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Pathology of Strategic Human Resource Management System Based on Digital Transformation Governance

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Abstract

Purpose:The main purpose of this research was the pathology of strategic human resource management system based on digital transformation governance. The analysis has been done in Gachsaran Oil and Gas Exploitation Company with the grounded theory approach.

Method: This research is a heuristic combination of consecutive type and model tooling, model design and compilation based on the criteria designed by the model. Library method and documentary studies were used to collect theoretical foundations. In the qualitative section, using the research method of case study and semi-structured interviews with experts and professors, the criteria of the research model were developed. In order to select a suitable sample from the community of experts and university professors, non-random sampling method, selective purposeful sampling method (snowball) and theoretical saturation criterion were used and from the sample technique of key individuals (experts) 15 people were selected.

Findings: Findings show that in the digital transformation path, factors such as employment system balance, equitable distribution of responsibilities, career path management, functional stability, manpower capability, fitness and work environment, individual creativity, political and legal factors, cultural conflict, environmental developments, specific individual and organizational components, and financing influence the strategic human resource management system. **Conclusion**: In the path of digital transformation in the organization, in order to eradicate organizational harms and improve the productivity of the organization and the workforce, the factors found in this research should be considered and examined so that the organization can progress.

Keywords: Human Resources, Strategic Model, Pathology, Digital Transformation, Digital Governance.

Introduction

The survival of organizations is impossible without emerging technologies and the paradigms that have been created following these technologies (Lunn et al., 2020). Today, every organization has digitized parts or domains of its products, services, or processes. Organizations that do not have such an approach to environmental change are quickly eliminated from the competition.

The human resource management system is one of the most critical systems of any organization or company that has a great impact on the performance of the organization. Environmentally turbulent conditions and dramatic technological changes have led to the greater complexity of activities (Bhattacharyya et al., 2021), which has led to profound changes in the content of management thinking and methods used in the organization (Allende et al., 2017). The researcher's interest in researching e-government has played a role as the first factor in choosing the topic (Iwu, 2016), but regardless of the researcher's willingness, it must be acknowledged that the desired potential of e-government and its shortcomings are key reasons for the answer. . Finding the question of why e-government has been the focus of researchers and government stakeholders (Banu, 2019).

A chief reason for explaining the importance of the concept of e-government is the significant influence of the Internet as a global network and communication system (Castillo, 2021). All organizational empowerments, from strategy to technology and organizational structure, are a function of the threefold quality of knowledge, skills, and attitudes of the workforce (Monteiro & Dias, 2021). But more importantly, human resource management processes that, if performed well, provide the latest three in line with the organization's goals, training, and empowerment of human resources and process empowerment, and ultimately, the creation of optimal results, including maximum stakeholder satisfaction will shape the organization (Kheirandish et al., 2017), so addressing any of the issues related to the field of human resources, can be considered a source of improvement and promotion of performance and results and achievements.

Awareness and purposeful management of environmental disasters and uncertainties have always been one of the most important challenges facing managers and organizational leaders (Barney & Mackley, 2016). Therefore, the success of any organization

is directly related to the efforts of the human resources working in it, and any neglect of this important resource will have various complications and consequences that can lead to loss of expertise, waste of administrative investment, and ultimately reduce system efficiency as pointed out by (Gurabi et al., 2015). The importance of human resources is such that they are the most valuable resource for the organization. They are the ones who shape organizational decisions, provide solutions, and ultimately solve organizational problems and issues, improve productivity, mean efficiency, and effectiveness (Mosca, 2020).

Sometimes the human resources that are an integral part of the organization see the organization with problems, that failure to identify the issues of the organization comprehensively and accurately prevents the organization from a dynamic and continuous change (Lloyd & Payne, 2021). Managers fail to get a closer look at the status quo, as extensive research in British organizations shows that only 17% of full-time employees are motivated by their talent, motivation for work, and responsibilities. 63% work normally and within the framework of minimum standards and expectations, and the remaining 20% suffer from job dissatisfaction due to incompatibility of talent and other factors (Tabrizi et al., 2016). Therefore, to increase the number of interested, beneficial, and loyal employees and increase job satisfaction and organizational improvement (Huang, 2010), it is necessary to identify the existing harms in the human resource management system and try to eliminate them with pathology. It is responsible for human beings and also prioritizing the number of existing injuries can be used to motivate and satisfy employees (Berg, 2015). Pathology or in the management literature of the organization, organizational complication refers to the process of analyzing and comparing the current situation with the desired situation so that homogeneous and heterogeneous cases are identified and eliminated (Kushki Jahromi, 2021).

Crises caused by falling oil prices, tax evasion, and bankruptcy of businesses have led to declining government revenues, but on the other hand, lifestyle improvements have increased and people's expectations for receiving services from government and public organizations have increased (Antoni Et al., 2018). Hence, government agencies must evaluate their strategic management system to address these problems (Arthur, 1992). Establishing and

evaluating a strategic management system and orienting the organization to achieve its goals is essential. On the other hand, numerous examples of strategy failures or incorrect strategies that have plunged organizations into the abyss of destruction or, at best, failed to achieve their goals, can easily be found in the relevant literature (Habibi and Rahimi Pardanjani, 2016). Since the root of strategic planning is in private and economic organizations, effective implementation in public organizations requires changes.

These changes must be applied to the nature of targeting, stakeholder engagement, and environmental alliances. Any challenges and changes in factors such as the macro environment, government policies and priorities, privatization, the transfer of enterprises, the use of information technology, e-government, tax restrictions, and international sanctions affect the organization's strategic management system; Therefore, monitoring and improving the strategic management system of the organization is inevitable (Sanjeghi et al., 2011). The pathology of the strategic planning system is an efficient tool that allows managers, while accurately and scientifically recognizing the current state of the organization, to eliminate possible shortcomings and improve them (Scott et al., 2017). Digital transformation is not a transnational issue and at present, many public and private organizations in the country have taken steps to develop such programs and move towards their digital transformation (Fenech et al., 2019). An example of this is the obligation of banks by the Ministry of Economy and Finance to develop a roadmap for digital transformation, which indicates the importance and necessity of the issue in our country (Rahmani et al., 2018) given that digital transformation affects all organizations and industries. (Golmohammadi, 2020).

Given the importance of human resources and the proper management of this valuable workforce, organizations that identify the reasonable expectations of their employees and take action to meet them, in principle, have moved to motivate employees (Chang et al., 2014). Conversely, not paying attention to expectations leads to the formation of injuries, each of which may pose serious challenges to the organization (Pederson, 2016). Therefore, organizational weaknesses necessitate the pathology of the human resource management system (Becker et al., 2018). If research in the field of human resources and identification of the impact of injuries on the

performance of the organization is not done and feedback is not provided to the organization, the organization will continue to face problems and organizational dissatisfaction and its consequences such as absenteeism, relocation, dismissal and employee complaints, non-participation and Similar cases, and their impact on the organization, increasing organizational costs as well as the impact on the spirit and body of employees (Berman, 2012) and endangering the health of employees also continue (Cygler & Sroka, 2013). Failure to conduct research in this area, the organization may continue to have problems in the functional, process, systemic, structural areas and manpower planning (Hess et al., 2016), recruitment, training, and staff development (Bharadwaj, 2000).), Communication management (Chenjani & Yaghoubi, 2013), reward management (Bengtsson et al., 2017), and, in general, strategic human resource planning (Babaei et al., 2015). The lack of results of such research leads to confusion for managers and failure to make the right decisions to eliminate injuries (Susanto, 2016). False or late diagnosis of organizational injuries costs a lot of time and money; trial and error; Therefore, research in the field of pathology leads to an accurate understanding of organizational injuries (Hosseini Nasab et al., 2021).

Successful implementation of e-government and establishing a relationship between them with the proper management of human resources, which, contrary to the methods used in existing research, contributes significantly to the development of theoretical knowledge in this field (DeLone et al., 2018). In other words, in this research, the researcher intends to use the data modeling of the foundation to identify the main dimensions and effective parameters of human resources in the e-government and the requirements of human resource management processes in a similar model. Finally, It must be considered that the collection of scientific works of research conducted in developed and developing countries so far, providing the field of comparative and meta-analysis, will close the existing knowledge gap in this regard. Considering the purpose of this research, it should be noted that conducting this research can help identify the pathology of human resource management and, consequently, determine the necessary measures to meet basic needs. Therefore, the audience of this research is the community of government managers in general as potential audiences and managers of Gachsaran Oil and Gas Company as actual audiences. Since in

previous research, little pathology has not been done about strategic management systems, and furthermore due to the importance of digital transformation in organizations so considering the importance of pathology in the organizational strategic systems and human resource management, this research seeks to find the answers to the following questions:

1. What are the disadvantages of a strategic human resource management system based on digital transformation governance?

2. What is the optimal model for the pathology of the strategic human resource management system based on digital transformation governance?

Method

In this research, the qualitative technique and data approach of the foundation have been used. In terms of research philosophy, this research is in the category of applied positivist paradigm, and in terms of qualitative and quantitative research, it has an inductive and deductive approach and a survey strategy. This research is exploratory in terms of purpose and focuses on the exploration of variables and their causal relationship (Creswell & Miller, 2000). Also, the method of conducting research is qualitative. MAXQDA software has been used qualitatively. The required information has been collected through interviews with experts. The statistical population in this dissertation is all the experts and managers of Gachsaran Oil and Gas Company. To conduct the interview, by referring to the database, managers were selected as sample managers with the following characteristics:

High experience, managerial position, good experience and knowledge at the branch and headquarters level
In the qualitative section, the snowball method was used for sampling. The interview was conducted in a semi-structured manner with open and general questions of up to 12 people until we reached data saturation, but to be sure, up to 20 people were interviewed. Finally, the factors were identified using the foundation data technique using MAXQDA software.

Findings

In the first stage, qualitative data was collected through in-depth interviews with research participants. In the open coding process,

many themes were obtained that during the reciprocal process of data analysis, the collection of this initial qualitative data was reduced to fewer categories. In the following, each of these categories obtained in the qualitative stage is examined.

The following are some interviews on the harms of the strategic human resource management system based on digital transformation governance:

"Pathology and providing appropriate solutions to increase the motivation and retention of human resources in operational areas are among the issues that should be given special attention."

"If an organization wants to serve properly and have decision-makers for the future of the oil industry, it ought to have the ability as to attract and train efficient human resources."

"Developing short-term, medium-term and long-term solutions and presenting them to managers to make optimal decisions is one of the human resources programs of Gachsaran Oil and Gas Company."

"To maintain the mental health of Gachsaran Oil Human Resources Management staff, he hopes that by providing supportive and motivational ideas and solutions, the field of satisfaction and maintenance of operational staff can be provided."

"In jobs with difficult working conditions, it is necessary to pay more attention to the motivation and morale of employees."

"The main mission of the oil company is to perform the organizational tasks, but the people have the right to have expectations and the oil officials must follow within the framework of rules and procedures. But it is not right that every time a representative or other official rushes to the CEO or the person in charge of oil and acts to spoil people's minds."

"We need to know that this is a scientifically proven issue that is the most important capital of human resources. Countries with the most capital are controlled by other countries and their capital and human resources are used by others and a percentage of it is given to the capitalist country. The prevailing thinking in Gachsaran is the thinking of elitism ."

"One of the problems that can be mentioned in human resource management is the weakness of macro and long-term planning at the level of top managers and also at the top of society. People are accustomed to repetitive procedures and resist change. Everyday life

of the staff of this organization is clear. So these people are not trying to change this situation."

"Establishing competent managers in organizations is not an easy task, but a set of different mechanisms is possible in a long-term and logical process. The various stages of this process are briefly: Asking Meritorious, Seeking Meritorious, Opting Meritorious, Meritorious Development, Breeding Meritorious, and Appointing Meritorious. There have always been obstacles and challenges to the proper establishment of this process. Gachsaran Oil and Gas Company, like other institutions, has faced these obstacles in the past."

"One of the challenges of the strategic issue of competency-based development is the inefficiency of the comprehensive management development system, which, along with the inadequacy of the commitment to the competence of senior managers, causes the path of development of Gachsaran oil and gas staff is based on factors other than merit or at least the role of merit is not very prominent in it."

In the following, open coding for the components of the grounded theory model is examined:

Casual conditions
Causal conditions are events or happenings that lead to the occurrence or spread of a phenomenon. In the present study, based on the participants' views, the categories of challenges in the field of human resources, management, regulations, and office technology have been identified and it has been related to another broader category called employment capabilities, specialized capabilities, etc.

Table 1 - Open coding of qualitative data (casual conditions)

Category	Axial coding	Open coding
Employment potentials	Occupational incomprehensibility	Lack of accurate job description in the organization
		Lack of job processes
		Lack of recognition of the importance of job duties in the organization
		Lack of evaluation of organizational jobs
	Lack of awareness of talented and specialized people	Coercion in people's job choices
		Lack of knowledge of required specializations
		Lack of information platform for organizational needs
	Unequal conditions	Injustice in employment

Category	Axial coding	Open coding
		Need relationships and ordering for hiring
		Lack of matching personal interests with career choices
Specialized potentialities	Managerial conflicts	Lack of management skills to identify organizational needs
		Lack of support from top managers
		Do not use NGO managers in the management department
		The incompetence of upstream managers
		Lack of transparency of managers' expectations of employees
	Individual conflicts	Distrust of organizational structures
		Lack of individual responsibility
		Rejection of new responsibilities due to fear and stress
		Lack of optimism about working relationships
		Fear of dismissal
Organizational potentialities	Organizational Structure	Lack of proper culture building in the organization
		Lack of organizational reward and encouragement system
		Lack of continuous performance evaluation
		Lack of transparency of organizational processes
	Communication and organizational technology	Lack of mechanized and transparent performance evaluation system
		Lack of positive strengthening procedures for organizational communication
		Lack of accurate and regular localization of information systems
	Organizational training	The mismatch between job and training
		Lack of continuous and regular organizational training programs
		Lack of educational needs assessment

Strategies

Strategies are based on actions and reactions to control, manage and feedback the phenomenon under study. Strategies are purposeful for a reason. There are always intervening conditions that facilitate or limit strategies.

Table 2- Open coding of qualitative data (strategic conditions)

Category	Axial coding	Open coding
Cognitive strategies	Transparent illustration of the labor market	Announcing job status and responsibility
		Examining the labor market situation
		Recognizing organizational needs
		Recognizing and using specialized personnel
		Using the capabilities of the workforce based on organizational needs
	Transparency of organizational selection	Improving selection methods and hiring techniques
		Checking the employment status
		Review and control the re-selection of the organization
	Reviewing employment strategies	Establishing fair employment procedures
		Providing security in terms of employment
		Balancing the interests of the organization
		Specialization in recruitment
Optimization strategies	Empowering human resources	Increasing the specialized potential of human resources
		Human resource strategy review
		Focus on expertise and education
		Proper human resource planning based on needs assessment and research future
	Improving organizational processes	Establishing the meritocracy system
		Establishing a system for consulting and holding organizational dialogue sessions
		Strengthening management plans and strategies
	performance evaluation	Fair evaluation based on specialized competencies
		Increasing staff freedom of action
		Establishing a performance-based reward and punishment system
Motivational and emotional strategies	Strengthening organizational relationships	Holding brainstorming sessions
		Identifying the family status of individuals and increase the relationship between the organization and the family
		Establishing group meetings to identify the characteristics of individuals and increase the closeness of employees
	Strengthening individual and organizational motivation	Recognizing your feelings through individual training
		Holding courses to increase confidence and motivation
		Increasing awareness of people's moods and feelings

Consequences

The results emerge arising from the strategies. Consequences are the results of actions and reactions. Consequences are not always predictable and are not necessarily what people intended. Consequences can be events, they can be negative, they can be real or tacit, and they can happen now or in the future. It is also possible that what is considered a consequence at one point in time may become part of the conditions and factors at another time.

Table 3 - Open coding of qualitative data (consequences)

Category	Axial coding	Open coding
Competitive implications	Recruitment system balance	Central employment training
		Balancing interests and responsibilities
		Development of individual knowledge based on organizational needs
	Fair distribution of responsibilities	Increasing job effectiveness
		Merit-based hiring
		Employment planning and mini-selection on individual capabilities
		Promoting a culture of meritocracy
Productivity Implications	Career management	Employee career path management
		Developing an effective workforce
		Increase individual and group job productivity
	Establishing functional stability	Fair promotion
		Recognizing expert people and competitive promotion
		Job stability and consistent organizational career advancement
		Creating more efficient job opportunities
	Manpower capability	Workforce agility and effective customer responsiveness
		Mutual participation of individuals and organizations in creating training courses
		Promoting the field of specialized participation
Psychological consequences	Mood fit and work environment	Building trust in organizational processes
		Understanding organizational procedures and organizational decisions
		Strengthening interpersonal trust - (manager-employee)
	Individual creativity	Strengthening personal performance and job satisfaction
		Individual and group creativity in conflict resolution

Underlying conditions

Underlying conditions are a set of special characteristics that indicate a phenomenon; That is, the place of events and happenings belonging to the phenomenon. The context represents a set of specific conditions in which action and reaction strategies take place.

Table 4 - Open coding of qualitative data (background conditions)

Category	Axial coding	Open coding
Underlying conditions	Political and legal factors	Political litigation and unfair interests
		Existence of political people in the administrative part of organizations
		The role of legal and regulatory gaps in creating political factions
		Lack of transfer of experiences of critical points of the organization through storytelling
	Cultural conflict	Cultural differences within the organization
		The multiplicity of cultural differences of employees
		Existence of multiple indigenous cultures within the organization
		Lack of charismatic and amiable leadership

Intervening conditions

intervening conditions are those that belong to a phenomenon and affect action and reaction strategies. They facilitate or limit strategies within a particular context.

Table 5 - Open coding of qualitative data (intervening conditions)

Category	Axial coding	Open coding
intervening conditions	Environmental developments	Rapid changes in the business world
		Imposing issues on managers due to rapid changes
		The formation of e-government and its impact on the rendering of services to the client
		Failure to hire new staff due to changes in electronic systems
	Specific individual and organizational components	Changing employees' view of work and changing the way they work
		Feel less dependent on employees in the last two decades
		Lack of influence of female employees on senior management positions (organizational glass roof phenomenon)

Category	Axial coding	Open coding
	Financing	Funding status in career planning issues
		Budget constraints in providing career path plans

Selective coding

The main stage of data analysis of the foundation is selective coding in which the researcher presents a theory based on the results of open and axial coding. Since it is possible that some categories or relationships between them are not well monitored in the pattern of axial coding, the researcher in the selective coding stage removes the extensions and expands and generalizes those categories and relationships that It has not been well addressed before. The researcher does this by validating the categories and the relationships defined between them. To do this, the researcher constantly refers to books and articles published in the field of human resource capabilities, as well as various examples and examples that people have mentioned during interviews, and the ability to explain the pattern formed by citing It evaluates them and, when necessary, expands and deepens the elements and relationships of this model. In this section, the origins and reasons for the formation of these conditions are described as a theoretical note that contains the analyst's reflections and thoughts on the research conditions.

Among the identified factors, the axial coding paradigm was performed and based on that, the linear relationship between the research categories including causal conditions, central categories, contextual conditions, intervening conditions, strategies and consequences was determined. Figure 1 shows the axial coding pad, in other words the model of the qualitative research process.
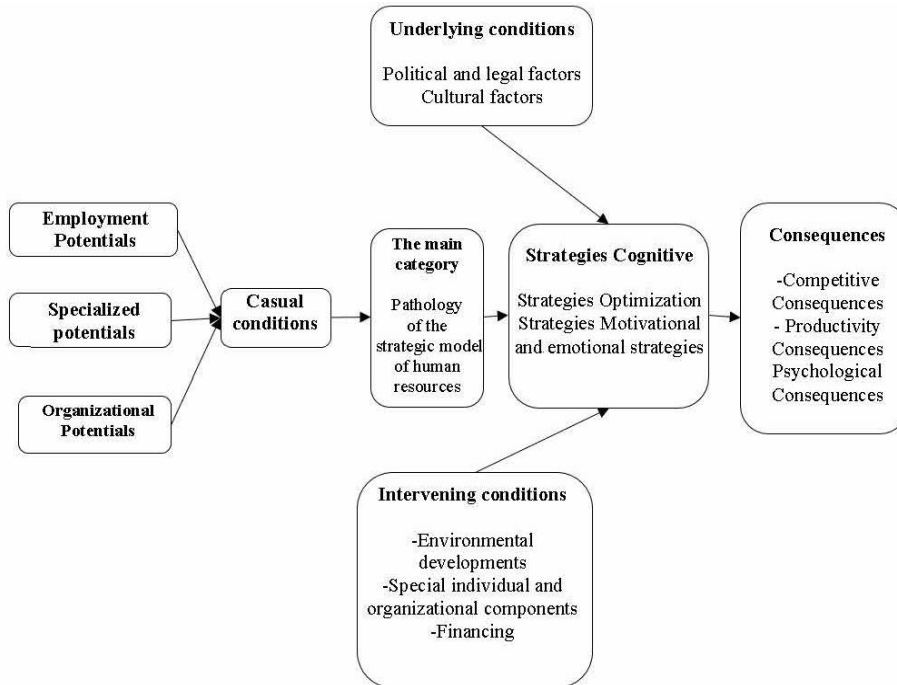
Figure 1- Proposed research model of Pathology of the strategic model of human resources based on digital transformation governance

Conclusion

Based on the results obtained in the analysis of the foundation data, 23 pivotal codes, 97 primary codes were identified in 6 categories of the foundation data. The purpose of pathology research was the strategic human resource management system based on digital transformation governance in Gachsaran Oil and Gas Company. Human resource management is on the verge of a major transformation these days, driven by digital technologies. Technologies such as artificial intelligence, metadata, social networks, computing, blockchain, and the like are transforming human resources. While there are many benefits to digital transformation in the workplace, sometimes the resulting changes are unpredictable and can be somewhat risky. A negative response to change can lead to cultural problems in the workplace. Another obvious danger of digital acceptance is the issue of security, which is very important for the people of the organization. Mobility and cloud technology have raised doubts about information security, data access, and confidentiality. These risks must be

addressed through infrastructure and security processes, which often mean change. E-government, which now plays an important role in trying to modernize the public sector and increase the efficiency of service delivery to reduce government spending, has become a very important issue for countries around the world, because as a solution to reduce government service costs (Gheshlaghi et al., 2017), increase the efficiency and transparency of the government (Safari et al., 2015), citizen-centered governance, creating faster and better services and increasing citizens' satisfaction. The literature related to human resource management and organizational performance show that advanced human resource systems and functions lead to improved organizational performance (Allende et al., 2017). Various concepts that may be logically relevant to developments in digital governance have been explored to provide a coherent framework. This framework integrates the attributional capabilities of developments with strategic factors as well as output factors such as employee behaviors and company performance. However, it may be stated that other concepts have not been considered. Other variables such as changes and dynamics of the environment (Wu, 2011), intra-organizational factors, etc. can be considered (Kushki Jahromi, 2021), which may help us to understand the harms of human resources and their role in explaining the effects and processes of human resources. The obtained results are suggested in creating human resources training to strengthen the values, capabilities, needs, and mechanisms required by the organization and follow the ethical charter of employees. Furthermore, to eradicate organizational harms and improve the productivity of the organization and the workforce, the factors that enhance job satisfaction in the organization should be addressed.we should implement the system of classifying jobs and assigning responsibilities to the workforce based on talents, capabilities, capabilities, experience, and expertise by revising the payment system and adjusting salaries to costs. It is also suggested that employees be evaluated realistically. Encouragement and punishment methods in the workplace should be designed to increase productivity, reduce negligence, work evasion, and irresponsibility in the workplace. Competent managers should be appointed based on expertise, commitment, work conscience, passion, and interest instead of relationships and characteristics unrelated to the relevant work and assigned responsibility.

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