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Identifying the factors affecting the job regeneration of employees in the social security organization using Grounded theory and structural equation model

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Abstract

The purpose of this research was to identify the factors affecting the job regeneration of employees and provide a model to improve performance and productivity in the social security organization using the Grounded theory and structural equation model. 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. 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 research, 195 codes extracted from 15 detailed interviews with experts and specialists in the field of research have become 89 more abstract concepts and finally, 3 categories (Cognitive, Duty, Communicational) have been identified. The coefficients obtained from the structural equations show that the cognitive, task and communication variables have a positive and significant effect on improving performance and productivity in the social security organization.

Keywords: job regeneration, social security organization, Grounded theory, structural equations
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1 Introduction

Job re-creation is the changes that employees may make to create a balance between their job demands and job resources with their personal abilities and needs [3]. Reinventing involves rearranging and reorganizing work tasks that create relationships and ways of working [4]. Reinvention leads to individual changes in work and brings more success and pleasure for employees. Today, in addition to organizations, many people also form and manage businesses [11]. Actions such as job creation show the strategies that people use to change the scope and move the work boundaries in order to make their job meaningful. In job creation, employees have a significant effect on developing or adapting the scope of tasks and the communication environment of their jobs [13]. For the first time, job redesign was defined

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as one of the newest approaches in job design and as a concept that reflects job redesign with a focus on individual initiative. In fact, job reinvention is independent and voluntary changes by employees in the task, communication and cognitive boundaries of the job [1].

Transforming or re-creating a job includes three basic areas. In the first area, which is named as "change of task boundaries", the person changes the tasks related to his work. The second area, which is named as "change of communication boundaries", indicates that the working person changes the type of interactions and communications (both quantitatively and qualitatively) while performing assigned tasks. The third area is called "Cognitive Change of Task Boundaries", which indicates a change in a person's perspective and view of his job [9]. In the past, a person's relationship with his job was based on job design theories. In this view, optimal performance is achieved when managers design employees' jobs in a way that has maximum desirable characteristics [6].

Because managers are unable to design jobs to meet the needs of all employees, job redesign has arisen, whereby employees create jobs that better match their unique characteristics. without changing the core of their work [10]. Today's competitive environment has forced organizations to reorganize their organizations, shorten hierarchies, and make processes faster, to achieve optimal productivity and to be able to continue their activities and services [7]. On the other hand, the environment, conditions, abilities and limitations are changing every day, and there is a need for employees in both the public and private sectors to have a higher level of adaptation to continue their activities [12].

It is clear that jobs are the cornerstone of any organization and the link between the organization and its human resources. Jobs should represent the income sources of employees as well as the means of responding to their other human needs. In order for the organization and employees to achieve these benefits, jobs must provide a high quality of work life [8]. Achieving a high quality of work life requires that well-designed jobs be recreated. The Social Security Organization is one of the government organizations that is based on the two foundations of employees and clients. In this organization, employees perform their duties and assignments based on the official description of the job that is set by the managers, and in this situation, the importance of employees in the formation of their unique behavioral methods in performing their jobs is ignored. Employees, who are considered the most important asset within the organization, initially start the work with encouragement and continue it, but after a period of time, many organizational issues and problems appear [5]. There is this thinking among the employees of the organization that achieving organizational goals means losing individual ideals, therefore, in order to preserve this vital resource, it is necessary to provide the conditions for job regeneration.

Considering the transformation of societies and the change in the needs of the clients of the social security organization, it is necessary that the processes and other elements in this organization are also changed and conform to the needs of the society [2]. Therefore, considering that the employees of the organization are important and fundamental elements for making these changes and are at the heart of providing services, conditions must be created to transform or recreate jobs in line with the organizational goals, but according to the interests and wishes of the employees [9]. Due to the rapid changes in organizations in the current period and as a result of uncertainty in the work environment, organizations strongly rely on the skills and initiative of employees for organizational innovation. In this direction, the active change of employees' jobs is also considered vital for the success and survival of contemporary organizations. In such a situation, job regeneration is considered a suitable alternative to job redesign approaches. What is certain is that allowing employees to make decisions about their duties and strive for continuous improvement, in addition to giving them self-confidence, has caused them to be involved in organizational decisions, and this, in turn, is the field of job commitment and will create a profession in them. According to the above explanations, this research identifies the factors affecting the job regeneration of employees in the social security organization and raises the question, what factors are effective on the job regeneration of employees in the social security organization?

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 current research has two groups of statistical population. In the qualitative part and in order to conduct interviews for the development of the model with local influential factors, the experts of the social security department in Tehran province were considered as the statistical population. These people must have a doctorate degree, at least 18 years of work experience and 8 years of management or deputy experience. By referring to recruitment, the number of 15 people in the general office was determined. Due to the limited number of qualified people, all of them were selected as samples. The statistical

population of the present research in the quantitative part (answering the questionnaire) were all experts of the General Department of Social Security of Tehran province with at least a bachelor's degree and 5 years of work experience in Tehran. The statistical population was considered to be economic and planning vice-presidencies, cultural and social affairs, provincial affairs, administrative and financial affairs, executive and planning affairs, insurance, legal and parliamentary affairs and medical vice-presidencies.

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 $y_1, ..., y_n$ 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 $\sum$. For any given set of parameters, $\sum$ can be computed by transforming eqn:

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

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

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

or

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

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

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

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

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:

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

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 connectional 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 $p \times 1$ vector of observed exogenous variables, and it is a linear function of a $j \times 1$ vector of exogenous latent variables ξ and a $p \times 1$ vector of measurement error δ. Λ_x is a $p \times j$ matrix of factor loadings relating x to ξ. Similarly, y is a $q \times 1$ vector of observed endogenous variables, η is a $k \times 1$ vector of endogenous latent variables, ε is a $q \times 1$ vector of measurement error for the endogenous variables, and Λ_y is a $q \times k$ 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 $p \times p$ matrix of variances and covariances among measurement errors δ, and $\Theta\varepsilon$ is a $q \times q$ 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 $k \times j$ matrix of path coefficients describing the linear effects of exogenous variables on endogenous variables, and ζ is a $k \times 1$ vector of errors of endogenous variables. Associated with (2.13) are two variance-covariance matrices: Φ is a $j \times j$ variancecovariance matrix of latent exogenous variables, and Ψ is a $k \times k$ 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 $\sum$ and the observed variance-covariance matrix S,

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

where S is estimated from observed data, $\sum$ is predicted from the causal and noncausal associations specified in the model, and $f(\sum, S)$ is a generic function of the difference between $\sum$ 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 $\sum$ from total effects and unanalyzed associations. Hayduk outlined a step-by-step formulation under the PLS mathematical framework, specifying the following mathematical equation for $\sum$:

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

where $A = (I - B)^{-1}$. Note that in (2.15) the derivation of $\sum$ 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 $\sum$ 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 $\sum$. This minimization is accomplished by deriving a fitting function $f(\sum, S)$ (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

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

where tr refers to the trace of a matrix and $\sum$ and S are defined as above. Proper application of (2.16) also requires that observations are independently and identically distributed and that matrices $\sum$ and S are positive definite. After minimizing (2.16) through an iterative process of parameter estimation, the final results are the estimated

variancecovariance 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 overidentified model, that is, when $df_M > 0$. A justidentified 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

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

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

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

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

3 Research findings

3.1 Qualitative findings

In the qualitative part, with the help of studying scientific and legal documents, interviewing experts, summarizing data and holding focus groups and brainstorming based on thematic analysis method, the initial framework of the model of factors affecting the job regeneration of employees in order to improve performance and productivity in The social security organization was formed including the dimensions, components and items that make up the scale. After the stage of identifying topics through open, central and selective coding; The preparation of the initial framework of the research model is identified, finally, the final model of factors affecting the job regeneration of employees in order to improve performance and productivity in the social security organization was investigated using the Delphi technique and based on the opinion of experts.

3.1.1 Open coding (First Stage)

The findings of the subject analysis method, after removing the common codes, are 89 conceptual codes that indicate the data obtained from the study of national and international scientific documents and interviews with experts and specialists focusing on the concepts related to the field of employee career development in order to Improving performance and productivity in the social security organization. These conceptual codes were coded in the form of basic themes. Identified central themes were also extracted based on the basic themes after examination, classification and based on common concepts. 15 basic components were identified. The selected dimensions were also extracted after examination, classification and based on the underlying components.

3.1.2 Axial coding (second stage)

At this stage, the researcher has categorized the calculated indicators in the form of components as follows. The results of the axial coding stage are as follows:

Table 1: The indices obtained from the axial coding of the components

Components	Indicators
Knowledge	Trying to solve individual and organizational problems
	Allocating time to learn and train organizational processes
	Ability to guide and advise different units
	Involving everyone in decisions
	Having technology literacy and familiarity with systems
	Having complete mastery over affairs and processes
	Getting to know the duties of all departments of the organization
	Dedicating enough time to study and review in order to understand the duties of the units
	Attention to learning as a key competitive advantage
Skill	Ability to cope with different situations in the work environment
	The ability to adapt to the clients of different units
	Adapting to the work environment
	Establishing friendly communication with clients in the organization environment
	Observing the extent and limits of the relationship with colleagues
	Involving subordinates in decision-making
	Having a decisive role in the relations between colleagues
	Being cautious in establishing a relationship with the client
	Establishing equality and justice during arbitration between clients
Behavior	The ability to recognize when you are angry
	Punctuality and the ability to recognize the right time to do things
	Concern for colleagues and other people related to the organization when unfortunate events occur
	Continuous improvement and promotion of your job status
	Jasenjo to identify the characteristics of a superior person in the workplace
	Follow up on the work that has been undertaken, until the result is achieved
	Being serious in work, maintaining its value and trying to solve work problems
	Good manners with clients and colleagues
Attitude	The importance of having problems with clients and colleagues
	The ability to control tension and stress caused by the job
	Striving to achieve maximum success in performing tasks
	Insistence to achieve goals despite many obstacles and successive failures
	Giving your subordinates a second chance to do the work if they make a mistake
	Respecting emotions (sadness and happiness)
	Respecting the opinions of colleagues and clients in making decisions
	Helping colleagues in carrying out their duties
	The importance of failures and successes of colleagues and employees
	Commitment to the organization and their motivation to continue working
Physical	Ensuring complete physical health through continuous testing
	Planning and participating in sports and fitness programs
	Having physical health and having a healthy physique
Psychological	Efforts to improve mental health and well-being
	Trying to prevent mental disorders
	Helping colleagues to resolve mental and emotional disorders
	Accepting your strengths and weaknesses
	Promote a sense of responsibility
	Appropriate social behavior
	Improving the ability to express oneself
	Trying to be logically compatible with yourself, clients, colleagues and the environment
Emotions	Enjoying the health of emotions and feelings
	Flexibility and ability to adapt to a variety of conditions
	Developing a sense of meaning and affirmation of life
	Having kindness and feeling towards colleagues and clients
	Not being selfish and serving clients or communicating with them

	Establishing intimate relationships with colleagues, subordinates and managers
	The ability to control the mind and body
	Being determined to pursue and implement the decisions made until reaching the result
Seriousness and Discipline	Having the will to make and implement decisions
	Attention to individual and organizational goals
	Pursuing the goal and continuing in the activity and following up the activities and affairs in order to achieve the goals
	Knowing time and valuing it
	Knowledge and understanding of the right time to make decisions
	Correct and timely use of authority
	The ability to predict the time to do each task and prioritize things
	Ability to organize assigned tasks and activities
General Skills	Having the necessary information to understand general issues and their general understanding
	Understanding the logical relationships of phenomena and interpretation of information
	Openness in general understanding, good thinking and ability to provide solutions
Experience and Knowledge	Getting to know the principles of organization and management and how organizational phenomena are formed
	Familiarity with the context of society, its philosophy, goals and principles
	Accurate knowledge of duties, tasks and job characteristics
	Having the necessary work experience to perform duties
	Alignment and suitability of the person's abilities and knowledge with the assigned task
	Having the necessary knowledge to make the most of your scientific and practical experiences
Special Skills	Having skills and work experience
	Ability to plan personal tasks
	Mastery of different methods of communication with clients
Personality Psychology	Ability to manage resources and allocate resources correctly
	Familiarity with social, personality and clinical psychology
	Correct evaluation of the results of employees' activities
	Ability to guide colleagues in performing tasks
Education	Assistance in performing assigned job duties
	Improving the level of performance and job competence
	Training and continuous career improvement
Job awareness	Knowledge of the amount of authority and responsibilities delegated
	Improving (knowing) the role through the transfer (providing) of information
	Access to updated and new information in the field of employment
	Individual responsibility in performing roles and duties
	Providing services based on needs and wishes
	Create effective communication
	Follow up to resolve issues

3.1.3 Selective coding (third step)

At this stage, the results obtained from the axial coding stage were finalized in the form of a semi-structured form through interview and Delphi technique and after theoretical saturation in the form of the following table.

Table 2: Results of the selective coding stage

Dimensions	**Components**
Cognitive	Knowledge
	Skill
	Attitude
	Behavior
	Physical
	Emotions
Duty	Seriousness and Discipline
	General Skills

	Experience And Knowledge
	Special Skills
Communicational	Personality Psychology
	Educational
	Career Awareness

3.2 Qualitative findings

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 3: Variables Normality Test

Variable	**Sig**	**Result**
Performance and productivity	0.176	Normal
Cognitive	0.218	Normal
Duty	0.195	Normal
Communicational	0.317	Normal

According to the values obtained from Smirnov-Kolmogorov statistics (table 3), it can be inferred that the expected distribution is not significantly different from the observed distribution for all variables and so the distribution of these variables is normal.

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

Sampling adequacy ratio coefficient KMW		**0.316**
Bartlett's test	Chi-square test	756.4284
	Degrees of freedom	196
	Sig	0.000

According to the above results, the amount of sampling adequacy for research structures is 0.316. 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 5 shows the research structural model in which the estimated regression coefficients between the variables of research structural model are displayed.

Table 5: The results of fitting the research structural model

Variables	**Standard coefficient**	**Test statistics**	**Sig**
Cognitive $\longrightarrow$ Performance and productivity	0.29	9.52	0.000
Duty $\longrightarrow$ Performance and productivity	0.16	4.72	0.000
Communicational $\longrightarrow$ Performance and productivity	0.48	6.38	0.000

The coefficients obtained from the structural equations show that the cognitive, task and communication variables have a positive and significant effect on improving performance and productivity in the social security organization.

4 Conclusion

The purpose of this research was to identify the factors affecting the job regeneration of employees and provide a model to improve performance and productivity in the social security organization using Grounded theory and structural equation model. 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. At the qualitative stage, the statistical population consists of two groups. The current research has two groups of statistical population. In the qualitative part and in order to conduct interviews for the development of the model with local influential factors, the experts of the social security department in Tehran province were considered as the statistical population. These people must have a doctorate degree, at least 18 years of work experience and 8 years of management or deputy experience. By referring to recruitment, the number of 15 people in the general office was determined. Due to the limited number of qualified people, all of them were selected as samples. The statistical population of the present research in the quantitative part (answering the questionnaire) were all experts of the General Department of Social Security of Tehran province with at least a bachelor's degree and 5 years of work experience in Tehran. The statistical population was considered to be economic and planning vice-presidencies, cultural and social affairs, provincial affairs, administrative and financial affairs, executive and planning affairs, insurance, legal and parliamentary affairs and medical vice-presidencies. 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 research, 195 codes extracted from 15 detailed interviews with experts and specialists in the field of research have become 89 more abstract concepts and finally 3 categories (Cognitive, Duty, Communicational) have been identified. The coefficients obtained from the structural equations show that the cognitive, task and communication variables have a positive and significant effect on improving performance and productivity in the social security organization.

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