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Drawing model of welfare services in the Municipality of Tehran

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ABSTRACT

Human resources are the most valuable capital of an organization, and managers are trying to provide motivation and productivity along with preserving the workforce. One way to motivate and increase productivity is to provide welfare services to employees. Using Adams' theory of equality, the current research attempts to design a desirable model for providing welfare services in the organization. It is an applied, descriptive and survey type research. The statistical population includes the staff of District 22 of Municipality of Tehran. Using the principles of sampling size in multivariate regression analysis, 357 questionnaires were completed by cluster sampling method. The process of data analysis was carried out in two stages: determining the relationships between variables and the dynamics of the systems. The results showed that the improvement of financial services was recognized as an attractive scenario of this research because of a 30% increase in productivity. Meanwhile, 38% increase motivation and 27% reduce dissatisfaction. Improvement in entertainment services has been identified as a desirable research scenario due to the optimal and simultaneous increase in motivation and quality of work life. Improving health services has been identified as a weak scenario for not having a significant impact on state variables due to the lack of influence on state variables.

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INTRODUCTION

The progress and excellence of any organization depends on the excellence of human resources as the most valuable resources of the organization. At the beginning of the third millennium, manpower is considered to be the most effective factor in the survival and development of modern organizations and in the next stages there are elements such as equipment and devices, capital, technology and so on ([Stewart and Sambrook, 2012; Radel, 2019](#)). Over the past years, one of the concerns of top managers has been the increased satisfaction and organizational

commitment of the staff, and this goal has been considered as a human resource management plan ([Luthans; Youssef, 2004](#)). One of the important dimensions in the planning of human resources management is the provision of welfare services which is part of the compensation service that an organizations provide for their staff. During the last years, one of the concerns of the top managers of the organization was increasing the satisfaction and organizational commitment of the staff and achieving this goal in terms of human resources management plans. Providing welfare services as part of compensation services is one of the important dimensions of human resource management planning. Compensation services not only include

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external benefits such as salaries and benefits, but also all other benefits that are inherent in the nature of the job, such as recognition and prominence, providing opportunities for development, a high level of work and good working conditions, as well as organizational culture. Compensation for services is any form of consideration and value that the organization pays or creates for employees, including compensation for financial and non-financial services. Unfortunately, in the welfare context, there is no specified definition that has universal acceptance. According to some scholars, welfare means providing services, facilities and other conditions that provide safety and comfort in the workplace. But for some others, welfare does not just cover prosperity in the workplace. For example, [Decker \(2011\)](#) believes that prosperity is a psychological state, and therefore depends on the standard of individual and social life. In any case, it can be said that benefits and welfare services are some forms of supplementary compensation that can provide reciprocal benefits for employers and employees. In other words, the welfare system of employees within the larger system is called compensation, with the difference that direct payments are not included. In fact, the welfare system comes out of the system of compensation for services and includes aspects that relate to the physical, psychological and social comfort of the staff. The concept of organizational well-being has gradually evolved over time ([Maon, 2010](#)). In the past, organizations were involved in the provision of safety and health products to meet the minimum legal welfare standards. But nowadays, with the intensification of economic development and in order to maximize profits from aids to compensate for services, organizations must apply the principles of proper administration of benefits ([Simon, 2015, 2018](#)). Welfare activities should be designed and implemented with the precise planning and consideration of the following factors:

- Compliance with employee needs;
- Targeting the specific and organizational development of the members;
- Ensure that employee participation in executive planning is as high as possible.

Organizations pursue multiple goals by designing welfare systems, and human resource specialists in the organization must have the knowledge of these goals and how to achieve them. But what is certain

is that those who are employed by the organization for work do not spend hours working only because they receive money or benefits, but also seek to satisfy their social needs and being recognized and succeeded. Therefore, managers can use appropriate design to provide welfare services in order to monitor and influence the behavior of the organization and increase individual and organizational productivity ([Backhaus and Tikoo, 2004; Nishi, Lepak and Schneider, 2008; Noe, Hollenbeck, Gerhart and Wright, 2017; Argyris, 2017](#)). So providing welfare services should be motivating. In general, the proper design of welfare services can change behavior and motivate and thus increase productivity in the organization. The issue of providing welfare services is one of the factors that are important in improving job relationships. Although the principle of service compensation has been accepted, it has attracted the attention of philosopher in this area. In designing such systems, different dimensions should be considered in order to prevent negative consequences and speed up the achievement of organizational goals. A review of some of the existing abnormalities in organizations shows that one of the important factors of their occurrence is the lack of comprehensive system of compensation for employees ([Buonanno, 2005](#)). These shortcomings can result in lower productivity, dissatisfaction, and leaving the organization, and also affect the employee's decision to apply for a job, continue to cooperate, accept education, and so on. Given these explanations, it is clear that the provision of welfare services is obvious in the organization but the question is how to design a desirable system for providing welfare services in the organization. The basis of strategic human resource management is the existence of fit between people, modern activities, and components of the social system, organizational level strategies, and the level of business. Ultimately, the need to create this fit is the application of human resource architecture. In other words, the human resources management architecture will increase the value added in human resources ([Lepak and Snell, 1999](#)). The philosophical basis of human resource architecture management is having a different look at different phenomena ([Lengnick-Hall, et al., 2009](#)). As the all issues are not the same in the same community therefore they do not have similar solution. Accordingly, the management of the organization faces two questions, of treating

all the employees in equal manner or deal with each individual and group in different ways. If the question is looked at from capitalism and cost-benefit analysis point of view, then the answer is clear. People who perform better have to win more. But if human view is taken into consideration, Humans, however, have similarities to each other, yet they are different. Therefore, justice can be considered in the provision of welfare services. The concept of justice is rooted in philosophical studies, political science, and religious education (Konosky, 2000). The sanctity lies in this value concept and its desirability in the minds of all, thanks to the interest of scholars of various fields of science, to study, identify, and theorize on this subject and to open it into new fields. In the area of organization, there is a lack of specialized study of justice, and the efforts made to achieve justice in it are still inadequate. Between 1963 and 1965, Adams (1965) founded the concept of organizational justice by presenting the theory of equality in the workplace (Rawls, 2009). Adams' Theory of Equity, taken from the theory of social exchange (Cropanzano et al., 2005; Cook et al., 2013) and the theory of cognitive heterogeneity, examines how people try to achieve fairness and justice in social exchanges. This theory is based on a comparative learning process in which each person in the organization compares his position with others in terms of the ratio of his outputs and inputs and in that way, the existence or absence of justice in the organization becomes apparent (Adams, 1963). The development of the theory of equality in the 1970s led to the formation of a separate study area entitled Organizational Justice. Organizational justice implies the fairness perceived by the staff in the organization or the extent to which employees believe that they are treated fairly in the organization (Greenberg, 1994). The universality and ambiguity of this definition has led many scholars to explicitly clarify the elements of organizational justice through its identification. The advancement of researchers in this path brought about the emergence of a variety of organizational justice. The first recognized type of organizational justice was called Distributive Justice (Skarlicki and Folger, 1997). This kind of justice that emphasizes fairness in the distribution of rewards and organizational resources, supports the following three approaches for distributing the resources (Folger, 1998):

Equality approach: In Equality approach (Cook

and Parcel, 1977), which is also called a merit-based approach, distribution of resources is proportional to the individual's inputs to the organization. , Borger et al. (1972) referred to the need for reference structures to assess distributive justice and, in order to complete the theory of equality, put forward the theory of the value of their own situation. According to this theory, the distribution of rewards and resources in each organization should be in line with the rewards and resources prescribed in the social system.

Homology approach: According to Karnopp, et al., 2012, in this approach, the equal utility of the receipts of all individuals is insisted, regardless of their inputs to the organization or their contribution to the achievement of organizational goals.

Need approach

This approach refers to the differing needs of individuals to justify the different distributions of resources among them.Distributive justice can also be applied from the outset to an integrated approach. In this case, a balance between the three approaches mentioned is established. Of course, the weight of each of these three approaches will vary depending on the situation (Levental et al., 1980). The researchers found that how resources and rewards are distributed is not the only factor that motivates the sense of justice or injustice in the organization, and how decision-making on resource allocation plays a significant role. Science has led researchers to identify a new type of justice called "procedural justice" (Dailey and Kirk 1992). Gradually, the concept of procedural justice, which confirms the need for fairness and justice in decision-making procedures, included four categories of theories of Personal profit model, Group value model, Judgment of justice theory (EA Lind, 2001) and Justice innovative model (Konosky, 2000). Therefore, it is clear that one can not base a single basis on the performance of welfare service. On the other hand, for the implementation of the human resources management model indigenous indices should also be considered (Hsu, 2008). This comprehensive model is designed to improve satisfaction and motivation in employees, in order to improve their working, physical and mental conditions. It is believed that this model is very much in line with other business strategies and human resources in the Municipality of Tehran and will be effective in achieving the city's

major objectives of serving the community. The municipality of Tehran, the largest municipality of Iran, has over 68,000 employees, which includes very diverse occupational and employment conditions. Designing and delivering a comprehensive welfare model that meets the needs and of these individuals is very challenging. The same diversity of human resources derived from the type of employment, diverse work activities for providing various services to the citizens of Tehran, determines the importance and necessity of creating a welfare service system for the employees of Tehran municipality. This research has been conducted in Tehran, Iran in 2018.

MATERIALS AND METHODS

As the results of this research are expected to be used in policy and organizational planning therefore in terms of the purpose it is in the functional and from the nature point of view, it is a descriptive-survey. The study population is the employees of 22 District of Municipality of Tehran. After extracting the factors from the research background, using the semi-structured interview and the open questionnaire, expert opinions were drawn and the original model was designed. Then, in the next step, using the second questionnaire, the main obtained factors were and their type, in interaction with other components, were exposed to the judgment of the expert group. This questionnaire is designed to extract the relationships between variables and determine the weight coefficients of the indices and determine the type and position of the factors in relation to other components. Measurement scale in this questionnaire was Likert five-point scale and designed for ease of response matrix. Validity of the questionnaire was confirmed by judgment and using opinions of experts and professors. The reliability of the questionnaire was approved using Cronbach's alpha coefficient.

Data analyzing method

The process of data analysis is carried out in two main parts: First, to determine the relationships between the variables, the data from the questionnaire have been used with regard to the extent of the impact of the components on each other and based on that, expert group views have become measurable scales. Quantities obtained data are considered to determine the relationships between variables and

the determination of coefficients in mathematical formulas. Second, the Process of system dynamics is followed in seven steps (Goodman, 1997; Forrester, 1993; Luna-Reyes and Andersen, 2003; Van den Belt, 2004). The first is the definition of the problem, which must be dynamically presented in terms of the behavior of the variables. Conceptualization of the model is, in fact, an abstraction of the meanings of phenomena in the world of facts for the model, which is realized within the framework of variables and structures, and proceeds from a general to a minor level. Accessing and collecting information resources is very important therefore, modeling should provide model simulation information and results for use in decision making of system administrators and adopted evaluating policies. The role information in the formulation of feedback loops resulting from the exchange of information systems, is important. If the variable A, affects variable B, then how will the feedback loop affect the variable B on A? Structural feedback propositions are modeled on dynamic hypotheses and used to create the desired behavior of the phenomenon or at least to help it. These dynamic hypotheses are formulated in the conceptualization stage of the model, although the compatibility status in feedback structures are only possible after several replications in the conceptualization, formulation, simulation and evaluation phases. Determining the policies, procedures, and policies of the programs and policies adopted within the policy analysis framework are considered as components of the sixth step. In Step 6, goals, behaviors and feedback are used to test the success and failure of the model. The final step is the operation phase of the model. In step 7, decision making patterns are formed where the model is developed to introduce it. In summary, the steps of the process are described in [Table 1](#).

RESULT AND DISCUSSIONS

Modeling, Simulation and Analysis with System Dynamics Approach

After extraction and refining of the components, based on the information obtained, the system was simulated and analyzed according to the existing status of welfare services in Tehran municipality. First, the causal-graphic diagrams depicted ([Fig. 1](#)). Then the flow diagram is designed in Vensim software ([Fig. 2](#)). Finally, the model is simulated and its behavior

Table 1. Theoretical stages of modeling

Row	levels	Tasks and Communications
1	problem definition	Content of the problem and symbols The behavior of the variables and phenomena of the problem Model Goals
2	Conceptualization of the model	Model Goals System boundary and model Feedback structure
3	Model formulation	Feedback structure Formation of mathematical equation
4	Simulation	Explaining the behavior of the model
5	Assessment	Explaining the behavior of the mode
6	Analyze policies	Modes and behaviors Identify policies and guideline Adapting policies with system facts
7	Run the model	Formulating decision patterns

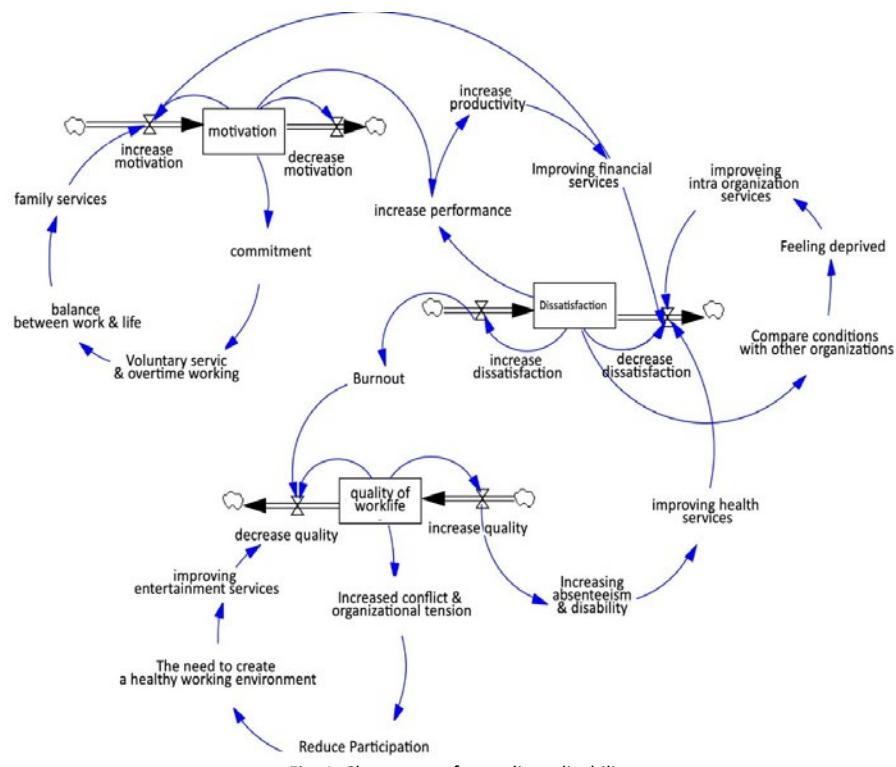


Fig. 1. Characters of causality - disability

is analyzed. The variables of the model and their characteristics are given in Table 2. The reference model is shown in Fig. 2 and Fig. 3, shows the model after the data is being performed in the software.

The behavior of the variables of the system dynamics model in the present situation

Fig. 4 shows the behavior of state and

auxiliary variables in the present situation in the implementation of the model. In the present situation, the motivation is steadily increasing and the level of quality of work life stays constant for a while and then increases slightly with a steep slope. Job dissatisfaction is also relatively stable over the next few years and in the long term is declining. Also, productivity is rising with very little slope.

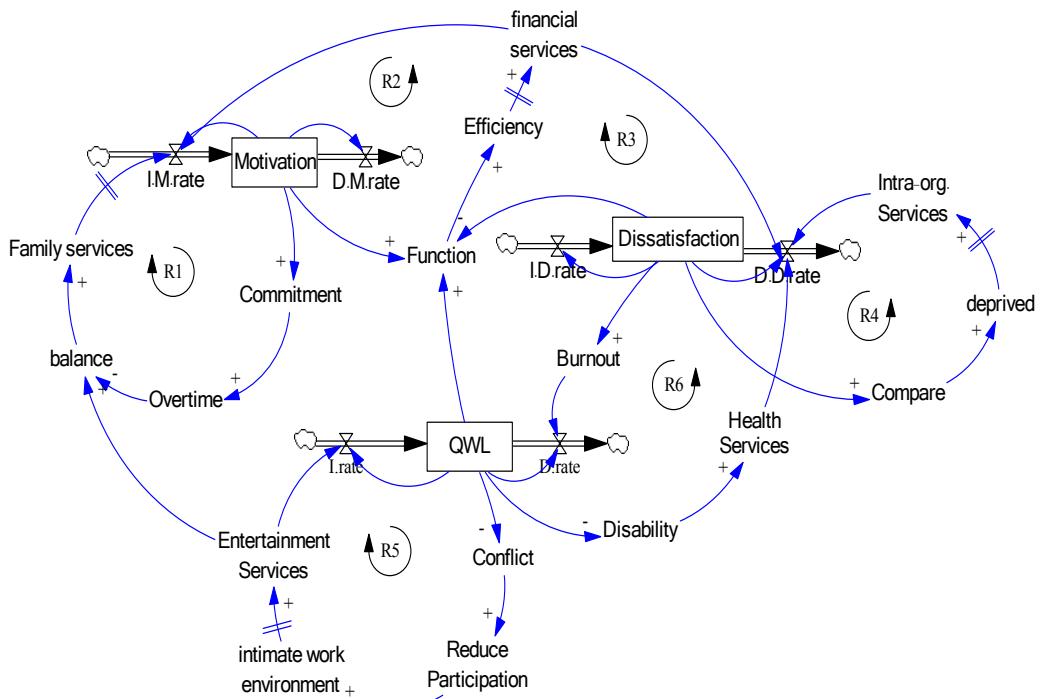


Fig. 2. Stream-Mode model in the current state

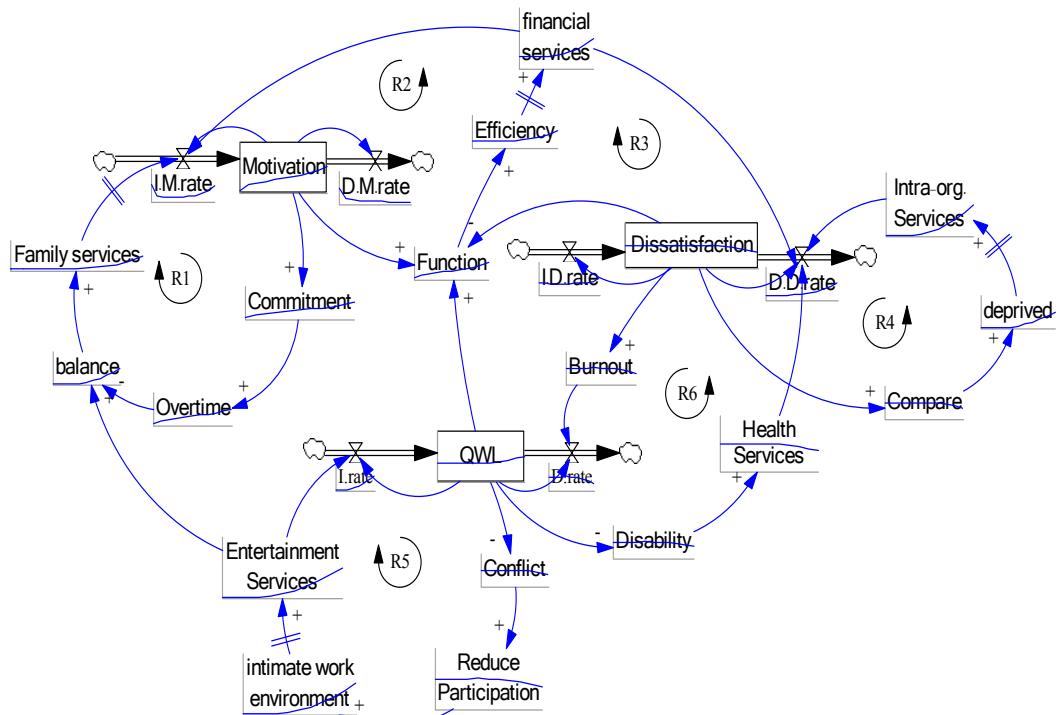


Fig. 3. The dynamics of systems in the existing situation after running in the software

Table 2. Table of type and specifications of variables

Variable	Abbreviation	Type of impact	Time of impact	Variable tType
Motivation	Motivation	-	Immediate	Mode
Dissatisfaction	Dissatisfaction	-	Immediate	Mode
Burnout	Burnout	-	Immediate	Mode
Efficiency	Efficiency	Favorable	Delay	Auxiliary
Family services	Family services	Favorable	Delay	Auxiliary
Improving financial services	financial services	Favorable	Immediate	Auxiliary
Function	Function	Favorable	Immediate	Auxiliary
Quality of working life	QWL	Favorable	Immediate	Auxiliary
Commitment and responsibility	Commitment	Favorable	Immediate	Auxiliary
Overtime and voluntary service	Overtime	Favorable	Immediate	Auxiliary
Improvement of entertainment services	entertainment services	Favorable	Immediate	Auxiliary
The need to balance work and family	balance	Favorable	Immediate	Auxiliary
Necessity of Improving Intra-organizational Services	Intra-organizational Services	Favorable	Immediate	Auxiliary
Feeling deprived	deprived	Reverse	Delay	Auxiliary
Compare conditions with other organizations	Compare	Reverse	Immediate	Auxiliary
Necessity of Improving health services	health services	Favorable	Immediate	Auxiliary
Increasing absenteeism and disability	disability	Reverse	Immediate	Auxiliary
Increasing conflicts and organizational tensions	conflicts	Reverse	Immediate	Auxiliary
Reduce Participation	Reduce Participation	Reverse	Immediate	Auxiliary
Necessity of creating an intimate work environment	intimate work environment	Favorable	Delay	Auxiliary
Decrease Motivation rate	D.M.Rate	-	Immediate	Rate
Increase motivation rate	I.M.Rate	-	Immediate	Rate
Increased dissatisfaction rate	I.D.Rate	-	Immediate	Rate
Decrease dissatisfaction rate	D.D.Rate	-	Immediate	Rate
quality increase Rate	I.Rate	-	Immediate	Rate
quality decrease Rate	D.Rate	-	Immediate	Rate

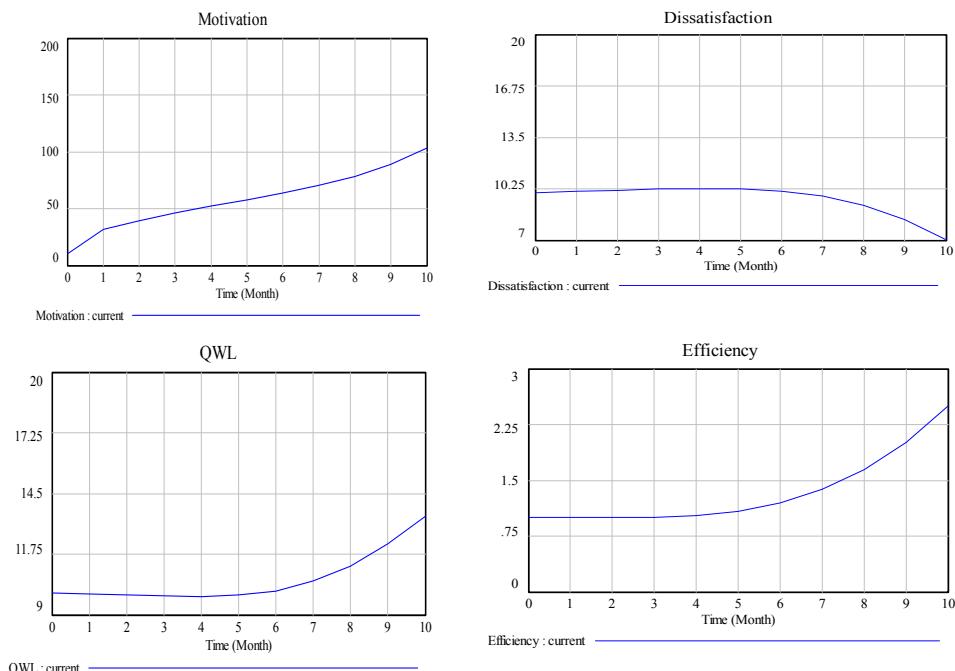


Fig. 4. The behavior of variables in the status quo

Drawing model of welfare services

Scenarios

After determining and validating the reference model, different scenarios for different variables and different conditions are investigated. To do this, the variables in the reference state are manipulated individually or simultaneously with other variables and the effect of these changes is compared to the mode of reference.

Scenario 1: Assessing the effect of improving health services on model variables

In this scenario, the behavior of variables has been examined by doubling the health services. The results

presented in Fig. 5 showing, the greatest impact of this scenario on dissatisfaction and did not have much effect on other state variables. It also reduces job burnout.

The second scenario: the impact of improving financial services on model variables

In this scenario, the variables have been examined with threefold increase of financial services. This scenario has greatly impacted the increase in motivation and reduced dissatisfaction and increased productivity (Fig. 6).

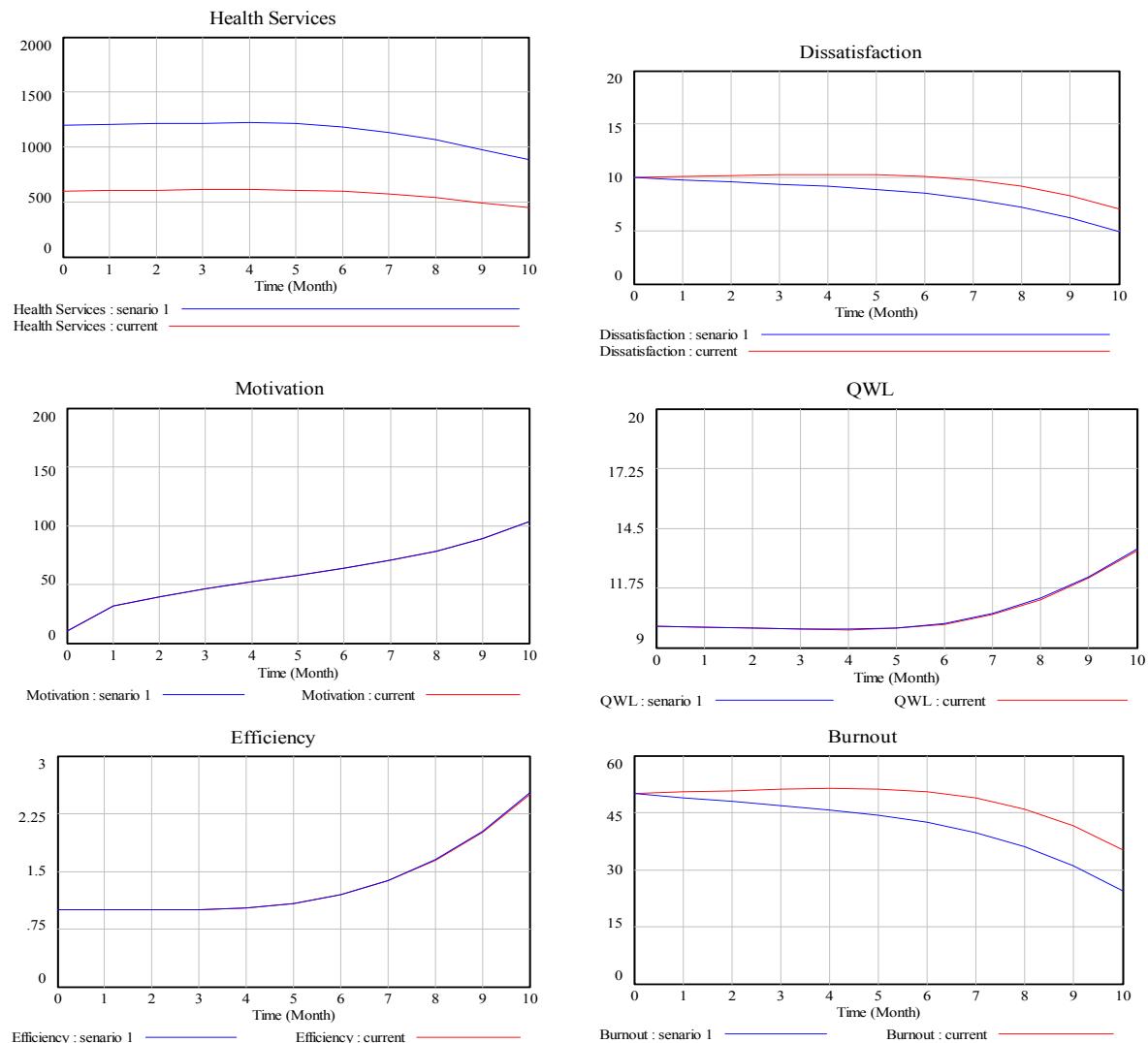


Fig. 5. The Impact of health services improvement on the variables of the system dynamics model

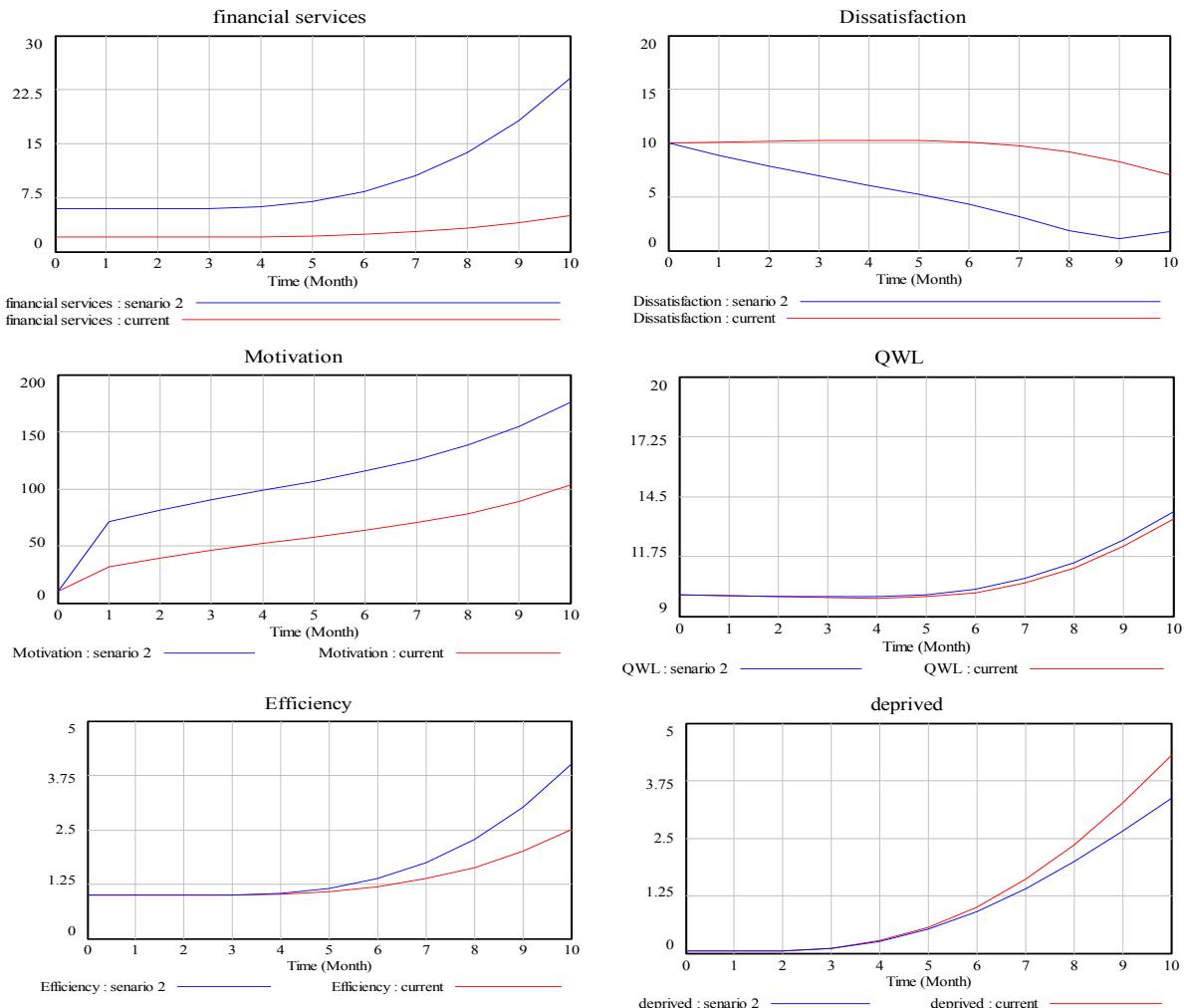


Fig. 6. The Impact of Improving Financial Services on SD Variables

Table 3. Summary of Developed Scenarios and Identification of the Best Scenario

Row	levels	Tasks and Communications
1	problem definition	Content of the problem and symbols The behavior of the variables and phenomena of the problem Model Goals
2	Conceptualization of the model	Model Goals System boundary and model Feedback structure
3	Model formulation	Feedback structure Formation of mathematical equation Explaining the behavior of the model
4	Simulation	Explaining the behavior of the model
5	Assessment	Explaining the behavior of the mode Modes and behaviors
6	Analyze policies	Identify policies and guideline Adapting policies with system facts
7	Run the model	Formulating decision patterns

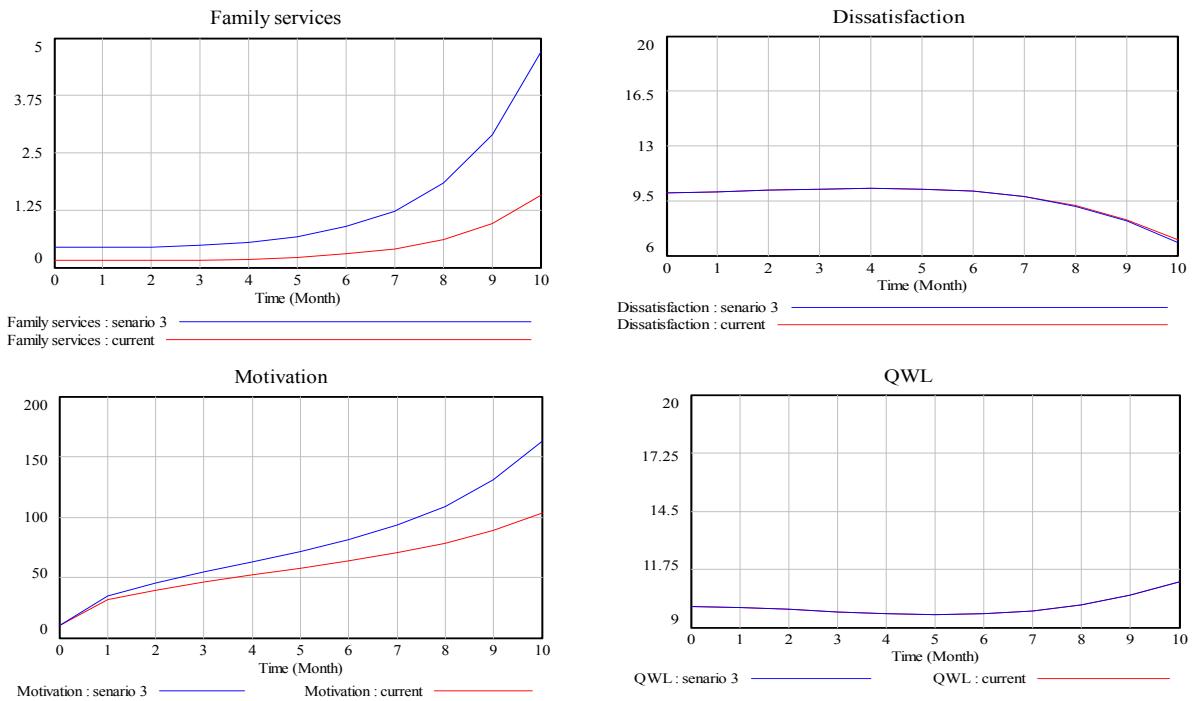


Fig. 7. The Impact of family services improvement on the model variables

Scenario III: Assessing the impact of family service improvement on model variables

In this scenario, the behavior of variables has been studied with three-fold improvement of family services. The results presented in Fig. 7 show that this scenario enhances motivation but has not had much effect on other model variables.

Scenario 4: Assessing the impact of improving entertainment services on model variables

In this scenario, variables have been investigated by improving the equality of entertainment services. The results presented in Fig. 8 show that this scenario enhances the motivation and quality of working life, but has not had much effect on dissatisfaction. In addition, this scenario has reduced the rate of disability and absence and increased organizational commitment.

Fifth scenario: An assessment of the impact of improving intra-organizational services on model variables

In this scenario, the variables have been evaluated by improving the three-fold inter-organizational services. The results presented in Fig. 9 show that this scenario reduces dissatisfaction but has no effect on

other state variables. In addition, the job burnout has also been downgraded.

CONCLUSION

Human resources are the most valuable capital of an organization, and managers are trying to provide motivation and productivity along with preserving the workforce. One way to motivate and increase productivity is to provide welfare services to employees. This research was conducted based on Adams' theory of equality (1983). The purpose of this research is to design a desirable model for providing welfare services in the Municipality of Tehran. It is an applied, descriptive and survey type research. The process of data analysis was carried out in two stages: determining the relationships between variables and the dynamics of the systems. The results showed that, improving financial services has been recognized as an attractive scenario for 30% increase in productivity. Meanwhile, 38% increase the rate and 27% reduce dissatisfaction. Improvement of entertainment services due to the favorable and simultaneous increase in motivation and quality of work life has been identified as an optimal research

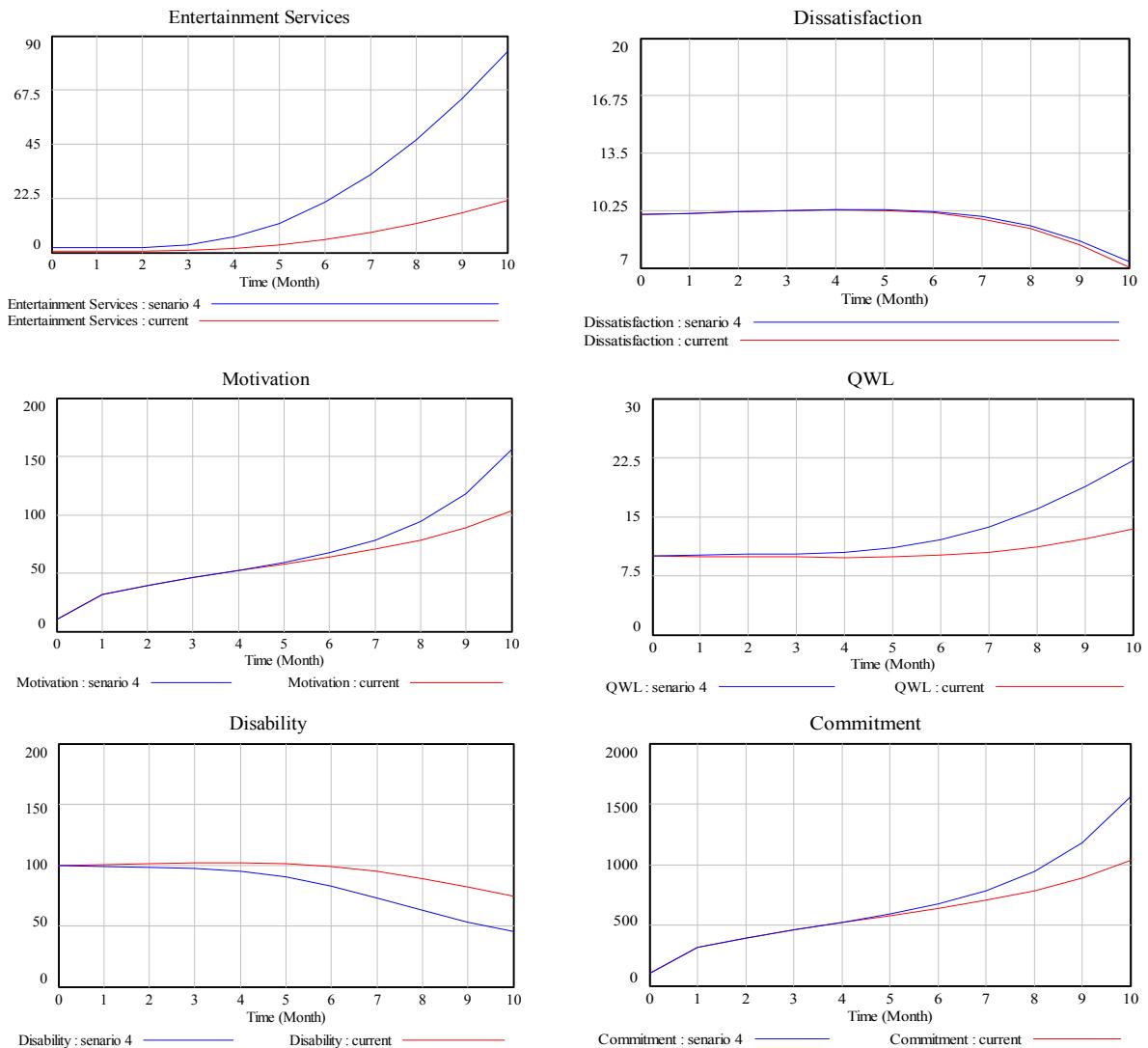


Fig. 8. The impact of improving entertainment services on the variables of the system dynamics model

scenario. Improvement of health services has been identified as a weak scenario for not having a significant impact on state variables.

Suggestions:

In order to increase the motivation of employees in the organization in the case of impulsiveness and disinterestedness, the following are recommended in the order of priority:

1) Improving financial services; 2) Improving family services; 3) Improved entertainment services

When the organization faces employees' dissatisfaction, the following are recommended in

order of priority to reduce dissatisfaction: 1) Improving financial services; 2) Improving in-house services; 3) Improving health services; 4) Improving financial services is suggested to simultaneously increase motivation and reduce dissatisfaction with the organization; 5) Improving intra-organizational services and improving health services is recommended to reduce job burnout in the organization; 6) Improving entertainment services to increase the quality of work life in the organization is recommended; 7) Improving financial services is recommended to increase productivity in the organization.

Drawing model of welfare services

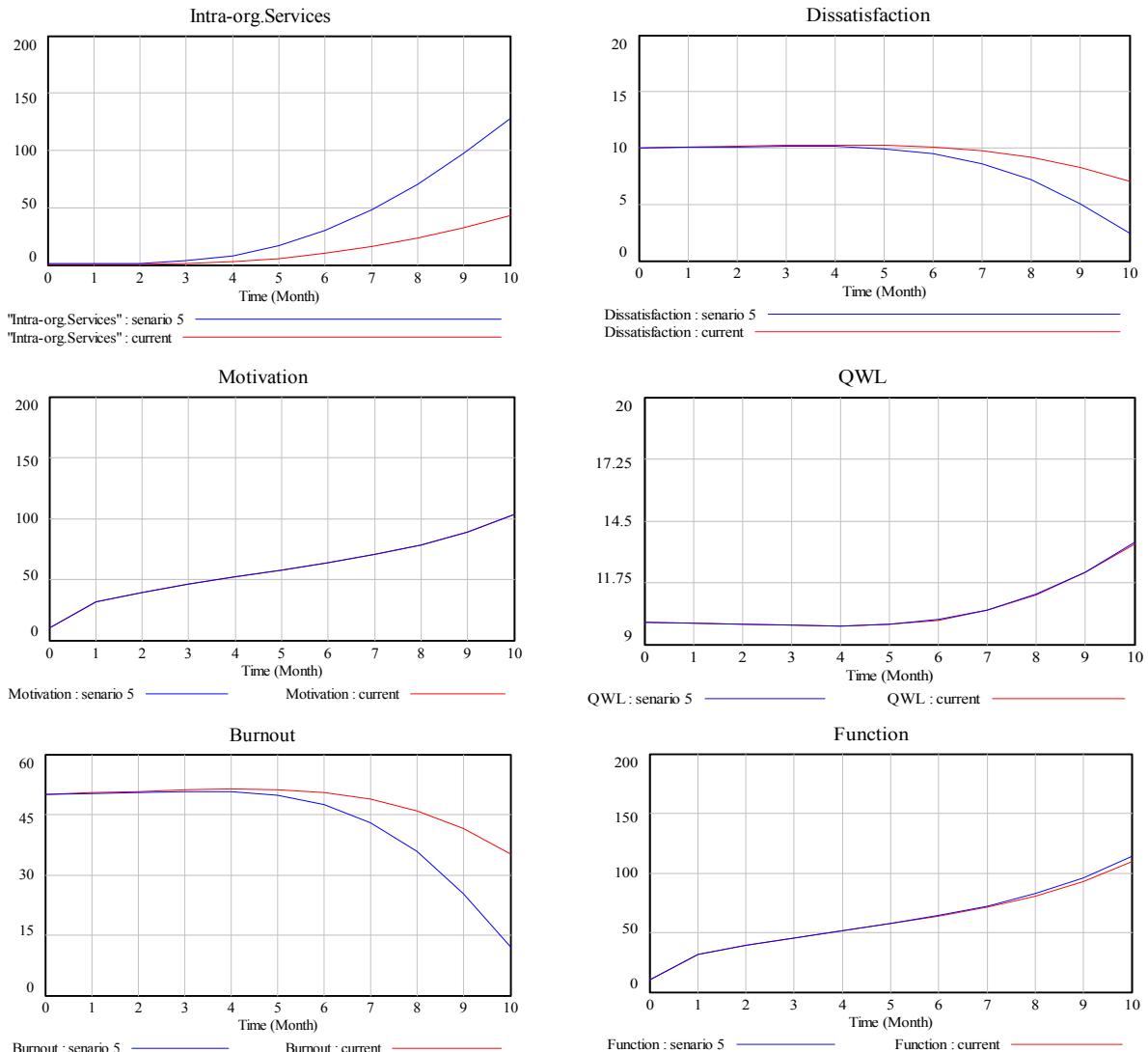


Fig. 9. The improvement impact of intra-organizational services on the variables of the dynamic systems model

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CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest regarding the publication of this manuscript.

In addition, the ethical issues; including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, redundancy have been completely observed by the authors.

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