Identifying and Prioritizing Factors Influencing Organizational Structure Designing in Rehabilitation Department

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Abstract

Background and Objective: Inappropriate organizational structure makes it difficult to achieve organizational goals and makes efficient and competent individuals disable and weak individuals. The main objective of this study is to identify and prioritize the factors influencing organizational structure designing of rehabilitation department.

Materials and Methods: In this study, a semi-structured interview with experts and professors led to the development of criteria of the research model. Based on previous interviews and previous studies, factors influencing organizational structure in internal and external categories were identified. These codes were evaluated and screened using the Delphi technique.

Results: Based on the data grounded model, causal and confounding conditions, contextual conditions, strategies, and outcomes were identified. Open coding was performed first and finally validated after three Delphi rounds.

Discussion and Conclusion: In this study, organizational factors, employees and supervision were identified as the main categories for improvement of organizational structure of rehabilitation department. Ethnicity-orientation, inappropriate structure of rehabilitation department, etc. were identified as contextual conditions, economic and political sanctions, lack of appropriate budget allocation, etc. were identified as confounding conditions, department chart review, specialization in selection and recruitment department, etc. were identified as competitive outcomes and strategies, and productivity outcomes and psychological outcomes were identified as outcomes.

Keywords: Organizational Structure, Fuzzy Technique, Grounded Data Model

1. Introduction

Today's organizations are operating in creativity and innovation as transformative and interested model. In other words, to maintain their distance from competitors, organizations are forced to provide new services at different times to market, which requires innovative and dynamic thinking. Therefore, reforming the structure for creativity and innovation in today's organizations is not a matter of interest, but it is a necessity to maintain the dynamism and ability of the organization in coping with environmental threats and risks [1]. Various studies indicate that organizational structure influences employee performance and job satisfaction. It should be noted that not all employees are proponents of organic and flexible structure with freedom of action. Some people

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feel satisfied and have high efficiency when things are standard and ambiguity is at the minimum level. Thus, organizational structure management must be able to make wiser decisions on key issues and improve knowledge-based performances by relying on knowledge. Nowadays, transforming organizational information into knowledge leads to making appropriate decisions in managing organizational structure [2]. Nowadays, organizational structures face many problems in response to existing changes and market needs. Knowledge is the most important organizational tool to survive in today's complex and changing environment. Given the importance and necessity of having a knowledge structure in the organization, most managers are not able to understand the practical aspects and useful results of knowledge management. Organizational structure plays key role in establishing dynamic knowledge management in the organization [3]. Organizational structure is the main driver of fundamental changes in the organization, including the application of knowledge management in the organization. Designing an appropriate organizational structure is crucial in determining organizational performance. Organizational structure itself does not being success, but poor structure makes success impossible. The organizational structure must be able to simplify, accelerate appropriate decision-making, and make adjustments to existing conditions. Therefore, achieving an appropriate organizational structure can be the basis for sustaining organizational productivity.

Organizational structure is one of the most important factors of effectiveness in organizations and is one of the essential requirements of any management for achieving organizational goals that are appropriate to its organizational conditions, internal and external environmental changes [4]. Appropriate organizational structure plays a major role in enhancing productivity, job satisfaction, efficiency and motivation of organizational employees [5], empowerment of employees and organizational commitment [6], progress and rational decision-making [7]. In fact, inappropriate organizational structure makes it difficult to achieve organizational goals and makes efficient and competent people into disable and weak individuals, leading to increased organizational costs and inefficiencies [8]. Welfare Organization Rehabilitation Department includes physical, cultural, social empowerment of disabled people, rehabilitation services, providing professional rehabilitation services, providing social rehabilitation services, and providing educational rehabilitation services. Sub-branches of the rehabilitation structure in pats include five offices, including Office for Rehabilitation of Chronic Mental Illness, Community-Based Rehabilitation (CBR) Office, Office for Rehabilitation of Physical, Motor and Sensory Disability, Office for Rehabilitation of Mental Disability. and Office for Rehabilitation of Elderly Affairs [9]. However, in recent years, a new structure has been created in the offices of these department, including three offices for rehabilitation of disabled people, office for daily rehabilitation center, and a care-rehabilitation center office. It was observed that the structure of the rehabilitation department area has undergone a change in the last few years, and unfortunately, some changes will be created in this structure in the next months. However, organizational structure change requires a deep understanding of the organization's performance and its governing atmosphere, and these changes must be organized and follow a systematic thinking [10]. Therefore, in the current age, to maintain the current status and even progress, the flow of innovation within the organization must continue. Most organizational theorists believe that the factors influencing the organizational structure must be identified and discussed in an organization to achieve an appropriate structure. Experts in this field discuss the factors influencing organizational structure under the title of structural and content dimensions of the organization.

Theoretical foundations of research

2. Organizational Structure

Organization is an integral part of human experience. Most people are members of different organizations and their lives are influenced by organizations that are not directly members of them. As a result, individuals need organizations to achieve collective and individual success, and organizations are operating based on goals, structures, and processes to meet needs [11]. Organizational structure is the relationships that govern the jobs, systems, operating processes, and individuals and groups that strive to achieve the shared goal. The structure indicates who is responsible and introduces the managers who should command them. An appropriate

organizational structure facilitates and accelerates decision-making and appropriate response to the environment and its challenges [12]. Organizational structure is an abstract concept. It means that no one can claim that he has seen an organizational structure, but its external manifestation can be seen. Thus, to define the organizational structure, it is necessary to identify its characteristics. Benzer et al [13] showed that organizational structure enhances organizational motivation and preparedness.

Tyler [14] investigated the importance of organizational structure in creating competitive advantage and proper management of processes. The management system has been shown to be the most important factor in organizational structure. Barton and Obel [15] showed that coordination and organizational structure were the most important principle in organizational structure review. Anderson and Medina [16] showed that organizational structure influences the process of productivity, leadership affects human resource management and employee leadership, and ultimately, communication affects the quality and speed of processes. Positive changes in each of these components increase productivity in the healthcare sector. In simple words, it can be stated that a formal organization is established on two factors: the work that should be done and the technology used to do that work. These items are not considered as only factors of formal structure. In a traditional approach, the key elements of a formal organization depend on the factors shown in Figure (1).
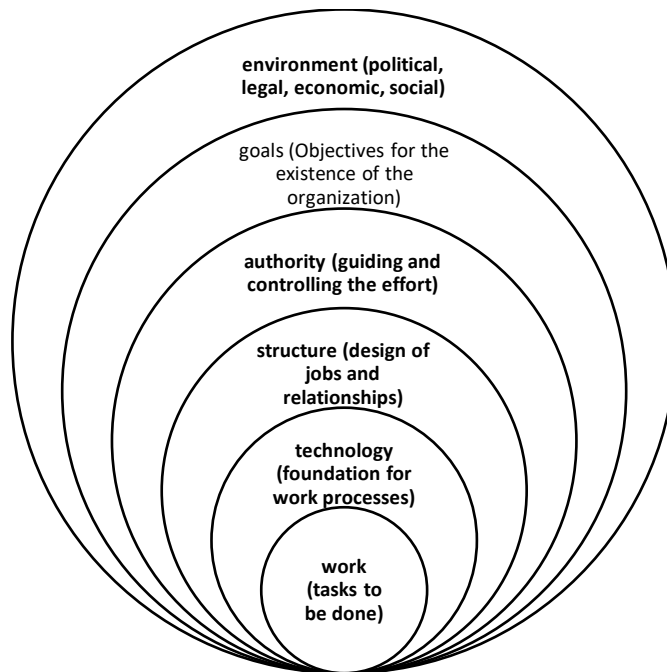

Figure 1. Key Elements of Formal Organization in a Traditional Approach [17]

As shown in Figure (1), organizational structure is the traditional approach facilitates and supports technology in doing work by designing jobs and grouping tasks to optimize control, coordination, and productivity to achieve organizational goals. Arnold and Foldman define organizational structure as "formal arrangements of operations and activities in an organization." They argue that organizational structures help organizations achieve three related goals:

1. Organizational structure defines the authorities and responsibilities of an organization,

2. Organizational structure determines the channels of information and communication flow in the organization,

3. Organizational structure helps to coordinate the work activities of employees [18].

Organizational structure is the way or manner through which organizational activities are divided, organized, and coordinated [19]. Organizational structure consists of components and factors that are interconnected and a set of them is necessary to achieve the goals of the organization [20]. Organizational structure is the system or network of tasks, communications, and relationships that connect the work of individuals and groups. Each organization must clearly

explain the division of work and coordination among them so that the organization can achieve its goals [21].

2.1. Basic Components of Organizational Structure

1. Division of work as the first basic condition of organizational structure

With the growth of the organization and the division of work among the employees, the need for direct supervision increases and the full-time activity of a manager as a leader becomes inevitable. As the structure is more complete, more managers are needed and more managers need to be appointed to manage the tasks. Presence of a manager leads to administrative works that in turn create a new form of division of work among those who do the main work and those who manage the work practices. Administrative works are distributed into two groups: a group that does administrative works (support employees) and the other group that standardize these works (professional headquarters) [10].

Coordination as the second fundamental condition of organizational structure

Coordination means the process of integrating the activities and goals of all units and groups of organizations so that they can effectively achieve the company goals. Paul Lawrence and Jay Loresh have considered four different types of coordination for organizations:

1-Difference among the organizations

2-Differentce of units in terms of time,

3- Differences in terms of creating relationship among individuals or organizational units

4- Differences among different organizational units in terms of formalism [3].

Organizations coordinate their activities through six mechanisms. These mechanisms are among the most fundamental elements of the structure because the integrity of the organization depends on these elements.

1-Confrontation adaptation: In the confrontation adaptation mechanism, works are coordinated by going through the simple process of informal communication. This kind of coordination is the simplest and most complex kind of coordination [22].

2- Direct supervision: The most traditional form of coordination is direct supervision. In direct supervision, the task of coordinating works of others is delegated to one person who performs these works by ordering and supervising the operation of these tasks [6].

3. Standardizing work processes: Work processes are standardized when the content of the work is clear and needs less direct supervision. Work processes are standardized by the specialized employees.

4. Standardizing work efficiency: Work efficiency is standardized when the content of the work is clear. Work efficiency, as work processes, is standardized by the specialized employees.

5. Standardizing job skills: Standardizing job skills is achieved when professionals and experts are aware of their expectations of what they have learned.

According to Frank Page, an appropriate organizational structure should have the following characteristics:

1- Supports the realization of the vision, mission and goals of organization.

2-Facilitates work and assists employees to achieve organizational goals.

3- Guides the organization and meets its obligations to outside actors (such as governments, communities, etc.), supplies raw materials and the resources it needs.

4- Adaptable to environmental changes.

5- Supports the technology of the organization.

6- Consistent with culture and organizational beliefs.

7- Facilitates the organization's strategy.

8- Depends on the age and size of the organization.

9- Facilitates the allocation of resources and internal controls within the organization.

10- Facilitates the decision-making of the organization [23].

Comparison of management structure in the private and public sectors

Alisson [24] has referred to eight tasks for management in organizations, but these tasks have different meanings in private and public organizations. The performance and efficiency of public

management are not necessarily promoted through modeling of private management, but it should focus on research, case studies, and developments.

Ban [25] refers to managerial restrictions in public organizations. Many developments require the reduction of these restrictions. The three restrictions include urban facilities, budgeting, and logistics systems. They have been mainly designed to reduce the risk of abuse. Blumenthal [26] has referred to the difference of management in public and private organizations. The success of a manager in business is important. Boozman and Scott [27] reviewed the literature on administrative formalities and formalism in public and private organizations. The government itself is a major cause of administrative formalities in public and private organizations. Some studies showed slight partial differences in the administrative formalities and formalism in public and private organizations, while other studies have shown that public sector organizations were more restricted by accountability requirements and rules. In another study, Boozman et al. [28] also examined the rate of delay in doing of public and private organizations' tasks and tested the hypothesis of greater formality and formalism in public organizations. Questionnaires obtained from a national quasi-experimental project indicates the differences of variance in the above sections, that these differences were due to the effects of government [29]. Dunlop et al [30] discussed on their experiences in government and stated the management differences in the private and public sectors. These differences included the issues of efficiency and equity, incentives and performance, and conflicts in loyalty of government managers. Lynn [31] examined the major issues in public administration. Issues related to transformation, as organizations, are similar. The failure of transformations and developments can be due to implementation problems. If these organizations are different, applying business management techniques in government will be useless and counterproductive. In this study, the history of business and government similarity was examined and the differences between government and business organizations were identified. Marie [32] compared private and public management in the procedural and fundamental areas in public and private sector organizations. This study discussed the global applicability of the public approach to management and concluded that the similarities between the private and public organizations are much more than their differences.

3. Methodology

Since the present study was conducted with the aim of identifying and prioritizing the factors influencing the organizational structure design of the rehabilitation department, it seeks to provide valid guidelines for managers to take corrective measures, it is considered as an applied study. Also, as it aims to enhance the knowledge of designing the optimal organizational structure model, this research has a developmental orientation. Generally, the inductive approach was used in this study. Secondary data in this study were obtained from books, articles and documents. Initial data were obtained from interviews and questionnaires, so it is also considered as a field and library research. This study uses a systematic design of grounded data. Since the basic foundations in building the theory are concepts, it is necessary to use a mechanism in data grounded theory to identify concepts and to extend them according to their properties and dimensions.

This mechanism is implemented in open coding so that the researcher extracts the basic categories of the studied phenomenon from the raw data by asking about data, comparing cases, events, and other phenomena states, to obtain the similarities and differences. In the next step (axial coding), the researcher focuses one of the categories under the investigation and exploration (the main phenomenon), and then, relates other categories to it. These categories are causal conditions (justifiable causes of the main phenomenon), strategies (interactions or actions taken to control, manage, and respond to major phenomena), context conditions (specific contextual conditions affecting strategies), confounding conditions (general contextual conditions affecting strategies), and outcomes (the result of applying strategies). The data of the study in this step were collected through in-depth face-to-face interviews with asking 30-minute to 120-minute questions and it was continued up to the step that the researcher reached theoretical saturation. The target population of this study consisted of rehabilitation managers and experts whose number was unknown. The sample size of the study was estimated at 15. In the qualitative step, after collecting and classifying the research data, the collected questionnaires were analyzed using Delphi method.

4. Results

The process of information analysis in data grounded theory is based on three steps of open coding (creation of concepts and categories *), axial coding (identifying of axial category, causal conditions, confounding conditions, contextual conditions, strategies and outcomes) and selective coding (theory creation). This study describes the way of forming these categories from the concepts obtained. First, open coding and the way of coding of the interviews are presented, and after explaining the way of forming concepts and categories, the data grounded theory is presented.

4.1. Implementation of the Data Grounded Theory

4.1.1. Interviews

Interviewees were performed based on asking the questions from the selected individuals in the qualitative sample
1. Explain a little about yourself and level of your management experience.
2. What changes and developments have taken place in the rehabilitation department in your time?
3. What is your opinion on the department structure of the rehabilitation department?
4. What are the barriers to rehabilitation department structure model?
5. What are your suggested solutions in this regard?
6. What are the requirements for changes to remove barriers?
7. What are the outcomes for removing barriers to implementation of policy?

4.1.2. Open Coding

For open coding, all interviews were included in Maxqda software. Necessary investigations were performed and the codes were extracted. The coding was done based on interviews.

Table 1. Open Coding

Open coding	Source
Lack of knowledge of decision-makers on key rehabilitation strategies	Interview
External influence	Interview
Lack of specialized supervision	Interview
Lack of specialized supervising and monitoring on budget allocation	Interview
Non-coordination of responsibilities with the strategy of the department	Interview
Lack of proper relationship of rehabilitation department with other departments	Interview
Decreasing trend of job satisfaction	Interview and articles
The burnout of rehabilitation responsibilities	Interview
Lack of specialization in selection	Interview
Lack of adequate manpower	Interview and articles
Lack of support for individual creativity	Interview

Multiple tasks of individuals	Interview
Lack of meritocracy and dignity	Interview
Inappropriate selection system	Interview
Limited credit and financial resources	Interview
High concentration of department	Interview
High complexity of department	Interview
Lack of outsourcing responsibilities to private units	Interview and articles
Incorrect definition of department processes	Interview and articles
Lack of employees' education and training system	Interview and articles
Lack of proper reward and payment system	Interview and articles
Incompatibility of rehabilitation department with ministry	Interview
Influence of other departments	Interview
Lack of rehabilitation authority in the country	Interview
Economic conditions of society	Interview
Lack of familiarity of the community members with the nature of the rehabilitation department	Interview
Political influence	Interview
The sudden changes of the department in each government	Interview
Extensive range of activities of department	Interview and articles
Economic and political sanctions	Interview and articles
Lack of appropriately allocation of budget to rehabilitation department	Interview and articles
Multiple social partners of rehabilitation department	Interview
Increased rate of the disabled people	Interview
Increased life expectancy	Interview
The lack of preparedness of rehabilitation department in social damages of society and new disabilities	Interview
Department chart review	Interview and articles
Specialization in the department selection	Interview and articles
Developing the culture and familiarizing the community with the nature of rehabilitation department	Interview and articles
Cost allocation review	Interview and articles
Making the complexity of the department complexity proportional to rehabilitation department strategy	Interview
Reducing the department concentration and increasing the authority of executive managers	Interview

selection and payment system review	Interview
Making changes to the department in consultation with the principal managers of the rehabilitation department	Interview
Review of the rehabilitation department affiliation with the Ministry of Welfare	Interview
Identifying the potentials of rehabilitation department	Interview
Competitive outcomes	Interview and articles
Productivity outcomes	Interview and articles
Psychological outcomes	Interview and articles

4.1.3. Secondary coding

After extracting the initial codes, the concepts were categorized after each interview, and the concepts were continuously reviewed and compared and the final concepts and categories were formed. Table 3 presents a full description of way of forming the concepts and categories.

Table 2. Codes, Concepts and Categories Extracted from the Open Coding Process

Causal factors	Supervisory factors	Lack of knowledge of decision-makers on key rehabilitation strategies
		External influence
		Lack of specialized supervision
		Lack of specialized supervising and monitoring on budget allocation
		Non-coordination of responsibilities with the strategy of the department
		Lack of proper relationship of rehabilitation department with other departments
		Decreasing trend of job satisfaction
	Employees factors	The burnout of rehabilitation responsibilities
		Lack of specialization in selection
		Lack of adequate manpower
		Lack of support for individual creativity
		Multiple tasks of individuals
		Lack of meritocracy and dignity
		Inappropriate selection system
	Department factors	Limited credit and financial resources
		High concentration of department
		High complexity of department
		Lack of outsourcing responsibilities to private units
		Incorrect definition of department processes
		Lack of employees' education and training system
		Lack of proper reward and payment system
Confounding factors		Ethnicity-orientation
		Incompatibility of rehabilitation department with ministry
		Influence of other departments
		Lack of rehabilitation authority in the country

	Economic conditions of society
	Lack of familiarity of the community members with the nature of the rehabilitation department
	Political influence
	The sudden changes of the department in each government
	Extensive range of activities of department
Contextual factors	Economic and political sanctions
	Lack of appropriately allocation of budget to rehabilitation department
	Multiple social partners of rehabilitation department
	Increased rate of the disabled people
	Increased life expectancy
	The lack of preparedness of rehabilitation department in social damages of society and new disabilities
Strategies	Department chart review
	Specialization in the department selection
	Developing the culture and familiarizing the community with the nature of rehabilitation department
	Cost allocation review
	Making the complexity of the department complexity proportional to rehabilitation department strategy
	Reducing the department concentration and increasing the authority of executive managers
	selection and payment system review
	Making changes to the department in consultation with the principal managers of the rehabilitation department
	Review of the rehabilitation department affiliation with the Ministry of Welfare
	Identifying the potentials of rehabilitation department
Outcomes	Competitive outcomes
	Productivity outcomes
	Psychological outcomes

4.1.4. Screening research indicators (fuzzy Delphi)

Finally, 49 indicators were identified based on the content analysis of the specialized interviews. Fuzzy Delphi method was used for screening and ensuring the importance of identified indicators and selecting the final indicators. Experts' opinions were used to measure the importance of indicators. In this research, triangular fuzzy numbers were used to fuzzify the experts' opinions. Experts' opinions on the importance of each indicator are collected on a 7-point fuzzy scale.

Table 3. Identified Axial Codes

Coding	Secondary codes
A1	Lack of knowledge of decision-makers on key rehabilitation strategies
A2	External influence
A3	Lack of specialized supervision
A4	Lack of specialized supervising and monitoring on budget allocation
A5	Non-coordination of responsibilities with the strategy of the department

A6	Lack of proper relationship of rehabilitation department with other departments
A7	Decreasing trend of job satisfaction
A8	The burnout of rehabilitation responsibilities
A9	Lack of specialization in selection
A10	Lack of adequate manpower
A11	Lack of support for individual creativity
A12	Multiple tasks of individuals
A13	Lack of meritocracy and dignity
A14	Inappropriate selection system
A15	Limited credit and financial resources
A16	High concentration of department
A17	High complexity of department
A18	Lack of outsourcing responsibilities to private units
A19	Incorrect definition of department processes
A20	Lack of employees' education and training system
A21	Lack of proper reward and payment system
A22	Incompatibility of rehabilitation department with ministry
A23	Influence of other departments
A24	Lack of rehabilitation authority in the country
A25	Shortage of facilities
A26	Economic conditions of society
A27	Lack of familiarity of the community members with the nature of the rehabilitation department
A28	Political influence
A29	The sudden changes of the department in each government
A30	Extensive range of activities of department
A31	Economic and political sanctions
A32	Lack of appropriately allocation of budget to rehabilitation department
A33	Multiple social partners of rehabilitation department
A34	Increased rate of the disabled people
A35	Increased life expectancy
A36	The lack of preparedness of rehabilitation department in social damages of society and new disabilities
A37	Department chart review
A38	Specialization in the department selection
A39	Developing the culture and familiarizing the community with the nature of rehabilitation department

A40	Cost allocation review
A41	Making the complexity of the department complexity proportional to rehabilitation department strategy
A42	Reducing the department concentration and increasing the authority of executive managers
A43	selection and payment system review
A44	Making changes to the department in consultation with the principal managers of the rehabilitation department
A45	Review of the rehabilitation department affiliation with the Ministry of Welfare
A46	Identifying the potentials of rehabilitation department
A47	Competitive outcomes
A48	Productivity outcomes
A49	Psychological outcomes

Table 4. 7-Point Fuzzy Scale for Valuing the Indicators

Linguistic value	Fuzzy value	Fuzzy number scale
Quite unimportant	$\tilde{1}$	(0, 0, 0.1)
Very important	$\tilde{2}$	(0, 0.1, 0.3)
Unimportant	$\tilde{3}$	(0.1, 0.3, 0.5)
Moderate	$\tilde{4}$	(0.3, 0.5, 0.75)
Important	$\tilde{5}$	(0.5, 0.75, 0.9)
Very important	$\tilde{6}$	(0.75, 0.9, 1)
Quite important	$\tilde{7}$	(0.9, 1, 1)

First round Delphi Technique

The views of 10 experts on each indicator are shown in Table 4-5:

Table 5. Fuzzification Experts' Opinions on Each of the Research Indicators

Fuzzification	Expert 1	Expert 2	Expert 3	...	Expert 10
A1	(0.9, 1, 1)	(0.5, 0.75, 0.9)	(0.9, 1, 1)	...	(0.9, 1, 1)
A2	(0.5, 0.75, 0.9)	(0.9, 1, 1)	(0.3, 0.5, 0.75)	...	(0.9, 1, 1)
A3	(0.75, 0.9, 1)	(0.5, 0.75, 0.9)	(0.75, 0.9, 1)	...	(0.75, 0.9, 1)
A4	(0.75, 0.9, 1)	(0.5, 0.75, 0.9)	(0.1, 0.3, 0.5)	...	(0.75, 0.9, 1)
A5	(0.5, 0.75, 0.9)	(0.1, 0.3, 0.5)	(0.5, 0.75, 0.9)	...	(0.9, 1, 1)
A6	(0.75, 0.9, 1)	(0.3, 0.5, 0.75)	(0.9, 1, 1)	...	(0.5, 0.75, 0.9)
A7	(0.75, 0.9, 1)	(0.5, 0.75, 0.9)	(0.9, 1, 1)	...	(0.9, 1, 1)
A8	(0.75, 0.9, 1)	(0.5, 0.75, 0.9)	(0.75, 0.9, 1)	...	(0.9, 1, 1)
A9	(0.9, 1, 1)	(0.5, 0.75, 0.9)	(0.9, 1, 1)	...	(0.9, 1, 1)
A10	(0.75, 0.9, 1)	(0.9, 1, 1)	(0.75, 0.9, 1)	...	(0.9, 1, 1)
A11	(0.1, 0.3, 0.5)	(0.75, 0.9, 1)	(0.9, 1, 1)	...	(0.5, 0.75, 0.9)
A12	(0.9, 1, 1)	(0.75, 0.9, 1)	(0.9, 1, 1)	...	(0.9, 1, 1)
A13	(0.5, 0.75, 0.9)	(0.75, 0.9, 1)	(0.3, 0.5, 0.75)	...	(0.9, 1, 1)
A14	(0.9, 1, 1)	(0.5, 0.75, 0.9)	(0.9, 1, 1)	...	(0.9, 1, 1)
A15	(0.9, 1, 1)	(0.9, 1, 1)	(0.75, 0.9, 1)	...	(0.9, 1, 1)

A16	(0.9, 1, 1)	(0.9, 1, 1)	(0.5, 0.75, 0.9)	...	(0.75, 0.9, 1)
A17	(0.75, 0.9, 1)	(0.9, 1, 1)	(0.75, 0.9, 1)	...	(0.5, 0.75, 0.9)
A18	(0.9, 1, 1)	(0.9, 1, 1)	(0.9, 1, 1)	...	(0.75, 0.9, 1)
A19	(0.75, 0.9, 1)	(0.1, 0.3, 0.5)	(0, 0.1, 0.3)	...	(0.9, 1, 1)
A20	(0.9, 1, 1)	(0.9, 1, 1)	(0.9, 1, 1)	...	(0.9, 1, 1)
A21	(0.75, 0.9, 1)	(0.9, 1, 1)	(0.9, 1, 1)	...	(0.9, 1, 1)
A22	(0.9, 1, 1)	(0.9, 1, 1)	(0.75, 0.9, 1)	...	(0.9, 1, 1)
A23	(0.5, 0.75, 0.9)	(0.9, 1, 1)	(0.5, 0.75, 0.9)	...	(0.75, 0.9, 1)
A24	(0.75, 0.9, 1)	(0.75, 0.9, 1)	(0.3, 0.5, 0.75)	...	(0.75, 0.9, 1)
A25	(0.75, 0.9, 1)	(0.1, 0.3, 0.5)	(0, 0.1, 0.3)	...	(0.9, 1, 1)
A26	(0.75, 0.9, 1)	(0.75, 0.9, 1)	(0.3, 0.5, 0.75)	...	(0.9, 1, 1)
A27	(0.1, 0.3, 0.5)	(0.5, 0.75, 0.9)	(0.9, 1, 1)	...	(0.9, 1, 1)
A28	(0.75, 0.9, 1)	(0.9, 1, 1)	(0.9, 1, 1)	...	(0.9, 1, 1)
A29	(0.5, 0.75, 0.9)	(0.9, 1, 1)	(0.9, 1, 1)	...	(0.9, 1, 1)
A30	(0.5, 0.75, 0.9)	(0.9, 1, 1)	(0.5, 0.75, 0.9)	...	(0.5, 0.75, 0.9)
A31	(0.1, 0.3, 0.5)	(0.5, 0.75, 0.9)	(0.75, 0.9, 1)	...	(0.75, 0.9, 1)
A32	(0.75, 0.9, 1)	(0.9, 1, 1)	(0.9, 1, 1)	...	(0.9, 1, 1)
A33	(0.5, 0.75, 0.9)	(0.9, 1, 1)	(0.3, 0.5, 0.75)		(0.9, 1, 1)
A34	(0.75, 0.9, 1)	(0.5, 0.75, 0.9)	(0.1, 0.3, 0.5)		(0.75, 0.9, 1)
A35	(0.75, 0.9, 1)	(0.3, 0.5, 0.75)	(0.9, 1, 1)		(0.5, 0.75, 0.9)
A36	(0.75, 0.9, 1)	(0.5, 0.75, 0.9)	(0.75, 0.9, 1)		(0.9, 1, 1)
A37	(0.75, 0.9, 1)	(0.9, 1, 1)	(0.75, 0.9, 1)		(0.9, 1, 1)
A38	(0.9, 1, 1)	(0.75, 0.9, 1)	(0.9, 1, 1)		(0.9, 1, 1)
A39	(0.9, 1, 1)	(0.9, 1, 1)	(0.75, 0.9, 1)	...	(0.9, 1, 1)
A40	(0.9, 1, 1)	(0.9, 1, 1)	(0.5, 0.75, 0.9)		(0.75, 0.9, 1)
A41	(0.9, 1, 1)	(0.9, 1, 1)	(0.9, 1, 1)		(0.75, 0.9, 1)
A42	(0.75, 0.9, 1)	(0.9, 1, 1)	(0.75, 0.9, 1)	...	(0.5, 0.75, 0.9)
A43	(0.9, 1, 1)	(0.5, 0.75, 0.9)	(0.9, 1, 1)	...	(0.9, 1, 1)
A44	(0.75, 0.9, 1)	(0.5, 0.75, 0.9)	(0.75, 0.9, 1)	...	(0.75, 0.9, 1)
A45	(0.5, 0.75, 0.9)	(0.1, 0.3, 0.5)	(0.5, 0.75, 0.9)	...	(0.9, 1, 1)
A46	(0.75, 0.9, 1)	(0.5, 0.75, 0.9)	(0.9, 1, 1)	...	(0.9, 1, 1)
A47	(0.9, 1, 1)	(0.5, 0.75, 0.9)	(0.9, 1, 1)	...	(0.9, 1, 1)
A48	(0.1, 0.3, 0.5)	(0.75, 0.9, 1)	(0.9, 1, 1)	...	(0.5, 0.75, 0.9)
A49	(0.5, 0.75, 0.9)	(0.75, 0.9, 1)	(0.3, 0.5, 0.75)	...	(0.9, 1, 1)

In the next step, the opinions of the experts are pooled. Different methods have been suggested to pool the opinions of n respondents. The mean fuzzy and defuzzification output of values related to the indicators are presented in the following table. The defuzzification value greater than 7 is accepted and any indicator with a score less than 7 is rejected (Wu and Fang, 2011).

Table 6. Results of Screening of Indicators (First Round)

Indicators	Lower bound	Probabilistic value	Upper bound	Mean fuzzy	Definite	Result of first round
A1	0.646	0.798	0.890	(0.646,0.798,0.89)	0.778	Accepted

A2	0.604	0.754	0.854	(0.604,0.754,0.854)	0.738	Accepted
A3	0.569	0.756	0.898	(0.569,0.756,0.898)	0.741	Accepted
A4	0.623	0.796	0.913	(0.623,0.796,0.913)	0.777	Accepted
A5	0.681	0.833	0.923	(0.681,0.833,0.923)	0.813	Accepted
A6	0.660	0.825	0.923	(0.66,0.825,0.923)	0.803	Accepted
A7	0.833	0.956	0.996	(0.833,0.956,0.996)	0.928	Accepted
A8	0.771	0.917	0.983	(0.771,0.917,0.983)	0.890	Accepted
A9	0.646	0.798	0.890	(0.646,0.798,0.89)	0.778	Accepted
A10	0.815	0.944	0.996	(0.815,0.944,0.996)	0.918	Accepted
A11	0.596	0.750	0.848	(0.596,0.75,0.848)	0.731	Accepted
A12	0.733	0.894	0.971	(0.733,0.894,0.971)	0.866	Accepted
A13	0.558	0.725	0.840	(0.558,0.725,0.84)	0.708	Accepted
A14	0.646	0.798	0.890	(0.646,0.798,0.89)	0.778	Accepted
A15	0.840	0.960	0.996	(0.84,0.96,0.996)	0.932	Accepted
A16	0.706	0.871	0.965	(0.706,0.871,0.965)	0.847	Accepted
A17	0.706	0.850	0.925	(0.706,0.85,0.925)	0.827	Accepted
A18	0.788	0.923	0.977	(0.788,0.923,0.977)	0.896	Accepted
A19	0.621	0.769	0.867	(0.621,0.769,0.867)	0.752	Accepted
A20	0.838	0.958	1.000	(0.838,0.958,1)	0.932	Accepted
A21	0.748	0.898	0.969	(0.748,0.898,0.969)	0.872	Accepted
A22	0.779	0.917	0.981	(0.779,0.917,0.981)	0.892	Accepted
A23	0.610	0.779	0.894	(0.61,0.779,0.894)	0.761	Accepted
A24	0.588	0.746	0.865	(0.588,0.746,0.865)	0.733	Accepted
A25	0.379	0.573	0.742	(0.379,0.573,0.742)	0.565	Rejected
A26	0.602	0.760	0.871	(0.602,0.76,0.871)	0.744	Accepted
A27	0.648	0.813	0.921	(0.648,0.813,0.921)	0.794	Accepted
A28	0.829	0.954	0.992	(0.829,0.954,0.992)	0.925	Accepted

A29	0.765	0.900	0.960	(0.765,0.9,0.96)	0.875	Accepted
A30	0.633	0.804	0.906	(0.633,0.804,0.906)	0.781	Accepted
A31	0.646	0.794	0.888	(0.646,0.794,0.888)	0.776	Accepted
A32	0.792	0.929	0.992	(0.792,0.929,0.992)	0.904	Accepted
A33	0.604	0.754	0.854	(0.604,0.754,0.854)	0.738	Accepted
A34	0.623	0.796	0.913	(0.623,0.796,0.913)	0.777	Accepted
A35	0.660	0.825	0.923	(0.66,0.825,0.923)	0.803	Accepted
A36	0.771	0.917	0.983	(0.771,0.917,0.983)	0.890	Accepted
A37	0.815	0.944	0.996	(0.815,0.944,0.996)	0.918	Accepted
A38	0.733	0.894	0.971	(0.733,0.894,0.971)	0.866	Accepted
A39	0.840	0.960	0.996	(0.84,0.96,0.996)	0.932	Accepted
A40	0.706	0.871	0.965	(0.706,0.871,0.965)	0.847	Accepted
A41	0.788	0.923	0.977	(0.788,0.923,0.977)	0.896	Accepted
A42	0.706	0.850	0.925	(0.706,0.85,0.925)	0.827	Accepted
A43	0.646	0.798	0.890	(0.646,0.798,0.89)	0.778	Accepted
A44	0.569	0.756	0.898	(0.569,0.756,0.898)	0.741	Accepted
A45	0.681	0.833	0.923	(0.681,0.833,0.923)	0.813	Accepted
A46	0.833	0.956	0.996	(0.833,0.956,0.996)	0.928	Accepted
A47	0.646	0.798	0.890	(0.646,0.798,0.89)	0.778	Accepted
A48	0.596	0.750	0.848	(0.596,0.75,0.848)	0.731	Accepted
A49	0.558	0.725	0.840	(0.558,0.725,0.84)	0.708	Accepted

All items with a score below 0.7 were removed. According to the results, axial code 25 was removed.

Second and third rounds of Delphi technique

The fuzzy Delphi analysis continued for the remaining indicators in the second round. At this step, 48 indicators were evaluated based on the opinions of 10 experts. No factor was removed based on the definite value obtained in the second round. Fuzzy Delphi analysis continued for the remaining indicators in the third round. At this step, 48 indicators were evaluated based on the opinions of 10 experts. No factor was removed based on the definite value obtained in the second round.

End of Delphi technique rounds

No question was removed in the third round, indicating the end of the Delphi rounds. In general, one approach for the Delphi end is to compare the mean scores of the questions of last two rounds. If the difference between the two steps is lower that the threshold (0.2), the process will stop.

Table 7. Difference between the Results of the Third and Fourth Rounds

	Result of the third round	Result of the second round	Difference	Result
A1	0.794	0.80	0.006	Accepted
A2	0.925	0.81	0.115	Accepted
A3	0.875	0.79	0.085	Accepted
A4	0.776	0.85	0.074	Accepted
A5	0.904	0.85	0.054	Accepted
A6	0.738	0.81	0.072	Accepted
A7	0.928	0.91	0.018	Accepted
A8	0.777	0.89	0.113	Accepted
A9	0.803	0.89	0.087	Accepted
A10	0.890	0.82	0.07	Accepted
A11	0.918	0.85	0.068	Accepted
A12	0.866	0.75	0.116	Accepted
A13	0.932	0.90	0.032	Accepted
A14	0.847	0.83	0.017	Accepted
A15	0.896	0.80	0.096	Accepted
A16	0.896	0.88	0.016	Accepted
A17	0.752	0.84	0.088	Accepted
A18	0.708	0.91	0.202	Accepted
A19	0.778	0.86	0.082	Accepted
A20	0.932	0.89	0.042	Accepted
A21	0.847	0.77	0.077	Accepted
A22	0.827	0.77	0.057	Accepted
A23	0.896	0.77	0.126	Accepted
A24	0.932	0.85	0.082	Accepted
A26	0.744	0.93	0.186	Accepted
A27	0.794	0.91	0.116	Accepted
A28	0.925	0.82	0.105	Accepted
A29	0.875	0.87	0.005	Accepted
A30	0.781	0.90	0.119	Accepted
A31	0.776	0.81	0.034	Accepted
A32	0.904	0.85	0.054	Accepted
A33	0.738	0.81	0.072	Accepted
A34	0.928	0.89	0.038	Accepted
A35	0.777	0.89	0.113	Accepted
A36	0.803	0.85	0.047	Accepted
A37	0.847	0.90	0.053	Accepted
A38	0.827	0.83	0.003	Accepted
A39	0.896	0.88	0.016	Accepted

A40	0.752	0.91	0.158	Accepted
A41	0.932	0.89	0.042	Accepted
A42	0.872	0.84	0.032	Accepted
A43	0.892	0.778	0.114	Accepted
A44	0.928	0.741	0.187	Accepted
A45	0.761	0.813	0.052	Accepted
A46	0.733	0.928	0.195	Accepted
A47	0.744	0.778	0.034	Accepted
A48	0.794	0.731	0.063	Accepted
A49	0.925	0.708	0.217	Accepted

Based on the results shown in the table, it was found that in all cases, the difference is less than or equal to 0.2, so Delphi rounds end.

5. Axial coding

During axial coding, the categories extracted from open coding were subdivided into six categories including axial category, causal conditions, confounding conditions, contextual conditions, strategies, and outcomes.

Table 8. Identification of Causal Conditions

Causal conditions	
Supervisory conditions	Lack of knowledge of decision-makers on key rehabilitation strategies
	External influence
	Lack of specialized supervision
	Lack of specialized supervising and monitoring on budget allocation
	Non-coordination of responsibilities with the strategy of the department
	Lack of proper relationship of rehabilitation department with other departments
	Decreasing trend of job satisfaction
Employees and forces factors	The burnout of rehabilitation responsibilities
	Lack of specialization in selection
	Lack of adequate manpower
	Lack of support for individual creativity
	Multiple tasks of individuals
	Lack of meritocracy and dignity
	Inappropriate selection system
Department factors	Limited credit and financial resources
	High concentration of department
	High complexity of department
	Lack of outsourcing responsibilities to private units
	Incorrect definition of department processes
	Lack of employees' education and training system
	Lack of proper reward and payment system

Table 9. Contextual Conditions

Ethnicity-orientation
Incompatibility of rehabilitation department with ministry
Influence of other departments
Lack of rehabilitation authority in the country
Economic conditions of society

Lack of familiarity of the community members with the nature of the rehabilitation department
Political influence
The sudden changes of the department in each government
Extensive range of activities of department

Table 10. Confounding Conditions

Economic and political sanctions
Lack of appropriately allocation of budget to rehabilitation department
Multiple social partners of rehabilitation department
Increased rate of the disabled people
Increased life expectancy
The lack of preparedness of rehabilitation department in social damages of society and new disabilities

Table 11. Strategies

Department chart review
Specialization in the department selection
Developing the culture and familiarizing the community with the nature of rehabilitation department
Cost allocation review
Making the complexity of the department complexity proportional to rehabilitation department strategy
Reducing the department concentration and increasing the authority of executive managers
selection and payment system review
Making changes to the department in consultation with the principal managers of the rehabilitation department
Review of the rehabilitation department affiliation with the Ministry of Welfare
Identifying the potentials of rehabilitation department

Table 12. Outcomes

Competitive outcomes	With recruiting specialized forces, the competitive advantage improves in department. Establishing justice and enhancing the competitive advantage in department help it achieve its predetermined goals.
Productivity outcomes	This outcome is aimed at developing the skills and expertise of employees to enhance individual agility and creativity. It is also effective in creating a favorable career path.
Psychological outcomes	This outcome is based on improved interpersonal communication and decreasing conflicting behaviors to increase employee confidence and security.

Based on what was stated above and the components described in the MAXQDA software, the model to improve the department structure is designed as follows.
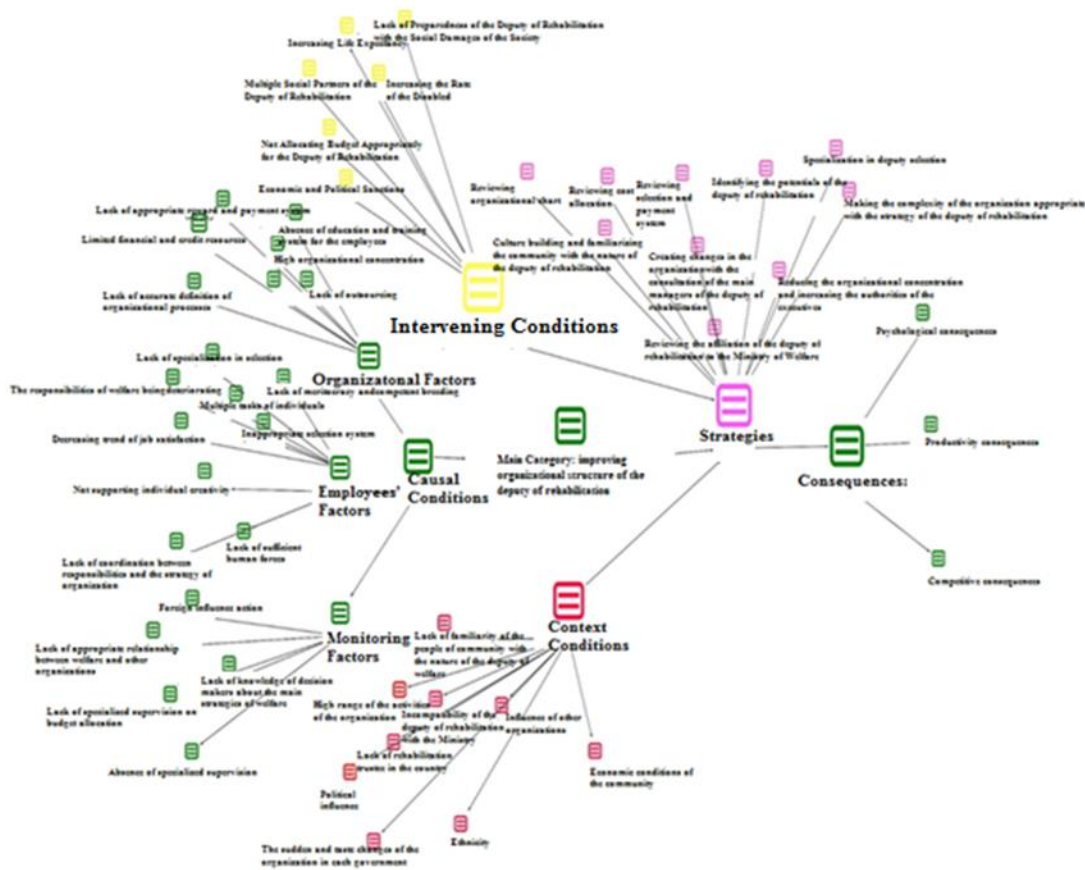
Figure 2. Proposed Model Based on Axial Coding

5. Conclusion

The main aim of this research was to identify the factors and indicators influencing the optimal organizational structure based on the data grounded model and then categorize these factors and indicators. Library method, documentary studies and interviews were used to collect the theoretical bases of information for explaining the literature. Based on the interviews and previous studies, the factors influencing the design of the optimal organizational structure model for the Iranian Welfare Organization were identified. These codes were evaluated and screened using Delphi technique and confirmed after 3 rounds of Delphi. Table 13 presents axial codes related to these factors:

Table 13. Identified Factors

The factors identified through interview and texts related to rehabilitation structure
Lack of knowledge of decision-makers on key rehabilitation strategies
External influence
Lack of specialized supervision
Lack of specialized supervising and monitoring on budget allocation
Non-coordination of responsibilities with the strategy of the department
Lack of proper relationship of rehabilitation department with other departments

Decreasing trend of job satisfaction
The burnout of rehabilitation responsibilities
Lack of specialization in selection
Lack of adequate manpower
Lack of support for individual creativity
Multiple tasks of individuals
Lack of meritocracy and dignity
Inappropriate selection system
Limited credit and financial resources
High concentration of department
High complexity of department
Lack of outsourcing responsibilities to private units
Incorrect definition of department processes
Lack of employees' education and training system
Lack of proper reward and payment system
Incompatibility of rehabilitation department with ministry
Influence of other departments
Lack of rehabilitation authority in the country
Shortage of facilities
Economic conditions of society
Lack of familiarity of the community members with the nature of the rehabilitation department
Political influence
The sudden changes of the department in each government
Extensive range of activities of department
Economic and political sanctions
Lack of appropriately allocation of budget to rehabilitation department
Multiple social partners of rehabilitation department
Increased rate of the disabled people
Increased life expectancy
The lack of preparedness of rehabilitation department in social damages of society and new disabilities
Department chart review
Specialization in the department selection
Developing the culture and familiarizing the community with the nature of rehabilitation department
Cost allocation review

Making the complexity of the department complexity proportional to rehabilitation department strategy
Reducing the department concentration and increasing the authority of executive managers
selection and payment system review
Making changes to the department in consultation with the principal managers of the rehabilitation department
Review of the rehabilitation department affiliation with the Ministry of Welfare
Identifying the potentials of rehabilitation department
Competitive outcomes
Productivity outcomes
Psychological outcomes

In line with the causal factors of the organizational structure of the rehabilitation department, it is recommended that programs, measures and activities be performed with the aim of maintaining, strengthening and consolidating the following indicators:

- Increasing management stability
- Formulating a career path for the rehabilitation department managers
- Implementation of a meritocracy system in the rehabilitation department to use the real capacity of managers
-Providing appropriate material and spiritual rewards in appreciation of executive works and innovation of managers
- Decreasing government influence in the decisions of the rehabilitation department
-Obtaining the government confirmation in the plans of the rehabilitation department
- Planning to reduce government tenure
-Short-term and long-term planning to reduce the impact of political instability on country
-Improving and reforming the system of selection and recruitment of efficient forces

With regard to contextual factors of the organizational structure of the rehabilitation department, it is recommended that programs, measures, and activities be performed with the aim of maintaining, strengthening, and consolidating the following indicators:

- Reforming organizational vision and processes to achieve sustainable development goals
- Planning to reduce the harmful effects of the environment
-Improving organizational social responsibility procedure in rehabilitation department
- Modeling successful countries in improving the organizational structure of the model
- Increasing the flexibility of the organizational structure to communicate effectively with other organizations

With regard to confounding factors of the organizational structure of the rehabilitation department, it is recommended that programs, measures and activities be performed with the aim of maintaining, strengthening and consolidating the following indicators:

- Reforming and optimizing organizational decision-making based on the current situation and future vision
- Clarification of the procedures of rehabilitation department
-Increasing flexibility to reduce the negative impacts of environmental change
-Improving research and development unit to optimize organizational decisions
- Increasing boldness in decision- making
-Improving managers' performance evaluation to reduce organizational corruption

With regard to strategies of the organizational structure of the rehabilitation department, it is recommended that programs, measures and activities be performed with the aim of maintaining, strengthening and consolidating the following indicators:

-Making the organization agile by creating corporate governance structure
-Inviting outstanding people to empower and motivate and give lectures and developing programs for them to chat with top managers

-Establishment of group and personal recreational centers for employees to spend their leisure time regardless of their job status, age, year, etc.

- Establishment and installation of suggestions box regarding the programs approved by rehabilitation organization in all rehabilitation centers.

-The necessity of developing a culture in human resources training to reinforce the values, capabilities, needs and mechanisms required by the organization and in line with the ethical charter of employees.

-Eradicating organizational damages to improve the efficiency of the organization and the workforce

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