelihood objective function is:

$$F_{ML} = \ln|\Sigma| - tr(S\Sigma^{-1}) - \ln|S| \tag{2.10}$$

where I is the identity matrix. The first line of Eqn. (2.4) can be understood as a generative model of how system function results from the system's connection structure: the measured time series y results by applying a function of the interregional connectivity matrix - that is, $(I - A)^{-1}$ to the Gaussian innovations u.

The PLS framework can be summarized into three matrix equations, two for the measurement model component and one for the path model component. For the measurement model component,

$$X = \Lambda_x \xi + \delta \tag{2.11}$$

$$Y = \Lambda_y \eta + \delta \tag{2.12}$$

where x is a p×1 vector of observed exogenous variables, and it is a linear function of a j×1 vector of exogenous latent variables ξ and a p×1 vector of measurement error δ. Λ_x is a p×j matrix of factor loadings relating x to ξ. Similarly, y is a q×1 vector of observed endogenous variables, η is a k×1 vector of endogenous latent variables, ε is a q×1 vector of measurement error for the endogenous variables, and Λ_y is a q×k matrix of factor loadings relating y to η. Associated with (2.11) and (2.12), respectively, are two variance-covariance matrices, $\Theta\delta$ and $\Theta\varepsilon$. The matrix $\Theta\delta$ is a p×p matrix of variances and covariances among measurement errors δ, and $\Theta\varepsilon$ is a q × q matrix of variances and covariances among measurement errors ε. For flexibility, PLS describes the path model component as relationships among latent variables,

$$\eta = B\eta + \Gamma\xi + \zeta \tag{2.13}$$

where B is a $k \times k$ matrix of path coefficients describing the relationships among endogenous latent variables, Γ is a k×j matrix of path coefficients describing the linear effects of exogenous variables on endogenous variables, and ζ is a k×1 vector of errors of endogenous variables. Associated with (2.13) are two variance-covariance matrices: Φ is a j × j variance-covariance matrix of latent exogenous variables, and Ψ is a k×k matrix of covariances among errors of endogenous variables. With only these three equations, PLS is a flexible mathematical framework that can accommodate any specification of a SEM model. SEM has been typically implemented through covariance structure modeling where the variance-covariance matrix is the basic statistic for modeling. Model fitting is based on a fitting function that minimizes the difference between the model-implied variance-covariance matrix Σ and the observed variance-covariance matrix S,

$$\min f(\Sigma, S) \tag{2.14}$$

where S is estimated from observed data, Σ is predicted from the causal and noncausal associations specified in the model, and $f(\Sigma, S)$ is a generic function of the difference between Σ and S based on an estimation method that follows. As Shipley concisely stated, causation implies correlation; that is, if there is a causal relationship between two variables, there must exist a systematic relationship between them. Hence, by specifying a set of theoretical causal paths, one can reconstruct the model-implied variance-covariance matrix Σ from total effects and unanalyzed associations. Hayduk outlined a step-by- step formulation under the PLS mathematical framework, specifying the following mathematical equation for Σ:

$$\Sigma = \begin{bmatrix} \Lambda_y A(\tilde{A}\ddot{O}'\tilde{A} + \emptyset)\acute{A}\tilde{A}_y \grave{E}_{\mathring{a}} & \Lambda_y A\tilde{A}\ddot{O}\acute{A}_x \\ \Lambda_x \ddot{O}\acute{\tilde{A}}A\acute{y} & \Lambda_x \ddot{O}A'_x + \grave{E}_{\ddot{a}} \end{bmatrix} \tag{2.15}$$

where $A = (1 - B)^{-1}$. Note that in (2.15) the derivation of Σ does not involve the observed and latent exogenous and endogenous variables (i.e., x, y, ξ, and η). A common method in SEM for estimating parameters in Σ is maximum likelihood (ML). In ML estimation, the algorithm iteratively searches for a set of parameter values that minimizes the deviations between elements of S and Σ. This minimization is accomplished by deriving a fitting function $f(\Sigma, S)$ (2.15) based on the logarithm of a likelihood ratio, where the ratio is the likelihood of a given fitted model to the likelihood of a perfectly fitting model. The maximum likelihood procedure requires the endogenous variables to follow a multivariate normal (MVN) distribution, and S to follow a Wishart distribution. Hayduk described the steps in the derivation and expressed the fitting function F_{ML} as

$$F_{ML} = \log|\Sigma| + tr(S\Sigma^{-1}) - \log|S| + tr(SS^{-1}) \tag{2.16}$$

where tr refers to the trace of a matrix and Σ and S are defined as above. Proper application of (2.16) also requires that observations are independently and identically distributed and that matrices Σ and S are positive definite. After minimizing (2.16) through an iterative process of parameter estimation, the final results are the estimated variance covariance matrices and path coefficients for the specified model. The first is the overall model chi- square test based on a test statistic that is a function of the mentioned fitting function F_{ML} (2.16) as follows:

$$X_M^2 = (n-1)F_{ML} \tag{2.17}$$

where n is sample size and X_M^2 follows a chi- square distribution with degree of freedom df_M as defined above. Subsequently, a P value is estimated and evaluated against a significance level. The overall model chi- square test is only applicable for an over-identified model, that is, when $df_M > 0$. A just-identified model ($df_M = 0$), for example, a path model representation of a multiple regression, does not have the required degrees of freedom for model testing.

The second fit statistic to consider is the Root Mean Square Error of Approximation (RMSEA), which is parsimony-adjusted index that accounts for model complexity. The index approximates a noncentral chi- square distribution with the estimated noncentrality parameter as

$$\hat{\delta}_M = \max(X_M^2 - df_M, 0) \tag{2.18}$$

where X_M^2 is computed from (2.17) and df_M is defined above. The magnitude of $\hat{\delta}_M$ reflects the degree of misspecification of the fitted model. The RMSEA is then defined as

$$RMSEA = \sqrt{\frac{\hat{\delta}_M}{(n-1)df_M}} \tag{2.19}$$

Lastly, the Joreskog-Sorbom Goodness of Fit Index (GFI) is a measure of relative amount of variances and covariances jointly accounted for by the model, and it is defined as

$$GFI = 1 - \frac{tr(\Sigma^{-1}S - 1)^2}{tr(\Sigma^{-1}S)^2} \tag{2.20}$$

where I is identity matrix. GFI ranged from 0 to 1.0 with 1.0 indicating the best fit.

3 Research findings

The purpose of this research is to provide a model of empowering financial managers with the approach of technology-oriented structures. The results of the research show the extraction of 6 main dimensions and 14 core components, which are in the form of a paradigm model of empowering financial managers with the approach of technology-oriented structures as the core category and causal conditions (organizational factors, structural factors, administrative factors), contextual factors (availability of infrastructure necessary and reforming the organization's financial system in order to use new technologies), intervening conditions (organizational factors and implicit technology-oriented structures), strategies (continuous training in the field of technology, support for new financial technologies and the use of appropriate strategies) and The consequences (organizational and financial consequences in line with the empowerment of financial managers with the approach of technology-oriented structures) were obtained.

In the present study, the data obtained from the text of the interviews were analyzed by MAXQDA software in order to increase the accuracy and speed of the research. In this way, first the open coding was done, then the concepts of the concepts were made by putting together the initial codes, and finally, the categories were formed by relating the concepts. Open coding is the first step in analyzing interviews in the grounded theory method. This stage of

research is called open because the researcher with an open mind and without any restrictions on the number of codes and categories to extract codes and build categories. Open transfer involves an analytical process through which data concepts are first discovered and then concepts are compared to identify similar phenomena and categorized as categories. Therefore, it can be said that open coding includes data shredding, comparison, conceptualization and categorization. In the open coding stage, 56 codes extracted from 15 detailed interviews with experts and experts in the field of research have become 14 more abstract concepts and finally 6 categories have been identified. In the stage of the coding process, all the categories identified around the phenomenon or the core category, which is the content and learning-teaching methods, are united with each other and form the paradigm (contextual) model of the current research as follows:

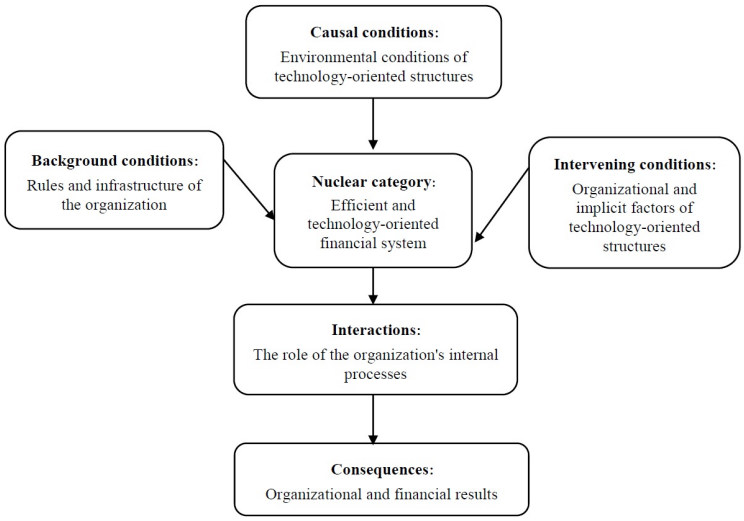


Figure 1: The paradigm model extracted from the coding process

To evaluate the normality of the distribution of the main variables, the valid Kolmogorov-Smirnov test is used. In interpreting the test results, if the observed error level more than 0.05, in that case, the observed distribution is the same as the theoretical distribution and there is no difference between them. That is, the obtained distribution is normal distribution.

Table 1: Variables Normality Test

Variable	**z**	**Sig**	**Result**
Environmental conditions of social technology structures	1.782	0.003	abnormal
Rules and infrastructure of the organization	2.069	0.000	abnormal
Organizational and internal factors of social technology structures	2.592	0.000	abnormal
Efficient and technology-oriented financial system	2.791	0.000	abnormal
The role of internal processes of the organization	3.559	0.000	abnormal
Organizational and financial results	1.556	0.016	abnormal

Table 1 summarizes the results of the Smirnov-Kolmogorov test. As can be seen, according to the relevant test, all components have non-normal distribution.

In this research, to identify and measure the latent variables, confirmatory factor analysis has been used. In performing the factor analysis, we must first be sure to use the available data that is required for analysis, to ensure this, the KMO index is used. By using this test, we can ensure the adequacy of sampling. This index is in the range of 0 to 1, if the index value is close to one, the desired data are suitable for factor analysis and otherwise, the results of factor analysis are not suitable for the desired data.

Table 2: Results of KMO index and Bartlett's test of structures of research variables

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.789
Bartlett's Test of Sphericity	Approx. Chi-Square	4425.282
	df	72
	Sig.	0.000

According to the above results, the amount of sampling adequacy for research structures is 0.789. Therefore, the sample size is appropriate for using structural equations. Generally, high values (close to 1) show that factor analysis is applicable to data. If this value is less than 0.5, the results of factor analysis probably will not be useful for the data. Also, Bartlett's Test of Sphericity is significant (because its significance level is less than the test level), so, the relation between variables or their covariance matrix is suitable for factor analysis. Table 3 shows the research structural model in which the estimated regression coefficients between the variables of research structural model are displayed. If the t-statistic value for a path is greater than 1.96, it can be concluded that this path is significant and the desired relationship is confirmed at the error level of 0.05.

Table 3: The results of fitting the research structural model

Variables		**t-statistics**	**Sig**
Independent	**Dependent**		
Environmental conditions of technology-oriented structures	Efficient and technology-oriented financial system	6.206	0.348
Rules and infrastructure of the organization	Efficient and technology-oriented financial system	11.439	0.668
Rules and infrastructure of the organization	Internal processes of the organization	10.362	0.666
Efficient and technology-oriented financial system	Internal processes of the organization	3.013	0.447
Internal processes of the organization	Organizational and financial results	7.498	0.643

The path coefficient of environmental conditions of technology-oriented structures-efficient and technology-oriented financial system is 0.348. The t-statistic for this coefficient is also 6.206 and its value is more than the threshold of significance i.e. 1.96. Therefore, the direct and meaningful impact of the environmental conditions of technology-oriented structures on the efficient and technology-oriented financial system is confirmed.

The path coefficient of rules and infrastructures of the organization-efficient and technology-oriented financial system is 0.668. The t-statistic for this coefficient is also 11.439 and its value is more than the threshold of significance i.e. 1.96. Therefore, the direct and meaningful influence of the rules and infrastructure of the organization on the efficient and technology-oriented financial system is confirmed.

The coefficient of the path of rules and infrastructures of the organization-internal processes of the organization is 0.666. The t-statistic for this coefficient is also 10.362 and its value is more than 1.96. Therefore, the direct and meaningful impact of the laws and infrastructure of the organization on the internal processes of the organization is confirmed. The path coefficient of the efficient financial system and technology-oriented internal processes of the organization is 0.447. The t-statistic for this coefficient is also 3.013 and its value is more than the significance threshold of 1.96. Therefore, the direct and significant impact of the efficient and technology-oriented financial system on the internal processes of the organization is confirmed.

The path coefficient of the organization's internal processes-organizational and financial results is 0.643. The t-statistic for this coefficient is also 7.498 and its value is more than the threshold of significance i.e. 1.96. Therefore, the direct and significant influence of internal processes of the organization on organizational and financial results is confirmed.

4 Conclusion

The purpose of this research was to provide a model of empowering financial managers with the approach of technology-oriented structures. The result of this model was the extraction of 56 indicators. It consists of six dimensions: 1- environmental conditions of the organization (with four components of organizational factors, structural factors and administrative factors), 2- rules and infrastructure of the organization (with two components of providing the necessary infrastructure and reforming the financial system) and 3- organizational factors and implicit (with two components of organizational barriers and management factors) 4- creating an efficient and technology-oriented financial system (with two components of targeted empowerment of managers and providing the context for the use of new technologies) 5- the role of internal processes of the organization (with three components of continuous training in the field of technology, supporting new financial technologies and using strategy) and 6- organizational and financial results (with two components of organizational consequences and financial consequences). For each of the components identified in the research, based on the information collected from sources and records, as well as the interviews conducted with experts and the summary and analysis conducted by the researcher, indicators were compiled, and each of these indicators can be should be a strategy whose application by managers and policy makers and its spread in cases related to the set of employees is a way of success and a guarantee of their durability and survival in order to be more effective in empowering financial managers in technology-oriented structures. The life and survival of any organization largely depends on the abilities, skills, awareness, knowledge and expertise of different human resources,

especially the managers of that organization, and the more managers are prepared, the better they can help improve the efficiency of the organization. Empowering leaders are leaders who believe in sharing power and responsibility among employees and believe in empowerment. On the other hand, capable leaders seek to accelerate and expand the culture of self-efficacy in the organization. Today, when all organizations are somehow affected by the rapid development of technology, in order to maintain and continue their existence, they are forced to make changes in accordance with this development in all aspects of their organization [9]. The foundation and starting point of all these changes and developments is the empowerment and proper use of human capital. In fact, organizations need the knowledge, opinions, energy, and creativity of all employees, from front-line employees to top-level managers. To achieve this goal, organizations act by empowering employees of all relevant organizational levels in order to encourage them to take initiative without exerting pressure, respecting the interests and collective of the organization with minimal supervision and performing their duties as owners of the organization. Empowering employees is one of the effective techniques to increase employee productivity and optimal use of their individual and group capacities and abilities in line with organizational goals. Empowerment is a process in which continuous improvement of performance is facilitated through the development and expansion and influence and ability of individuals and teams. In other words, empowerment is the strategy of organizational development and prosperity [13].

The rapid growth of technology has somehow affected all aspects of our organization. Rapid changes in technology have changed the nature of work, with computers, robots and fully automated devices replacing conventional jobs. These tools have made drastic changes in the type of skills needed by people and members of organizations and of course managers of organizations. In the traditional form, organizations have a hierarchical structure, and the power of concentration at the top of the pyramid is where major changes are taking place. Many high-ranking managers, in an environment characterized by intense global competition and new technologies. Abandoning centralized control increases the flexibility of organizations [12].

Considering the importance of knowledge and skills among post bank managers compared to other organizational areas, it is suggested that management and English language training courses be held regularly for post bank managers every six months.

Employee participation in decision-making is another factor that not only makes employees aware of organizational issues, but is also effective in formulating long-term future plans of Post Banks. Therefore, it is suggested that by creating self-governing teams and groups among the employees in the post banks department, it is possible to provide more participation of the employees in organizational decisions, so that the fields of creativity and innovation among the employees are provided.

Considering that access to information is a prerequisite for any decision-making among the managers of post banks, this component has been expressed as one of the most important components influencing the decision-making of managers by the interviewed people. It is suggested that post banks are equipped with the most up-to-date information technology equipment and a financial database is created to facilitate the decision-making of post bank managers. Also, management meetings and conferences should be organized between the employees and managers of post banks in certain time frames so that the exchange of information between the managers and employees of post banks can be established.

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