



Design and Explanation of Individual Aspects of Trauma Controlling Organization in Public Sector

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ABSTRACT: In an organization design, individual, organizational and environmental aspects are considered. This paper studies individual aspects of organizational trauma controlling organization. First, a questionnaire is designed based on Delphi method and distributed among more than 45 experts. After analyzing its results using LISREL software, required parameters entered to the second round, performed by participation of 43 experts. Among individual aspects, 5 parameters were considered as the main elements and entered to the second round of Delphi method: after event expectations, emotions, characteristics of employees, feeling justice, relationship of employees and employee's attitude. In second round, the most significant characteristics of each element were selected and ultimately, relationship between elements and their direct and indirect effect was studied using path analysis software. Based on the results of the software individual elements have 0.56 more direct impact on trauma controlling organization in public sector, while this variant has indirect impact of 0.41 in the organization.

Key words: Trauma; Public Sector; Individual Aspects

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INTRODUCTION

In twenty first century, organizations are facing rapid and multi-dimensional environmental changes. In this era, they are forced to display a new and various perspectives to increase efficiency, effectiveness, survival and success. The success of organizations in internationalized environment and internet era depends on moving toward a new perspective and performing new strategies to achieve multiple and variant objectives (Sarlak, 2011).

Today, in the "knowledge age", organizations are developing with new appearances and titles, and every organization can have different faces in the path of growth and evolution based on their objective and strategies (Daft, 2008). In working environment of current organizations, fundamental changes are forming along with economic and social activities. Achieving body and soul health in a healthy environment without stress and injustice is one of the main issues in this regard (Deklerk and Sasol, 2007)

Lack of attention to the future of organization and employees in change level or creating situation in which employees don't feel comfortable, may lead to irreparable damages to organization and employees that is not easily curable (Rezaeian, 2004). Trauma organizations are usually having a state of stagnation, bankruptcy, no appropriate technology, and their performance is declined (David Forbes et al., 2011). Organizational trauma is a phenomenon increasing in today's organizations, and is not assumed as an incident influencing capability of organization that leads to the loss of organizational talent (Huddleston et al., 2007). Organizational trauma is a mental and internal process defined as a wound symbolizing

severe sentimental wounds (Daton et al., 2009). American society explains it as a wound (Gloria Bazoli et al., 1998), an injury caused by physical or mental force. American psychological society call stress disorder as post traumatic, which is beyond the experiences of common people (William A. Kahn, 2003).

Organizational trauma is a phenomenon impacting the ability of organization and individual and leads to the loss of talents and energy (Shana Hormann and Pat Vivian, 2005). The word is adapted from medical literature; in organizational trauma literature it is considered as a lateral product of change, loss of something with high individual and organizational value, the lose that leads to a sever critic that needs severe performances.

Several factors with irreversible effects on employees and organizations contribute to organizational trauma that results in stress, sadness, restlessness, distrust to organization and colleagues, etc., and in the lack of rapid consideration, can lead to organizational death (Noreen Tehrani et al., 2002). Stated from Deklark et al., in study of Moural et al. (1999) in America, some factors have been recognized as trauma causing in organizations such as financial function reduction, organizational bankruptcy, change, decline or stagnation (mias deklark,sasol, 2007).

Issues leading to organizational trauma often have risks for business and personal life and sometimes wounds body and soul. Organizations with trauma are caught in a poisonous lake of employees' performance with poisonous internal and external environment and brain drain, decreased loyalty

encompasses all the organization and eliminates intellectual capital, and finally leads to organizational death (Tayo Switzer, 2001).

The main idea of the paper is that as a person can display various aspects of himself, in the case of accepting an organization as a live creature with evolutionary life, organizations can have various and new aspects like human. Controlling every mental and physical risky factor of organization and employee leads to one of the best organization aspects in the future. But the main question is that how behavioral characteristics or individual aspects should be?

MATERIAL AND METHODS

This study can't be considered as a basic research, but can be classified as a descriptive-survey study. The main objective of the research is to evaluate and recognize individual factors influencing trauma controlling organizations. Using a qualitative approach and collected qualitative data and Delphi method in three separate rounds, individual aspect

model controlling trauma was designed and represented as follow. First, data collected from review of literature was prepared as a questionnaire "design and explanation of individual aspects in organizational trauma controlling organization" using Likert method, and distributed among 48 Administrative and academic elites and experts in the field of public management. The aim of this questionnaire was selecting individual elements influencing organizational trauma controlling organization, and to develop conceptual model of the research. After collecting essential elements and characteristics of individual dimensions of trauma controlling organization from first Delphi questionnaire and interviewing with panel members, the preliminary model was set. It is worth mentioning that in designing this model, Kiwi and Compenhoud model were used, in which for every variable a concept was considered and then for every concept, the indicators were recognized, and finally, elements and indicators were tested (Kiwi, Reymon, 2006).

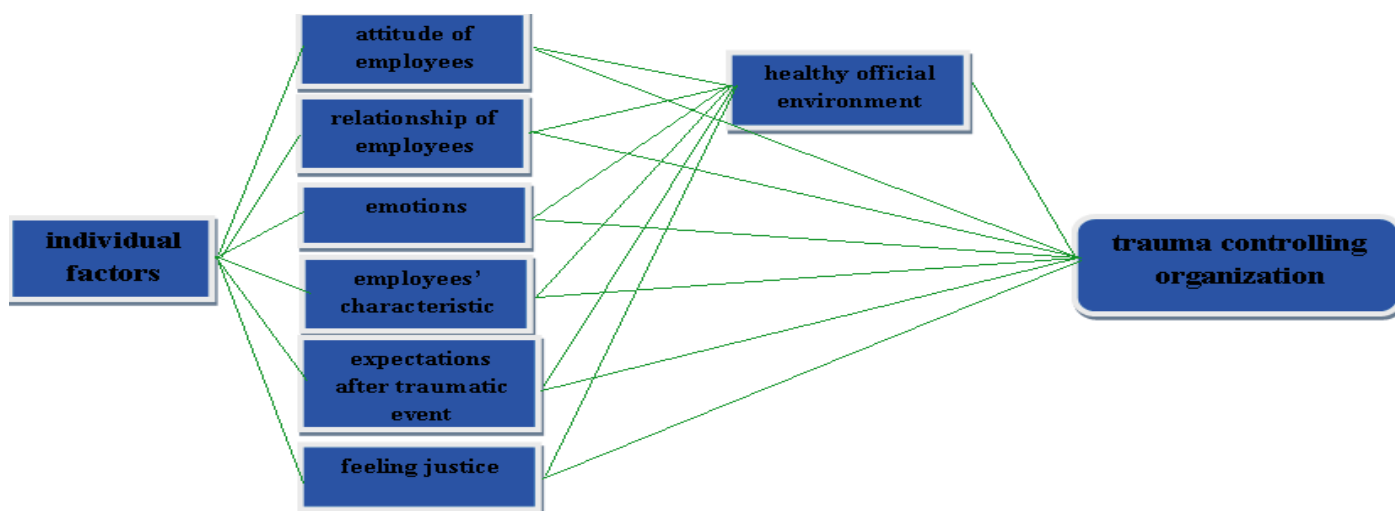


Figure 1. Conceptual model of the study

To evaluate the model, approved elements of first round and their indicators were gathered in Delphi questionnaire. In this round, researcher tries to classify indicators of each element and asks respondents to classify the indicators as 1, 2, 3, etc. At the end of this round, the main and influencing indicators of each element in individual aspect of trauma controlling organization was analyzed using LISREL software and structural equations. In third round of Delphi, researcher classifies individual elements influencing the organization and finds relationship between them. This round is analyzed using path analysis software. Results of each round are presented in following sections.

RESULTS

In first round of Delphi questionnaire, 10 elements with separate indicators were suggested to individual aspects, among which 6 elements represented in table 1, are entered to the second round, and other elements are removed.

Analyzing second round of Delphi: This section analyzes indicators of each element. In first Delphi round, indicators used for every element was extracted from models approved in theory and was used after consulting with panel members and having their conformation. In this section, coordination coefficient of Freedman was calculated for each indicator, in which low Freedman coefficient indicated

the importance of indicators. At the final stage of all tables, indicators proposed in every element are classified based on their importance. Kendall's coefficient of concordance was also calculated for every section separately; the tables are not mentioned in the paper and only Kendall's W is mentioned. If Kendall's $w > 0.05$, then appropriate agreement is among respondents in indicator selection.

Attitude of employees: To evaluate attitude of employees, indicators of table 2 are used. Freedman coordination coefficient of each indicator is mentioned in tables and then all indicators are classified based on their importance using Kendall's coefficient of concordance of 0.197. As mentioned in table 2, the classification of attitudes are respectively as follow: feeling integrity in employee, work as a divine duty, sympathy as a part of work, humanism, realism, secrecy, and finally keeping citizen right.

Indicators of employees' relations: To evaluate relationship of employees, indicators of table 3 are used. Their results and rate of each indicator are mentioned in the table. Kendall's coefficient of concordance of this section is 0.334.

As mentioned in the table, relationships of employees are classified as: respect-oriented relations, friendly, work relations, legal relations, and limited relations.

Classifying emotion indicators: To evaluate emotions, indicators of table 4 are used. Freedman coordination coefficient and rate of indicators are also mentioned. Ranking of indicators based on Kendall's coefficient of concordance is 0.111.

As mentioned in table 4, emotions are classified as: free statement of emotions, having partner for sadness in organization, ability to confront any possible event, trust and rely on organization to cure, trusting secrecy of employees and honor, expressing pain to colleagues as a process of treatment.

Classifying indicators of employees' characteristics: To evaluate characteristics of employees, indicators of table 5 are used. Freedman coordination coefficient and rate of indicators are also mentioned. Ranking of indicators based on Kendall's coefficient of concordance is 0.093.

As mentioned in table 5, characteristics of employees are classified as: creativity and innovation,

responsibility, specialization, flexibility, ability and high strengths, internal control center

Classifying indicators of after event expectation: To evaluate after event expectation, indicators of table 6 are used. Freedman coordination coefficient and rate of indicators are also mentioned. Ranking of indicators based on Kendall's coefficient of concordance is 0.403.

As mentioned in table 6, after event expectations are classified as: honestly dealing of organization with the event and a feeling security, giving hope, consulting and services, telling the truth, rapid return to work, ability to supply self and family, and financial aids.

Classifying indicators of sense of justice: To evaluate sense of justice, indicators of table 7 are used. Freedman coordination coefficient and rate of indicators are also mentioned. Ranking of indicators based on Kendall's coefficient of concordance is 0.152.

As mentioned in table 7, indicators of sense of justice are classified as: distributive justice, compensatory justice, procedural justice.

Analyzing third round of Delphi: In this section, persistence of indicators in the model is studied using confirmatory factor analysis. After testing the main hypothesis using Freedman coordination coefficient, elements are classified.

According to table 8, meaningfulness level of all elements of the conceptual model are less than 0.05, therefore, null hypothesis of all variables are rejected and opposite assumptions are confirmed. Therefore, it can be concluded that in confidence level of 95%, all mentioned variables remain in the model

Classifying elements of individual aspect: To classify elements of individual aspect model, Freedman coordination coefficient is used. The coefficient and the result of element classification are represented in table 9. As mentioned in the table 9, level of individual aspects' importance is classified with Kendall's coefficient of concordance as 0.308 that represents great agreement among respondents. As mentioned in the table 9, level of individual aspects' importance is classified with Kendall's coefficient of concordance as 0.308 that represents great agreement among respondents. Indicator persistence in the model based on confirmatory factor analysis.

Table 1. Approved elements in first round of Delphi

concept	Elements	Freedman coordination coefficient	mean rate
individual factors	attitude of employees	4.30	3.67
	relationship of employees	4.22	3.57
	Emotions	4.13	3.30
	employees' characteristic	4.13	3.22
	expectations after traumatic event	4.22	3.43
	feeling justice	4.39	3.0

Table 2. Classification of factors related to employees' attitudes

element	Indicator	Freedman coefficient	indicator rate importance
employees' attitude	work as a divine duty	3.00	2
	empathy as a part of work	3.61	3
	sense of integrity in employees	2.91	1
	Humanism	4.09	4
	Secrecy	4.70	6
	keeping citizen right	5.11	7
	Realism	4.59	5

Table 3. Classification of indicators of employee's relationship

element	Indicator	Freedman coefficient	indicator rate importance
employees' relationship	legal relations	3.09	4
	work relations	3.02	3
	friendly relations	2.39	2
	respect-oriented relations	2.13	1
	limited relations	4.37	5

Table 4. Classification of emotion indicators

element	Indicator	Freedman coefficient	indicator rate importance
emotion	ability to confront any possible event	3.22	3
	free statement of emotions	2.83	1
	having partner for sadness in organization	3.15	2
	rely on organization to cure	3.48	4
	trusting secrecy of employees and honor	3.91	5
	expressing pain to colleagues as a process of treatment	4.41	6

Table 5. Classifying indicators of characteristics of employees

element	Indicator	Freedman coefficient	indicator rate importance
employees' characteristic	Flexibility	3.87	4
	creativity and innovation	2.76	1
	Specialization	3.39	3
	internal control center	3.98	6
	ability and high strengths	3.96	5
	Responsibility	3.04	2

Table 6. Classifying expectations of after event indicators

element	Indicator	Freedman coefficient	indicator rate importance
expectation of after event	telling the truth	4.26	4
	honestly dealing of organization with the event	2.80	1
	consulting and services	4.17	3
	feeling security	2.80	1
	giving hope	3.85	2
	rapid return to work	5.46	5
	ability to supply self and family	6.02	6
	financial aids	6.63	7

Table 7. Classifying indicators of feeling justice

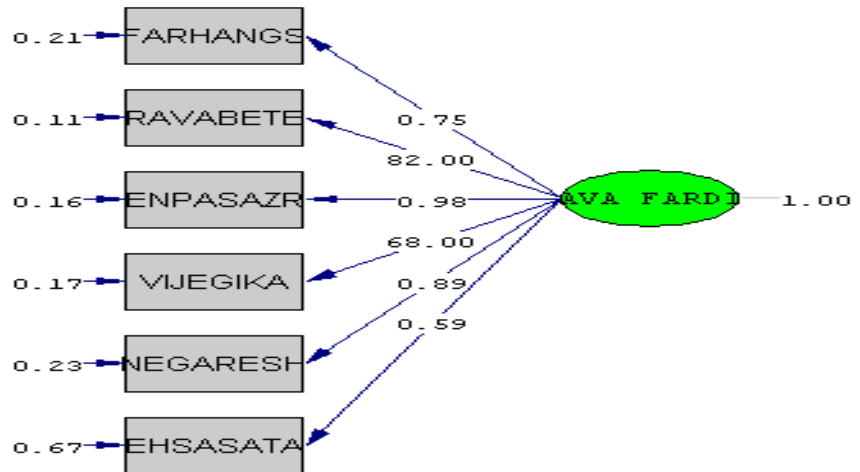
element	Indicator	Freedman coefficient	indicator rate importance
feeling justice	distributive justice	1.59	1
	procedural justice	2.26	3
	compensatory justice	2.15	2

Table 8. Analyzing meaningfulness of individual aspect model

Variable	Category	N	Observed Prop.	Test Prop.	Sig.	Point Probability
employees' relationship	Group 1 <= 3	22	.96	.50	.000	.000
	Group 2 > 3	1	.04			
	Total	23	1.00			
expectation of after event	Group 1 <= 3	6	.26	.50	.035	.012
	Group 2 > 3	17	.74			
	Total	23	1.00			
employees' characteristic	Group 1 <= 3	7	.30	.50	.093	.029
	Group 2 > 3	16	.70			
	Total	23	1.00			
employees' attitude	Group 1 <= 3	6	.26	.50	.035	.012
	Group 2 > 3	17	.74			
	Total	23	1.00			
emotion	Group 1 <= 3	6	.26	.50	.035	.012
	Group 2 > 3	17	.74			
	Total	23	1.00			
feeling justice	Group 1 <= 3	20	.87	.50	.000	.000
	Group 2 > 3	3	.13			
	Total	23	1.00			

Table 9. classification of individual aspects based on their importance in trauma controlling organization

Element	Indicator	Freedman coefficient	indicator rate importance
individual aspects	relationship of employees	2.33	1
	after event expectation	4.78	5
	characteristics of employees	3.65	3
	attitude of employees	4.37	4
	Emotions	3.54	2
	feeling justice	2.33	1



Chi-Square=20.12, df=9, P-value=0.542, RMSEA=0.00519

Figure 2. Persistency of individual aspects of model using factor analysis

The main question is whether the above-mentioned measurement model is appropriate to evaluate individual aspects of trauma controlling organization? To answer the question and other

criteria of appropriateness of the model should be studied.

Goodness of Fit index (GFI) = 0.95 and Adjusted Goodness of Fit Index (AGFI) = 0.91

According to LISREL output results, it is discovered that model of trauma controlling organization measurement is appropriate, since k^2/DF is lower than 3, and GFI, AGFI are higher than 90%. According to the output, the model is meaningful and load factor of all questions is higher than 0.2, therefore, all indexes remain in the model.

Analyzing meaningfulness of model variables: H0: the concepts are not model variables and H1: the concepts are model variables.

DISCUSSION

As indicated, in individual aspect of trauma controlling organization, sense of justice and relations of employees are known as the main elements and other elements are classified after that. But it is discussed whether this hypothesis and their t-value can be approved in final model. Is their influence direct on trauma controlling organization or interference variable of creating healthy official environment is more influential? In the follow, after conclusion, these issues would be considered.

This figure 4 indicates the output of casual relationship test among research variables using LISREL software in meaningfulness mode, and t-value. The appropriate mode is when $t > 2$, and in the figure all t-values are more than 2, which approves the value of all relations. These two figure are summarized in table 10. As it is observed, regarding meaningfulness of t-value, proper validity and fitness of model is approved, since k^2 , RMSEA, and $k^2/degree$ of freedom is low and RMSEA and RMR is less than 0.05. If RMSEA lower than 0.05, it indicates better fitness of model and the fit index supports factor analysis model. If RMR is closer to zero, the model is with better fitness. Since RMSEA and RMR of the final model is less than

0.05, it approves the model, so approves all the relations.

The figure 5 indicates the relationship between variables, in which chi square = 890.42, p-value=0.31745, RMSEA=0.019, Gfi=0.92, and AGfi=0.90. Since k^2/DF is less than 3 and GFI and AGFI are higher than 90%, in this base, the measurement model is appropriate and approved.

Based on the output of path analysis software represented in figure 5, individual aspects with 0.56 influence on trauma controlling organization is approved, while influence of this variable is mostly direct and about 0.41 of individual aspect influence on trauma controlling organization is indirect through interference variable or creating healthy official environment.

In this base, we conclude that individual aspects have mostly direct impact on trauma controlling organization, and the most important influenced element is sense of justice in organization and relationship of employees. Distributive justice in sense of justice element is selected as the main index, and in employee's relations, relation based on honor and friendly relationships in organization are selected as the main indexes of this section. Employees and individuals of a trauma controlling organization after a traumatic event want to feel security and expect honestly behavior of organization with the event. The main characteristic of employees of this organization is creativity and innovation, and then responsibility. Employees are feeling integrity in this organization and the work is considered as a divine duty. In emotion section, free expressing of emotions, having a company in sadness in organization, and ability to confront any event are the main indexes, respectively.

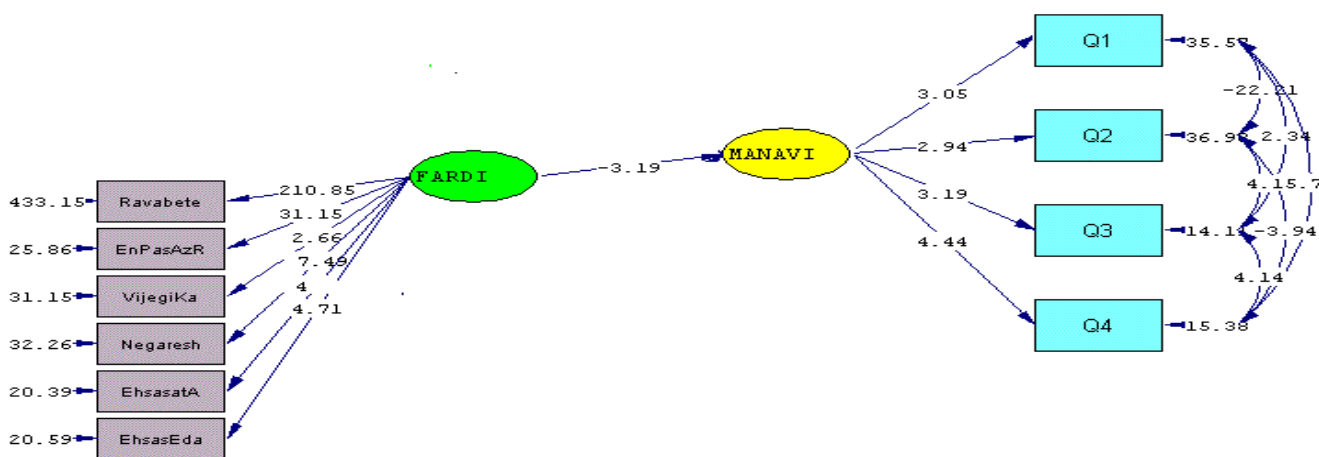


Figure 4. Output of casual relationship test between the research variables using LISREL in meaningful mode

Table 10. Results of structural model performance between variables of conceptual model

hypothesis	Chi square	DF	RMR	RMSEA	causal relationship	influence	T value	Results
2	112.8	428	0.002	0.0392	individual factors	0.56	3.19	model approved
4	112.8	428	0.002	0.0392	healthy official environment	0.75	5.10	model approved

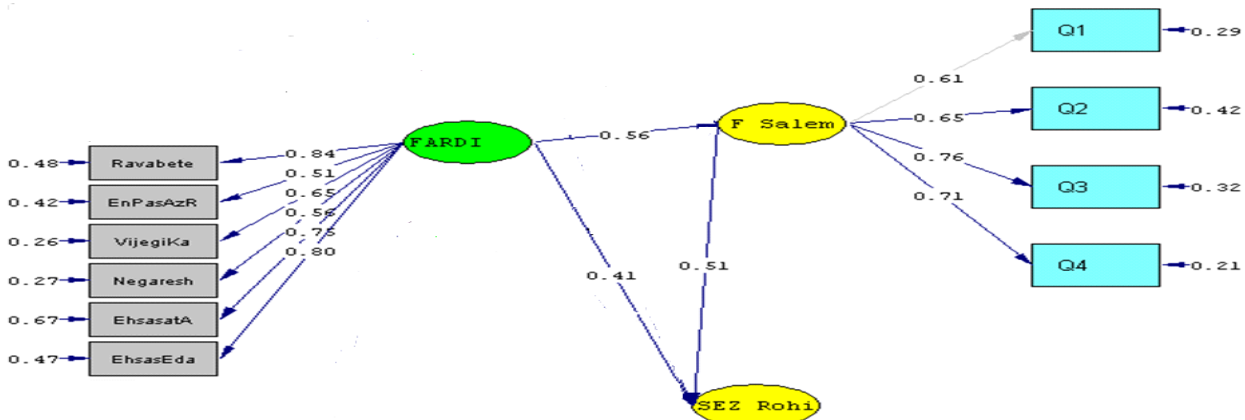


Figure 5: studying causal relationship between variables using path analysis software

Research limits and suggestions: The issue of trauma controlling organization is a new subject which has not been longed discussed in academic context. In this regard, from theoretical issue, it has not been matured enough and no similar researches have been done, that challenges the researcher. The researcher performed the study in three Delphi round, and large element and index volume was boring to the professors who were mostly assistant professor and higher or public organization managers with PhD in management, and researcher was facing limits in encouraging them to participate in the study. It is also suggested to the managers of organizations and public and private offices try hard to develop trauma controlling organizations and feel responsible to create healthy official environment without any trauma.

Trauma controlling organization is human-based with employees characterized by empathy and sincerity and selflessness. Indicators of the element, relationship of employees, expectations after event, attitude of employees, emotions, all indicate a human-oriented organization with empathy and sincerity that helps organization to achieve its objectives.

Trauma controlling organization is a responsible organ that indicates this responsibility in all of its indicators. Trauma controlling organization is ethic-driven; the result is achieved from studying results of employee’s attitude and relations and is indicated in all indicators of this section.

Trauma controlling organization is justice-oriented; and as it is indicated from feeling justice indicator, distributive justice is one of the main characteristics of organization that is necessary to follow it. Healthy official environment is a dream and

ideal of all organizations and society. To achieve it, organizations should respect justice. Empathy, sincerity and selflessness have significant role in achieving this goal.

It is suggested to managers of all organizations to assign an independent committee or consultants and create a safe environment free from trauma to develop appropriate strategies and action plans to achieve organizational objectives.

Feeling justice in organization, free statement of emotions, feeling integrity among employees, having partner for sadness in organization, increases confidence in organization an create mental relaxation. In these organizations, employees are creative and innovative and are able to confront any probable event. In the case of any problem, employees expect organization to have a trustful attitude to give them sense of relaxation and increase their responsibility. Managers are expected to pay attention to these issues and make every effort to develop them.

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