

The model of social cohesion of employees in government organizations: a Grounded theory approach

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Abstract

Purpose of the study: Considering the importance of social compliance of employees in the organization and its negative consequences in organizational behavior, the purpose of this study was "model of social compliance of employees in government organizations base on a grounded theory approach"

Research Method: In this research, the paradigm model of "employee social compliance" is presented with the help of Strauss and Corbin model with systematic grounded theory approach and in-depth interviews. The statistical population was experts and university professors as well as managers with experience in government organizations in a sample of 20 people who were sampled by purposive sampling method and snowball. Spikard method was used to design the interview.

Results: 3 categories of factors: "dissatisfaction with the current situation in the job and organization", "obedient organizational silence" and "lack of opportunity for growth and promotion" as underlying factors, 4 categories of factors "mental and psychological factors", " Factors related to management style and leadership of managers ", " Factors related to work and job of its nature "and" Environmental factors "as causal factors; 5 categories of factors "legal factors"; "Managerial factors - supervision"; "Technical-technological factors"; "Financial factors" and "cultural factors" as intervening factors, 3 categories of factors: "improving working conditions", "improving internal communication" and "improving manager-employee interactions" and "improving employees' mental state", as factors strategies; And 3 categories of factors "individual consequences", "job consequences", and "organizational consequences" were selected as the consequences of the phenomenon of social compliance in the studied government organizations.

Keywords: Social Compliance, Organizational Compliance, Employee Social Compliance, grounded theory approach

I. Introduction

Paying attention to the factor of social harmony in the organization is a distinguishing factor for success in organizational change. Conformity is the "act of being in line with the group" and as a group behavior, most employee behaviors in the organization focus on maintaining group cohesion. Often, the tendency to change one's

behavior to match others' responses is seen as conformity in the organization (Sialdini and Goldstein, 2004). Many psychologists, sociologists, and anthropologists (as well as some economists) have challenged the assumption that people's preferences are fixed and unchangeable. Accordingly, while recognizing the importance of individuals' belief mechanisms, researchers also consider a separate path for adapting to the

convergence of individuals' preferences when placed in groups or communities. For example, Efferson et al. (2008). Organizational research shows that when new employees enter the organization, they begin to conform to the values of the organization. During the socialization process, newcomers observe signs of what is acceptable and conform accordingly. Employees who want to stay in the organization usually show how things are done. Adaptation in the workplace may include modeling others in similar roles for themselves (Ibarra, 1999). Some employees leave the organization in these conflicts, but the results of surveys have shown that the majority, due to the potential costs associated with leaving the organization, do not leave the organization and comply with the organization despite the conflicts. Given that the number of studies in the field of social compliance in organizations is very small, the main purpose of this study is to provide a model of social compliance of employees in government organizations based on the grounded theory approach to provide a model that causes causal factors. The intervener, as well as the consequences and strategies for solving the problem of organizational compliance, provided a breakthrough in understanding this concept in the organizational context.

2. Theoretical literature and empirical background of research

Robbins (2007) defines compliance as "adjusting one's behavior to align with group norms." Hoffman (1990) argues that conformity can be seen both at the overt and covert levels of behavior. Conformity occurs when behaviors or attitudes are tailored to the behavior of other people. This is a pervasive phenomenon, and people can even conform without knowing it (Barg and Chartrand, 1999). According to an influential model of Deutsch and Gerrard (1955), there are two basic mechanisms for compliance; First, people may seek social harmony to gain approval, or avoid rejection (for example, normative influence). Second, people may be consistent in considering other people's actions as instructive practices (Tang, 2008). On the other hand, compliance is divided into two types of

norms and information according to how and type of permeability. In normative harmony, the individual acts according to the group rule and is with the congregation. In this homogeneity, changing behavior according to the group process is more important. While in the same color of information, the person is aware of the information or knowledge of others (individual or collective). In this type of homogeneity, attitude change is more important (Myers, 1988). In fact, compliance is a behavioral consequence of social influence, which consists of three components:

1. Acceptance: Acceptance means answering an explicit and direct request in the presence of others. When people directly accept a request, they may already agree or disagree with the request; Or they may not have an opinion on it.

2. Obedience: When we do not accept the requests of others, others may resort to the second behavioral consequence of social influence, which is "obedience". Obedience is the execution of an explicit order, usually issued by a powerful person or a person with a high social status. Because most of us have learned from childhood to respect and obey powerful people (such as teachers, parents, police). Obedience to the manifestations of power is common and a sign of maturity.

3. Compliance; Homogeneity occurs as a result of indirect pressure from the group. This is due to the fact that in many social situations, there are rules for behavior (social norms), which determine how people in society should behave in different situations. People often adhere to these norms and feel committed to them. However, we may initially think that these norms restrict a person's freedom; But it should be noted that without them, society will be in chaos (Azarbayjani et al., 2004). Early experiments in empathy in social psychology (Ash, 1956; Milgram et al., 1969) still play an important role in researchers' thinking about conformity, but newer evolutionary conceptions have challenged researchers in this theory. They kill (e.g., Efferson et al., 2008). Deutsch & Gerrard (1955) proposed two types of compliance:

Normative conformity: In this case, giving in to group pressure occurs because the person wants

to adapt to the group. Compliance in this situation is due to the person's fear of being rejected by the group. This type of compliance usually requires adherence to principles. In such a case, an individual generally accepts the views of a group, but privately rejects them.

Information compliance: This usually happens when a person lacks sufficient knowledge and looks at the group as a guide (people who have more information and knowledge than him). It also compares its behavior to that of a group when a person is in a vague (or uncertain) situation or community. This type of adaptation usually involves internalization as well. In this case, the individual accepts the views of the group and accepts them individually (Karimi, 2009). Following the results of his experiment (1956), many researchers tried to replicate it to discover the factors that contribute to the occurrence of compliance. The findings of these studies can be summarized under two general groups. The group that considered compliance as a function of situational factors, in contrast to the group that considered individual and personality traits as important and effective in the occurrence of compliance. Among the effective situational factors that exist in the research of the first group can be the difficulty of the test (Bond and Smith, 1996), group size (Bond and Smith, 1996), face-to-face communication (Shaw et al., 2005), obvious answer Or secretly (Allen, 1965; Mammon and Landon, 2008) and the form of presentation of test materials (Bond and Smith, 1996). Although situational factors are important and significant, but in fact the effect of individual factors on the occurrence of compliance is much more important and fundamental, and the results of recent research show many individual differences in the occurrence of compliance. So that even situational conditions are affected by individual characteristics and have different effects on different people. For example, gender is an individual component whose effect has been confirmed in most studies as more women than men (Boent and Free, 1999; Capra and Lee, 2006). In this regard, even the cultural characteristics of individuals are influential. Research shows that in collectivist societies, there is a tendency to conform more than individualistic societies, and conformity leads to

a sense of security and is traditionally respected by the collective (Bond and Smith, 1996).

3. Research methodology

This study intends to develop a model for "employee social compliance" that is multifaceted, comprehensive and process-oriented, causal, and factors related to the background and consequences of "employee social compliance" (especially in financial services organizations). Also be included. According to the causal, contextual and intervening conditions, in addition to internal variables, external organizational and environmental variables have also been considered. Research is fundamental in nature. Since the review of previous researches indicates the weakness / absence of the existing theory in explaining the phenomenon of "employee social compliance", especially in government organizations, the application of grounded theory approach and the application of research strategy based on qualitative paradigm is justified. Also, considering that the questions that can be answered by the grounded theory approach of the foundation are of how and why, the primary focus of this research is to explain how the phenomenon of "employee social compliance" and why it occurs in organizations. Therefore, it is expected that using this method will help the researcher in answering the main questions of this research in a desirable way. Therefore, in this research, the paradigm model of "employee social compliance" is presented with the help of Strauss and Corbin model in the classical or systematic grounded theory approach research method and based on data collected in in-depth interviews in the research statistical community. In grounded theory approach, data analysis is performed at two main levels: textual level and conceptual level; The textual level involves segmenting and organizing data files, encoding data, and writing notes, but the conceptual level emphasizes modeling, including linking code and networking. According to the research onion, the type of researcher's view in this research has been a pragmatic view of phenomena. This research has been a fundamental research and evaluation. In this research, the inductive approach (model

design) has been used. Qualitative approach has been used, theoretical studies and model development have used library and field methods and interviews, qualitative research, meta-combined method and grounded theory approach (with systematic or systematic approach (Strauss and Corbin, 1990), and the researcher in this study has used exploration with a modern approach. In order to investigate the process of social cohesion in the workplace, this study adopted the grounded theory approach (Charmaz, 1990; Strauss & Corbin, 1998). The data theory methodology of the foundation helps to explore and understand complex and multifaceted social processes in a comprehensive way (Glaser, 1978), depicting participants' lived experiences in an area where little information is available (Renny, 2014; Strauss & Corbin, 1998). Glaser and Strauss (1967) proposed this approach as a practical method for conducting research that focuses on the interpretive process by analyzing "the actual production of meanings and concepts used by social actors in real environments" (Gephart, 2004, p. 457). This method is considered more appropriate for those research works that examine real-world realities and focus on understanding the process by which actors interpret and construct meaning from their mental experience (Allen, 2003; Bryant and Charmaz, 2007; Birkes and Mills, 2015). grounded theory approach aligns the foundation of an interactive approach with naturalistic research to develop a process or theory (Schneider & Whitehead, 2013). This is where people share a cultural understanding of their world, how they use their social interactions and situational behavior to shape the meaning of their experiences, and act on their interpretations (Schneider & Whitehead, 2013). Consistent with the aim to examine the process of workplace bullying, this study adopted the grounded theory approach (Charmaz, 1990; Strauss and Corbin, 1998). Grounded theory methodology helps to explore and understand complicated and multifaceted social processes in a comprehensive manner (Glaser, 1978), capturing the lived experiences of participants in an area where little is known (Rennie, 2014; Strauss and Corbin, 1998). Glaser and Strauss (1967) proposed this approach as a practical method for conducting research that focuses on the interpretive process by analyzing "the actual

production of meanings and concepts used by social actors in real settings" (Gephart, 2004, pp. 457). This method is considered more appropriate for those works of research, which look to investigate the actualities of the real world and focus on understanding the process by which actors interpret and construct meaning out of their subjective experience (Allan, 2003; Bryant and Charmaz, 2007; Birks and Mills, 2015). Grounded theory aligns an interactionist approach alongside naturalistic inquiry to develop process or theory (Schneider and Whitehead, 2013). This is where individuals share the culturally orientated understandings of their world, how they have used their social interactions and situational behavior to shape the meaning of their experiences and behaved as per their interpretations (Schneider and Whitehead, 2013).

Collecting data

Sampling in research is grounded theory approach, meaning that participants are selected for what they can contribute to grounded theory approach, data is collected through an in-depth interview dialogue style, and sample size is based on the concept of saturation. grounded theory approach of a research method in which theory emerges from data and is founded on (Glaser and Strauss, 1967). This theory is derived inductively from data through a fixed comparative analysis process and is therefore given the underlying theory (Glaser and Strauss, 1967; Perry, 1998; Strauss & Corbin, 1990). In this attempt to develop the theory, Strauss (1967) cites and explains the concepts of theoretical sampling and the comparative method of analysis. Unlike statistical sampling, theoretical sampling begins with the selection of a sample that is consistent with the phenomenon under study. The sample selection should be appropriate to the study area and the specific research topic. In-depth interviews are a key component of most qualitative research and a key component of data collection in the underlying theory approach. The concept of fixed comparative data analysis, described by Glaser and Strauss (1967), refers to the repetitive interaction between data collection, data analysis, and conceptualization theory (Paris, 1998). The

statistical population consists of experts in the field of social studies and university professors, as well as managers with experience in organizations such as the Education Organization, the Sports and Youth Organization, the Labor and Social Affairs Organization, and the Islamic Culture and Guidance Organization. These people have at least 5 years of useful work experience in the organization under study, have a master's degree or higher and have worked in expert and managerial positions. The number of these people was 20 of the mentioned

organizations. Targeted and snowball sampling method was used to select the sample, which is an unlikely method. Adequacy of sampling has been achieved by theoretical sampling method. Theoretical sampling is the process of collecting data to generate a theory by which the analyst simultaneously collects, encodes, and analyzes his data and decides what data will be available in the future in order to improve his theory until it emerges. Collect and where to find them. The characteristics of the interviewed experts are given in Table 1:

Table 1: Profiles of the interviewed experts

degree of education	work experience	Age	Interviewer code
PhD in Business Management	University professor	50	P1
PhD in Business Management	University professor	52	P2
Master of Business Administration	University professor	39	P3
PhD in Business Management	University professor	57	P4
PhD in Business Management	University professor	60	P5
PhD in Business Management	University professor	56	P6
PhD in Business Management	University professor	53	P7
PhD in Business Management	University professor	53	P8
PhD in Business Management	University professor	55	P9
Master of Business Administration	Administration Manager	43	P10
Master of Business Administration	financial manager	39	P11
Master of Business Administration	Administration Manager	38	P12
Master of Business Administration	human resource manager	37	P13
Master of Business Administration	Director of Research and Development	47	P14
Master of Business Administration	human resource manager	39	P15
Master of Business Administration	Mid-level manager	32	P16
PhD in Business Management	Chief	43	P17
PhD in Business Management	human resource manager	47	P18
Master of Business Administration	human resource manager	50	P19
Master of Business Administration	human resource manager	50	P20

The data collection tool was the use of in-depth interviews with a retrospective description of a phenomenon by the interviewee. In order to create focus and increase the level of credibility and reliability in interview design, Spicard (2010) proposed approach has been used to relate interview questions to research questions and to determine a useful framework for interviews. To check the internal validity and reliability of the interviews, the following items have been considered:

Pluralism: Interviews with managers and supervisors were conducted at different levels of the organization under study.

Theoretical pluralism: The major classical and contemporary theories of social and organizational compliance were examined along with internal research related to the localization of social compliance models.

Long-term observations of site visits or repetitive observations of similar phenomena: Data were collected over a period of time with the aim of increasing the validity of the findings.

Receiving the opinions of colleagues: The results were reviewed by respected professors and advisors.

Elimination of prejudices: The researcher should identify assumptions, theoretical tendencies and

prejudices at the beginning of the research and prevent them from interfering in the research process.

Minimal intervention in description: Use descriptive expressions such as "quote" in the interview routine.

Contrary to expectations: Search and examine cases that are inconsistent with the explanations of the researcher and the interviewees.

4. Data analysis using the grounded theory approach

4.1 Open coding

These codes usually referred to a common theme. In coding the text of the interview, the researcher used natural or living codes, which were the same as the interviewees, or he expressed his interpretation of the sentences, which is called the confirmation code, which is assigned the appropriate code based on the content of previous research. given. The main question of the present study was to obtain the basic concepts in the field of social compliance of employees in a large government organization, which was also in the mind of the researcher when coding. They have been noticed.

Table 2: An example of key phrases extracted from the text of interviews and the resulting open coding

Row	Interview text keywords	Open Codes
1.	A person who is not in line with the organization is not satisfied with his work.	Dissatisfaction with self-employment
2.	A person who is not in line with the organization can not interact with his colleagues.	Inadequate integration and interaction of colleagues in the workplace
3.	In my opinion, the lack of physical and mental health is the cause of social harmony.	Lack of physical and mental health status of employees
4.	Stability at work is important to prevent social cohesion.	Lack of stability at work
5.	Working conditions must be made appropriate and favorable.	Improper working conditions

6.	Some employees may not be able to take full advantage of the opportunities in their job and organization.	Inefficiency in taking advantage of existing opportunities
7.	He can not be with his colleagues and friends at all.	Lack of coordination with colleagues
8.	If a person is not rewarded in a timely manner, he will also become indifferent.	No rewards and benefits other than the prescribed rewards,
9.	Yes, the social status of people is very important to be able to adapt to the organization.	Lack of social status
10.	They do useless things that have no value for their job and their organization.	Do unimportant tasks
11.	Whenever a person realizes that his work deprives him of this material satisfaction, his feelings towards this work will be more negative, that is, most of him is dissatisfied with his work and as a result, he conforms.	Lack of familiarity with the technical and technological issues of the institute is one of the most important reasons for compliance.
12.	The ability of an adult to think and visualize and achieve their goals and desires is very effective.	Lack of adult thinking
13.	The inability of a person to face problems is evident in these employees.	The inability of an adult to think and visualize and achieve their goals and desires
14.	Lack of proper decisions and solving them is evident in these employees.	Inability of a person to face problems
15.	Inability to adapt to potential problems. This is evident in these employees.	Lack of proper decisions and solving them
16.	One of the reasons for social cohesion is sometimes to avoid problems.	Inability to adapt to potential problems.
17.	The type of policies of the organization is very key in the emergence of social compliance.	One of the reasons for social cohesion is sometimes to avoid problems
18.	The type of procedures is very key in the occurrence of social compliance.	Type of organization policies
19.	The type of relationships with colleagues is crucial in the emergence of social harmony.	Type of procedures
20.	Lack of development opportunities for all employees is crucial in the emergence of social harmony.	Type of relationships with colleagues

4.1 Central coding

Central coding is a series of procedures performed after open coding to link information in new ways by linking between categories. Then, based on the open coding performed in the previous step, the Central coding or categorization of the open coding is performed in

Table 3-4. In this table, the researcher has tried to categorize, conceptualize and approximate open codes according to reviewing the interviews several times and examining and refining them, to open codes in related categories. Divide the relationship with the phenomenon of social

compliance of employees. Table 3 shows the two central codes based on the open coding category:

Table 3: Central coding example

The central category	Open Codes	The central category	Open Codes
Obedient organizational silence	Dissatisfaction with self-employment	Mental and psychological factors	unsafety
	Inadequate integration and interaction of colleagues in the workplace		the fear
	Lack of physical and mental health status of employees		Exhaustion
	Lack of stability at work		Lack of cognition
	Improper working conditions		Rebellion and complaining too much
	Inefficiency in taking advantage of existing opportunities		Illness of family members
	Lack of coordination with colleagues		Conflict within the family.
	No rewards and benefits other than the prescribed rewards,		Feeling tired and bored
	Lack of social status		Incuriosity
	Do unimportant tasks		Rebellion or turmoil
	Lack of creativity and decision-making in relation to work		mental illnesses
	Increased sensitivity to the workplace and other employees		Various mental and physical symptoms including anxiety, obsessive thoughts, doubts and thoughts
	Frequent errors		Hostility and conflict
	Career promotion policy and wages		Love of revenge and anti-social tendencies
Repeating stereotypes	Stresses and psychological conflicts such as guilt		
Obedient organizational silence	Accepts others and agrees with them	Dissatisfaction with the current situation in the job and the	Lack of clear personal self-confidence of one's abilities in the set

The central category	Open Codes	The central category	Open Codes
	Does not participate in social activities and services	organization	Inability to exercise self-control
	Feels anxious and lacking		Irresponsibility
	Has no ability to make decisions and execute decisions		Lack of sense of social responsibility
	Silence and obedience		Reluctance to do group work
	Lack of comment and suggestion		Inability of the individual to build relationships based on mutual trust
	Agree with all groups of organizations and individuals		Lack of feeling of love and intimacy
	Fear of comment		Unwillingness to sacrifice in any matter
	Fear of negative feedback		Inability to sacrifice and serve others
	Fear of punishment		Inability of a person to meet work needs in any way
	Unable to think, feel and act the way others perceive		The person does not accept his colleagues and superiors
	Accepts others and agrees with them		Inability to make practical decisions
	Accepts others and agrees with them		Impossibility to follow work plans
	Does not participate in social activities and services		Instability and emotional balance
	Feels anxious and lacking.		Lack of clear personal self-confidence of one's abilities in the set

A total of 18 central codes have been created as follows from the category of open codes and their organization and elimination of duplicates and you with a momentary appearance and meaning: "mental and psychological factors", "factors related to management style and leadership of managers", " Factors related to work and occupation, its nature "and" environmental factors ", " dissatisfaction with the current

situation in jobs and organizations ", " obedient organizational silence "and" lack of opportunities for growth and promotion ", " legal factors "; "Managerial factors - supervision"; "Technical-technological factors"; "Financial factors" and "Cultural factors", "Improvement of working conditions", "Improvement of internal communication" and "Improvement of manager-employee interactions" and "Improvement of

employees' mental state", "Individual consequences", "Occupational consequences", and "Organizational Consequences".

4.3 Selective coding

In the next step, the selected conceptualized codes should be organized in the five categories of causal factors, contextual factors, intervening factors, main and pivotal concept, strategies and consequences.

- Causal factors in grounded theory approach are factors that affect the central phenomenon. In fact, there are categories (conditions) that affect the main category and lead to the occurrence or spread of the phenomenon. Causal conditions in data are often expressed in terms such as when, while, since, because, because and because. Even when there are no such signs, the researcher can find the causal conditions according to the phenomenon itself and by regularly looking at the data and reviewing the events and happenings that are chronologically prior to the phenomenon in question. In this study, according to the open and pivotal codes formulated from the results of interviews with experts, 4 categories of factors: "mental and psychological factors", "factors related to management style and leadership of managers", "factors related to work and job nature" and "environmental factors" have been selected as causal factors affecting the social well-being of employees in government agencies.
- Underlying or bedrock factors are a set of special characteristics that indicate the desired phenomenon; That is, the place of events and happenings belonging to the phenomenon. The context represents a set of specific conditions in which action and reaction strategies take place. In this study, according to the open and pivotal codes formulated from the results of interviews with experts, 3 categories of factors: "dissatisfaction with the current situation in the job and organization", "obedient organizational silence" and "lack of opportunity for growth and promotion" They have been selected as the underlying factors and the bedrock of social cohesion of employees in the studied organizations. Interfering factors are structural conditions that belong to the phenomenon and affect action and reaction strategies. They

facilitate or limit strategies within a particular context. In this study, according to the open and centralized codes formulated from the results of interviews with experts, 5 categories of "legal factors"; "Managerial factors - supervision"; "Technical-technological factors"; "Financial factors" and "cultural factors" have been selected as interfering factors in the phenomenon of social harmony in the studied government organizations.

- The main category or central phenomenon (core) studied. The phenomenon in question is the central idea, thought, event, or event to which the flow of actions and reactions are directed to manage, control, or respond. The central category is the phenomenon that is the basis and axis of the process. This category is the title (name or concept tag) that is intended for the framework or design created. The category that is selected as the central category should be abstract enough and can be related to other main categories. In this research, the main and pivotal phenomenon is "employee social compliance". Each of the interviewees provided a definition for the main phenomenon of the research. 10 integrated and comprehensive definitions were obtained as follows:

1. Inability of a person to face their problems by knowing the causes and trying to overcome them
2. Inability of a person to adapt to different variables and maintain his emotional balance
3. Lack of positive social relations with the rest of the organization
4. Lack of skills and experiences that allow a person to use their abilities.
5. Dissatisfaction means people's satisfaction with the work in general and the conditions of the work environment and colleagues
6. Dissatisfaction of bosses about people and their competence for the work they do.
7. Lack of happiness and satisfaction at the job level
8. Lack of proper choice of work and preparation for it

9. Lack of skills and experiences that allow a person to use their abilities

10. Conflict between organization and individual

- Strategies or strategies are based on actions and reactions to control, manage and deal with the phenomenon. Strategies are purposeful, purposeful, and done for a reason. There are always interventionist conditions that facilitate or limit strategies. In this study, according to the open and pivotal codes formulated from the results of interviews with experts, 3 categories of factors: "Improving working conditions", "Improving intra-organizational communication" and "Improving manager-employee interactions" and "Improving employees' mental state" ", Have been selected as factors in strategies to improve the phenomenon of social cohesion of employees in government organizations. Table 4-8 shows these factors:

Consequences are the results that emerge as a result of strategies. Consequences are the results of actions and reactions. Consequences are not always predictable and are not necessarily what people intended. Consequences can be events, they can be negative, they can be real or tacit, and they can happen now or in the future. It is also possible that what is considered a consequence at one point in time may become part of the conditions and factors at another time. In this study, according to the open and centralized codes formulated from the results of interviews with experts, 3 categories of factors: "individual consequences", "job consequences", and "organizational consequences" as consequences and results of social compliance in government organizations Studies have been selected.

4.4 Present the final paradigm model of social cohesion of employees according to selective coding

It should be noted that the previous steps, ie Central and selective coding, are performed in a reciprocal process. Therefore, the selected coding steps are not clearly separated from each other and are done through an interactive process, along with open and central coding. In short, the data analysis procedure that leads to the creation of the theoretical model; They include causal,

contextual, intervening conditions, strategies, and consequences that explain the main phenomenon, "employee social cohesion." The theoretical model of "employee social compliance" according to the dimensions of the paradigm model can be seen in Figure 1. Given that in the interview phase with the experts, the interview questions were based on a paradigm model, the interviewees provided their views on the components of the model specifically based on one dimension of the model, however, with the analysis and The rounds that took place, adjustments were made in the initial responses of these people. Therefore, the story line and the criteria for selecting concepts in each of the dimensions of the model are in accordance with the following explanations. In this model, causal conditions are motivating or binding factors for the social welfare model of employees in government organizations, factors that may be diminished or eliminated in the current situation, but in their time have encouraged / forced organizations to Turn to the implementation of this phenomenon. Therefore, with this approach, factors in this section have been considered that have a causal effect on the main phenomenon in terms of time priority and binding conditions. Ground conditions, intra-organizational and extra-organizational characteristics of organizations for the implementation of social compliance of employees, conditions that should be considered for better success in the implementation of these processes. Unlike contextual conditions, intervening conditions are those that affect the choice of different mechanisms of social cohesion of employees and can facilitate and accelerate the implementation of mechanisms. In the dimension of the main phenomenon, social cohesion of employees and its dimensions, which have been the main subject and question of this research, have been analyzed and related to the relevant explanations and details in this section. In the dimension of strategies, actions and main activities that can be helpful in implementing the model of social compliance of employees in government organizations, the difference between this dimension and the main phenomenon is that the concepts and categories of this dimension are not process type. Rather, they are of the action type and help to execute the processes. Finally, in

terms of outcomes, results and expected consequences of social cohesion of employees in government organizations have been considered.

Discussion and conclusion

According to Wright Mann (1984), social harmony is "surrendering to group pressures when there is no direct request from the group to match the individual with the group." Aronson (1973) also considers "the feeling of real or imagined pressure from the group to the individual that results in a change in his behavior" causes social harmony. Sanaria (2004) also believes that in the context of group and organizational work, group work conformity is defined as the dependence of group members on each other and their desire to stay in the group, and traditionally observes group dynamics. According to Schwartz (1992) Theory of Values, the basic human values of individuals include ten distinct motivational values, namely conformity or homogeneity or universalism, benevolence, security, tradition, harmony (adaptation), self-command, motivation, Welfare, Progress and Power (Beigi Herchgani et al., 2015). Therefore, compliance in the organization can be considered as one of the positive values. Therefore, for social cohesion in the organization by employees, positive and negative results are mentioned. For example, Kaplan et al. (2016) consider the creation of creativity and innovation in the organization as a positive result of social compliance in the organization and believe that organizational compliance, although in the stage of generating ideas and evaluating it in the organization to perform processes may be due to Creating a group thinking phenomenon is negative, but while implementing innovative and agreed ideas, it is an advantage and a positive factor that can increase performance. In other words, following norms and not articulating ideas in the early stages of idea generation can be frustrating, but several studies show that group members do not like to change their preferences after formation because they believe in action. Contrary to those preferences, it is challenging (Smith and Shelley, 2003), but in the implementation phase of ideas, compliance can improve performance. In fact, variables such as

social cohesion that enhance effectiveness at one stage may hinder performance at another. On the other hand, in work teams in the organization, work coherence is an important factor in the performance of the work team. Teamwork coherence is defined as the dependence of group members on each other and their willingness to stay part of the group. Norms express the common values, attitudes, ideologies, etc. of a group. Norms may be understood to describe "phenomena that are supposed to simplify human action." Norms can effectively control specific social situations as well as individual and group behaviors. While controlling for these, norms not only affect the performance of the environment for individuals in groups of two, but also the environment of others. The evolution and impact of norms has been proven through various studies (Abrams et al., 2003). In this regard, this study with a focus on all individual and organizational factors as well as internal and external organizational factors has tried to provide a paradigmatic model of data based on social compliance in the context of government organizations and the results show three categories of factors "lack Satisfaction with the current situation in the job and organization "," obedient organizational silence "and" lack of opportunity for growth and promotion "as underlying and bedrock factors, 4 categories of factors" mental and psychological factors "," factors related to management style and "Leadership of managers", "factors related to work and job of its nature" and "environmental factors" as causal and influential factors; 5 categories of factors "legal factors"; "Managerial factors - supervision"; "Technical-technological factors"; "Financial factors" and "cultural factors" as intervening factors, 3 categories of factors: "improving working conditions", "improving internal communication" and "improving manager-employee interactions" and "improving employees' mental state", as factors Strategies to improve the phenomenon of social cohesion of employees; And 3 categories of factors "individual outcomes", "job outcomes", and "organizational outcomes" have been selected as outcomes and results of the phenomenon of social compliance in government organizations. The results obtained with the results of the research of Momenzadeh et al. (1398) in terms of

confirming the positive role of negative emotions and the positive role of negative organizational emotions in creating organizational compliance; Research of promoters and colleagues (1397) in terms of confirming the lack of team empowerment and lack of a leader with employees, research of Azizinejad et al. (1397) in terms of confirming the role of subcultures, challenging the ruling power in the organization, Sadeghi Fasaei and Aminian (1396) in terms of confirming specific temporal and spatial conditions in the occurrence of organizational compliance, Tolbert and Darabi (2019) research in terms of confirming the value contradiction of individual-group and person-organization, low self-disclosure, absence from the organization, low emotional commitment, Dabhofer research Et al. (2019) in terms of confirmation of employees 'silent voice and job dissatisfaction, emotional burnout, Chou et al. (2019) in terms of confirmation of level of job satisfaction, relationship collectivism, Wang (2018) in terms of confirmation of employees' emotional burnout, intention Leaving staff, Hunter et al. (2018) in terms of confirmation of perceived lack of organizational support and low exchange of members with the leader, emotional burnout, low work conflict, research of Injum and Ali Shah (2017) in terms of confirmation of passive relationships, fear of negative evaluation And escaping from the organizational policy of burnout, research of Ahmad and Akhtar (2017) in terms of confirmation of low leader-member exchange, low staff trust, emotional burnout, Emotional stiffness, emotional instability of employees, Huilin et al.'s (2016) research on age confirmation, job insecurity. Increasing the intention to leave and reducing effective performance and commitment, and the research of Alisher Tohirovich Didahano and Ray (2015) in terms of affirmation of low trust in the organization, low trust in the manager, silent organizational silence (defensive) have been consistent in the occurrence of social compliance in the organization.

A very important point that can be said in summarizing the research is that there is still no comprehensive and codified understanding of all the antecedents and consequences of social harmony in the organization and no systematic

and codified research on whether the appearance of employees with their intrinsic values It does not exist, or they are socially conforming. In addition, researchers have paid relatively little attention to the stresses that employees may experience in aligning with the values of the team and the organization. Therefore, this is the research gap that motivated the researcher to do this research. Therefore, in summarizing and analyzing the content, the dimensions of individual-organizational contradiction and lack of alignment of individual and organizational values, negative organizational emotions, relationship collectivism, low level of job satisfaction and job insecurity, lack of organizational support and lack of a consistent leader, Low leader-follower exchange, passive relationships in the organization, fear of negative evaluation and escape from organizational policy, demographic factors (age, gender, socio-economic structure), lack of employee empowerment, organizational subcultures, power challenge in the organization, Low trust in the organization, lack of sense of job success, lack of strengthening professional image, individual-group conflict and lack of conflict management in the organization, heterogeneous working groups and lack of group identity, forced behavioral adaptation, high formal and informal organizational control, culture Organizational authority, managerial personality and leadership style, and low information influence in the organization were identified as motivating factors or preconditions for creating social cohesion of employees in the organization. On the other hand, the dimensions of absence and decline of organizational citizenship behaviors, group thinking, job stress, burnout and emotional burnout, intention to leave the organization, absence from the organization, obedient and silent organizational silence, reduced sense of belonging to the organization, reduced organizational commitment, self-control Negative, reduced effective job performance, underemployment and low self-disclosure were identified as consequences or results of social cohesion of employees in the organization. Obviously, this model can be used after validation and testing among employees of different organizations as a new model in the field of social compliance of employees in

organizations used in future research and also managers of organizations to measure the extent of these dimensions in the organization. And find a solution to eliminate them.

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