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## **DESIGNING A SOCIAL COHESION MODEL FOR AN ORGANIZATION: GROUNDED APPROACH**

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### **ABSTRACT**

*In spite of the eminence of the social cohesion role in the organization, there is no pattern for measuring the indicators of social cohesion in the organization in an integrated fashion. In order to collect data, by means of a purposive sampling method, an interview was conducted with 16 experts. Data analysis was done in three stages of open coding, axial coding, and selective coding. The current research results in a form of paradigmatic model (organizational harmony, organic relationship with external social system, competent and capable human resources, transparency in organizational affairs and performance management) are presented as the causal conditions, (organizing according to social cohesion and managers' effective communications with employees) as a core category, (objective-centeredness in all aspects of the organization, management of organizational integrity values, human organization, knowledge management and organizational learning, trust-based management) as strategies, (employee participation in organizational affairs, social cohesion task forces in the organization, strengthening cultural and religious values) as context, (management of political behaviors in the organization, management of the motivation of social interactions, the culture of reverence and respect for the retirees) as intervening conditions and, ultimately, (vitality and happiness in work, organizational self-esteem, existence in a growth environment, and development, agility, innovation and creativity, conflict management in the organization and organizational attachment) as social organizational cohesion consequences.*

**Keywords:** Social cohesion, Organizational cohesion, Coding, Grounded.

## **INTRODUCTION**

Each social construct requires the contexts and the conditions that owe their reliability and dynamism to them. Each society has a set of goals and objectives that inspire members to access them through some of the accepted tools. But certainly the essential condition and the first step to achieve these defined goals, is providing contexts that facilitate the movement of the members towards the goals, and the next stage is related to eliminating the conditions that are considered as barriers in line with the achievement of the goals of the community. Today, all the political and social systems of the world have come to this understanding that the most important way to maintain and the social dynamism of their considered constructs, paths through social cohesion. Consequently, by any means, they are trying to create a kind of coherence, and unity among the various groups of their societies in order to help members attain their goals. This can be understood well when it refers to numerous theories that the

thinkers of different cultures and societies have offered to achieve social cohesion, which will be mentioned in the theoretical frameworks, if there is no social cohesion and coordination in the society, forces, and capital are wasted, and present paradoxes will neutralize efforts to reforms and accelerate the growth speed and underdevelopment overcoming, in such a way that, in spite of individual efforts, economic development cannot be realized. Based on this fact, social cohesion guarantees the appropriate and effective implementation of the strategic plans of governments. In other words, social cohesion is a kind of communication that shows that individuals, institutions, organizations and various executive groups at different levels have the capability of cooperating with each other, respect existing laws, and strategic decisions of the government as default, are taken from the minds of the people, and they are manifested in public opinion and beliefs, such a case, necessitate the equal distribution of economic, social, political opportunities and the relegate a part of the decision-making procedure to the community. From the social perspective, unity and cohesion play a substantial role in the consolidation of every social system, because human societies only in line with the social cohesion can deal with everyday relationships and interactions of one's life, understand each other's language, predict the others' reactions and have plans for the future of their lives; consequently, it can be indicated that if social cohesion, unity, and national solidarity, and the national interest in moving towards the desired goals of a system, that is, sustainable development, are similar, and convergent, such a nation can easily and quickly exceed the expectations of transcendental goals and perspectives prepared by their leaders. A nation that has social cohesion and benefits unity, empathy, honesty, and sympathy, can easily achieve the transcendental goals of its own system through the participation of its citizens.

#### *A review of theoretical foundations*

In sociology literature, the concept of "social cohesion" has a long history and it was first introduced by Émile Durkheim, a French sociologist. Despite the continuous competition between individuals to access to rare resources in a community, the fundamental question of social cohesion was how and why they live together with peace and conciliation (Cope, 1995). Social solidarity or cohesion commonly indicates a sense that at the level of a group or a community, members are dependent on each other and mutually need each other. Social cohesion is also a kind of feeling of communication, tendency, and interaction with others, and it means that feelings of mutual responsibility among several persons or several groups will take place that has knowledge (Birou, 1987). Social cohesion in this sense is, in fact, is a sense of solidarity, emotional connection, and commitment that members of society have relative to each other (Vaziri, 2004). This notion of cohesion, which is close to the conception of social psychologists, largely defines it as a feeling of emotional affinity with others. But it seems that social cohesion is a concept beyond the sense of affinity with the emotional connotation of individuals with each other, and in fact, it must be something to indicate the result of this feeling. In other words, in the former meaning, social cohesion is considered mainly a social consensus, while these two concepts are different. In more complete terms, social cohesion implies social consensus and it is somehow a product of it. According to what is largely understood in the sociology of the concept of social cohesion, this concept refers to the degree or type of convergence of a society and, in fact, to relationships and interactions that relate the members of a community or group to each other. Hector believes that the concept of social cohesion is related to the level, amount or intensity of team members' collaboration in



achieving collective goals (Widegren, 1997). Generally, other sociologists believe that this fact refers to the amount and pattern of interaction between actors, groups and differentiated subcultures know (Afroogh, 1999). In fragmented and heterogeneous societies, each group seeks to achieve maximum benefits from public institutions and structures, as a result, governments have many restrictions in decision making than in cohesive societies. Rent-seeking behavior will be more than before. Transaction costs will increase, social conflicts and tensions will be aggravated, and social ties will be weakened, which all contribute to the emergence and exacerbation of political, economic and social instability. In contrast, coherent societies are less susceptible to ups and downs. Because due to the increase in social standards based on collective behavior, public participation of people increases in the political, economic, cultural and social fields. With the increase in the individuals' participation rate in critical decisions and assigning a part of the decisions to the community, the power share will be limited. The possibility of effective competition is provided in line with achieving power. Organizations can be created that have a personality independent of the members and remain stable in crises. Consequently, these institutions are shaped by more efficient guidelines and norms, have more transparency and accountability, so they will be more efficient and will have dissimilar tools to face the challenges and shocks ahead and in the public space that faces incomplete information, fewer risks arise. Thus, the social cohesion that results from the intersubjectivity beliefs and models in a society is manifested in the higher quality of the formal and informal institutions of a society. The quality of the social institutions reflects opportunities for organizations and policies.

There is no difference between social and organizational cohesion on the nature and structure, but their scale and level will vary, so that in the society, the pillars of cohesion will be more complex, broader and wider, thus the factors of social cohesion in the organization can be same in some cases with social cohesion and in some cases different from social cohesion, because society is bigger and more complex, and the items that affect cohesion are more and more complex, and their management and guidance is different. Hence, it can be concluded that the factors and components of social cohesion are more general, numerous, dependable and reliable and include organizational coherence components. This idea arises that providing a model with the capability of covering the social cohesion components and implementing it in an organization will be functional and reliable.

Organizational theorists indicate that organizations are shaped in line with the tasks that doing it goes beyond the individual's ability to work individually. They believe that the organization's advantage over individuals is gathering different skills and abilities in one place or hidden set. If a person takes on the responsibility of a portion of the work and others do other portions of it, what cannot be done can be achieved. Recently, Stewart Clegg, an Australian organizational theorist, has claimed that separation in modern organizations is increasing and it seems that there must be some sort of excessive separation. He supposes that such organizations to be desegregated. Desegregation is different from integration. Because integration refers to this point that coordination harmonizes the segregated activities. Desegregation means that the organization has eliminated numerous segregation conditions that initially created the need for integration. In desegregation, organizations become more assimilated, but this assimilation is not the result of structural reflection in order to increase coordination. This integration is the result of creating a sort of organization that needs less coordination. An example of



desegregation is the concept of team in manufacturing products in which responsibilities are assigned to semi-independent groups of workers (Hatch, 2008).

Turkzadeh (2017) conducted an article entitled “Investigating the role of organizational cohesion in improving the external image quality of the organization by moderating role of the ability to respond to the environment at the University of Shiraz”. In today's turbulent and unsettled environment, organizations to maintain their existence and sustainability are looking for solutions for developing organizational capabilities and success in a competitive environment. Among these actions, one can mention creating and maintaining an optimal image in the minds of the stakeholders and customers of the organization. The external image is a valuable asset for the organization that its quality is influenced by the organization performance and the appropriate functioning role-playing and realizing expectations in the environment. The organization performance is echoed in the organization's capability to respond to environmental requirements and necessities. Accountability to the environment actually means dynamic adaptation and responsiveness to environmental contexts to maintain and withstand its meaningful survival in a complex and perspective, present and future environment. The necessity to strengthen the spirit of accountability and alertness against the requirements and environmental requirements is to pay attention to the internal organization factors that increase or decrease this structure, one which one can mention organizational cohesion. Organizational cohesion by resolving conflicts and internal contradictions and regulating the existing relationships within the organization and the interests and goals of the organizational persons provides the ground for the improved performance of the organization and the preferred image in the environment and, in this regard, the extent of the organization's accountability to the needs and environmental demands plays the role of the supporting and promoter factor. So, it can be contended that cohesion can directly and with mediator role affect the quality of the external image of the organization. According to what was said, considering the importance and role of organizational image in the organization's success and development, the current study tries to analyze the role of organizational cohesion in improving the quality of the external image with the mediator role of the environmental accountability.

Taraj (2017), in an article, investigated the effect of social cohesion on the level of citizen's social participation. Inspecting the issue of social cohesion in society and the reasons for its reduction or increase from theoretical and empirical perspectives has a historical trend. In the current study, the relationship between social cohesion and citizens' social participation have been scrutinized, and theoretical and empirical works indicate the existence of a kind of interdependent relationship between these two variables. In each society, there must be a minimum of unity in the field of values and social norms, to create participation and conformity among the people of society. Social cohesion is not a phenomenon to be investigated once forever, citizens' awareness of civil rights, social justice, sociological perspective, and participation in socio-economic processes, family institutions, and education system are factors that consolidate cohesion and participation.

Thomas (2017) in a research investigated the creation of a high-quality working group in organizations at the University of Calgary, Canada. Using teams in almost every field of modern working life have a steady upsurge. In the current paper, the evidence of the complexity of modern work, industrial trends in line with using teams and challenges to



obtaining the full potential of the organization's work groups will be investigated. The researchers tried to enhance high-quality teamwork knowledge by means of the centralized collection of review articles in the current special issue. Four topics have been considered that will acquire articles on this particular issue and ways to achieve the full potential of the teams: 1. Working across team boundaries. 2. Creating effective team processes and states. 3. Managing team development issues. 4. Leveraging human capital. Generally, the content of this specific issue provides the main new opportunity to advance future research and create a practical difference in the effectiveness of teams in organizations. We identify six fields in which future research efforts in line with high-performance teamwork should be based on the facts that we have to pay attention to them.

Matthee *et al.* (2015) examined the value added for local development and social cohesion besides the social economy at the University of Bucharest, Romania. The main aim of the social economy was the confluence between the business field and the social contexts and the shareholders' welfare and the social and economic inclusion and profits generating was not merely the objective. The research results indicated that the social economy has led to the social development, social cohesion, and economic production. The statistical community of the research includes government shareholders and the shareholder of the social economy in the business environment.

Dicks *et al.* (2011) have estimated and compared social cohesion in 47 European countries by means of multidimensional dissimilarity scaling (MDS), confirmatory factor analysis (CFA) methods. They have scrutinized social cohesion from socio-cultural and political perspectives, and to calculate it quantitatively, have used the combination of the trust indicator in political and governmental institutions and the participation political indicator, with the degree of alliance indicator and the social and cultural participation indicator. Then, to compare the mentioned countries in line with the rate of social cohesion, they are divided into six groups of North, South, Western, Eastern European countries, Turkey and former the Soviet Union in terms of the level of social cohesion. The results of their research disclosed that the northern European countries have the highest, and Turkey and the former Soviet Union have the lowest level of social cohesion.

## METHOD

The overall aim of the current research is to design a social cohesion model for an organization. In line with achieving this goal, considering the use of the grounded theory and the paradigm model, the question arises as follows: What is the social cohesion model for the organization? In this study, one of the qualitative methods that have become extensively used is the grounded theory. The grounded theory is a kind of research that is not committed to any specific data, research strategy or specific theoretical interests, and only tries to advance concepts. In fact, the data combination is in the form of conceptual frameworks, which is constructed in the course of a permanent sweep between data and analysis, that is, it is obtained from the data collection. In a qualitative research, the information and data collection stops when information about the desired categories is saturated and this happens when the studied theory or subject is completed and no new information is obtained related to the subject of the study. So, in qualitative research, the sample size is equal to the data completion



or data saturation (Afjeh, 2013). In order to gain the research model information in the qualitative section, by means of the theoretical sampling method, 16 elites and experts were interviewed. Certainly, from the eleventh interview, the theoretical adequacy is achieved but for more confidence data collection continued until the sixteenth interview.

## FINDINGS

Due to the fact that the research strategy in the qualitative section was the grounded theory method, the social cohesion model for the organization in the form of the following paradigmatic model was compiled in three main stages: open coding, axial coding and selective coding of interviews with experts. The model is a pattern by which the researcher theorizes based on the relationship between the factors that have been identified in line with the creation of an issue. The model of this research is as follows. After grounded analysis of the data provided by the interviewing, the factors were identified and in the next step, a conceptual model is conveyed that represents the relationships between the variables of the research, and finally, this model is tested. The general frame of the grounded paradigmatic model used in this model is adapted from Crosseal (2005).

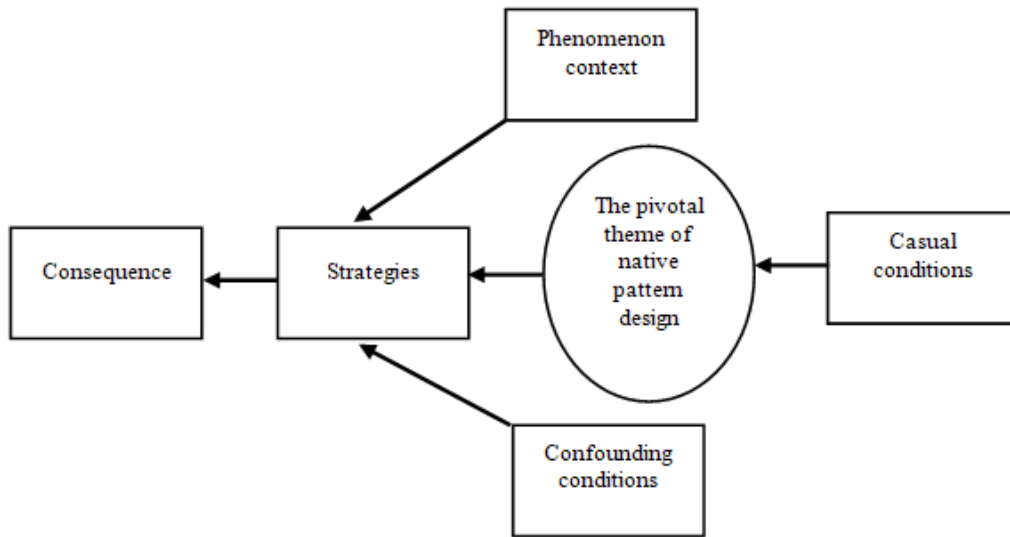


Figure 1: Conceptual Model of Paradigm

The axial coding is considered based on the paradigmatic model shown in the following figure. This figure designates the relationship between different categories identified in the paradigm pattern.

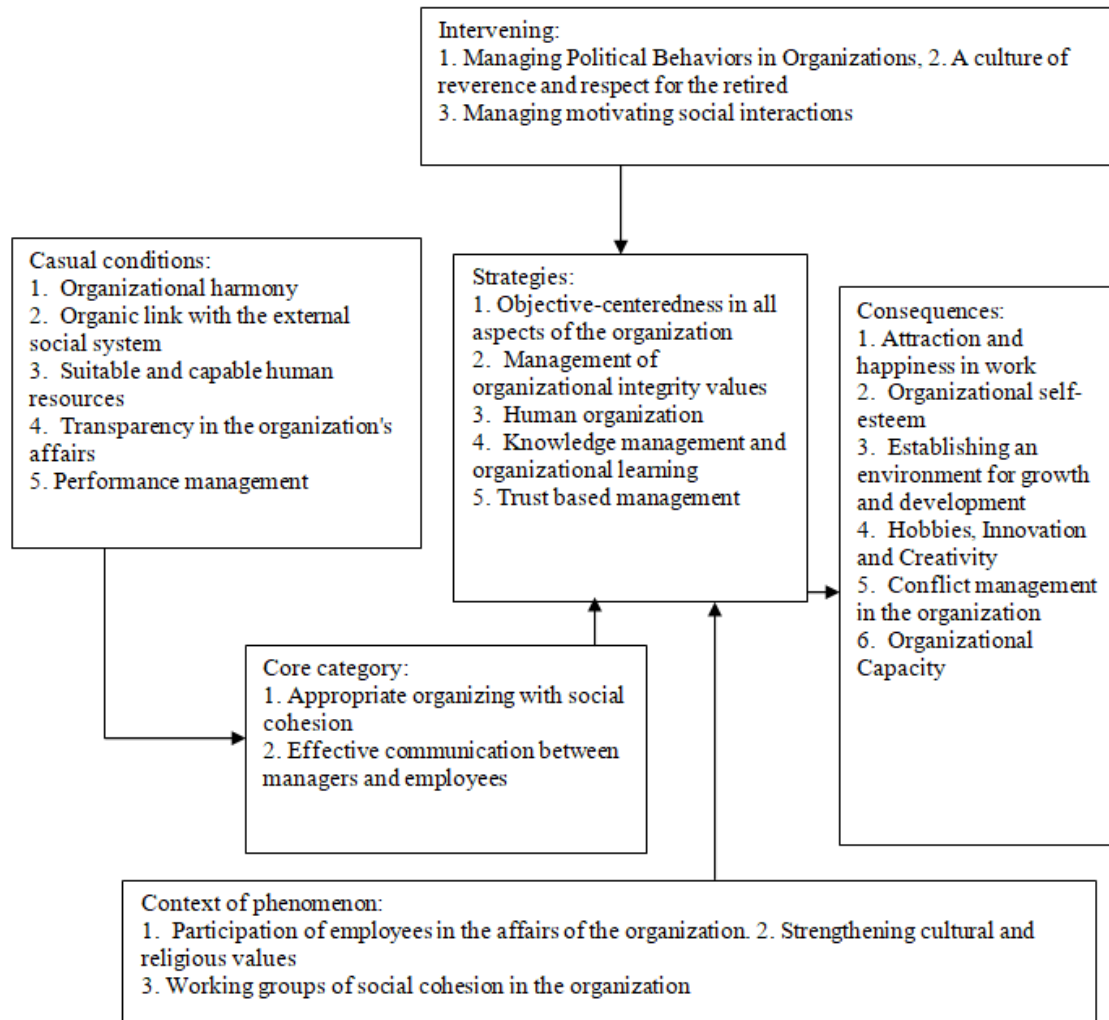


Figure 2: Axial coding based on paradigm pattern

Also, in the table below, the axial coding includes selective coding, conceptual coding and open coding based on the paradigm pattern.

Table 1: Axial coding based on paradigm pattern

Selective coding	Conceptual coding	Open coding
Core category	Organizing according to social cohesion	<ol style="list-style-type: none"> <li>1. Structure correction mechanisms</li> <li>2. Dynamic and flexible organizing in line with the aims</li> <li>3. Alignment of the organization's structure with goals</li> <li>4. Coherence and alignment of different parts of the organization</li> </ol>
	Effective communication between managers and staff	<ol style="list-style-type: none"> <li>1. intersectoral communications management</li> <li>2. Communication skills in the organization</li> <li>3. Facilitating communication in the organization</li> </ol>
Casual conditions	Transparency in the organization's affairs	<ol style="list-style-type: none"> <li>1. Transparent work procedures in the organization</li> <li>2. Intersectoral communication transparency</li> <li>3. Transparency in the organization's welfares</li> <li>4. Financial transparency</li> </ol>

		<ul style="list-style-type: none"> <li>5. Transparency and free access to information</li> <li>6. Transparency in the organization's activities</li> </ul>
	Organic connection with the external social system	<ul style="list-style-type: none"> <li>1. Alignment of the goals of the organization with the interests of society</li> <li>2. Congruence of plans and goals with the organization environment</li> <li>3. Alignment and consistency of the goals and general policies of the organization and society</li> <li>4. Managing influential external environmental factors</li> <li>5. Organization association with the family</li> </ul>
	Organizational Harmony	<ul style="list-style-type: none"> <li>1. Alignment of the organization's rules and regulations with goals</li> <li>2. Reducing undesirable laws and regulations</li> <li>3. Integrity in organizational decision making</li> <li>4. Alignment of the goals with the duties of the staff</li> <li>5. Reducing the organizational parallelization</li> <li>6. Uniformity in the organization</li> </ul>
	Competent and capable human resources	<ul style="list-style-type: none"> <li>1. Specialized human resources in the organization</li> <li>2. Paying attention to human resources</li> <li>3. Development of Specialist Culture</li> <li>4. The development of talents</li> </ul>
	Performance Management	<ul style="list-style-type: none"> <li>1. An effective management and performance evaluation system</li> <li>2. Process management system in the organization</li> </ul>
Strategies	Management of Organizational Cohesion Values	<ul style="list-style-type: none"> <li>1. Reinforcement of commitment and attachment culture</li> <li>2. Culture correction mechanisms</li> <li>3. Develop a culture of intimacy in the organization</li> <li>4. Observing ethical issues</li> <li>5. Management of cultural achievements of employees</li> <li>6. An intimate atmosphere in the organization</li> <li>7. Empathy and companionship in achieving goals</li> <li>8. Order in the organization</li> <li>9. Justice-centered perspective</li> <li>10. Feeling justice in the organization</li> <li>11. Strengthening the spirit of devotion</li> <li>12. Staff socialization</li> <li>13. Strengthening and developing values supporting the organization's coherence</li> <li>14. Trusting the strategies of the company</li> </ul>
	Trust-based management	<ul style="list-style-type: none"> <li>1. Trust the managers</li> <li>2. Support senior executives</li> <li>3. Acquiring spiritual support of managers</li> </ul>
	Human organization	<ul style="list-style-type: none"> <li>1. The work environment appropriate the personality of the personnel</li> <li>2. Strengthening collective spirit and teamwork</li> <li>3. The feeling of being seen in the organization</li> <li>4. Mutual respect feeling</li> <li>5. Maintain the dignity of the staff</li> </ul>
	Knowledge management and organizational learning	<ul style="list-style-type: none"> <li>1. Strengthening the knowledge, skills, and ability of staff</li> <li>2. Training Managers and Staff</li> <li>3. Implementing the knowledge management system</li> </ul>
	Being goal-oriented in all aspects	<ul style="list-style-type: none"> <li>1. Independence of the objectives of management change</li> <li>2. Management Stability</li> <li>3. Dynamic Strategic Objectives</li> <li>4. Target-based management</li> </ul>



		<ol style="list-style-type: none"> <li>5. Priority of the organizational goals compared with personal goals</li> <li>6. Understanding the mission and goals of the organization</li> <li>7. Interaction in achieving goals</li> <li>8. Alignment of human resources with organizational strategies</li> </ol>
Context	Employee participation in organization affairs	<ol style="list-style-type: none"> <li>1. Acceptance of goals feasibility by staff</li> <li>2. The intersubjectivity in an organization</li> <li>3. Pay attention to the layers of expert knowledge in the organization</li> <li>4. Employee involvement in setting a goal</li> <li>5. Maximizing partnership and corporation</li> </ol>
	Strengthening cultural and religious values	<ol style="list-style-type: none"> <li>1. Patriotism and altruism</li> <li>2. Religion and shared beliefs</li> <li>3. National common contexts</li> <li>4. Development of kindness in organization and society</li> </ol>
	Social Cohesion Working Groups in the Organization	<ol style="list-style-type: none"> <li>1. Technical and specialized committees of social responsibility of the organization</li> <li>2. Organizational cohesion workgroup</li> </ol>
Intervening	Managing Social Interactions Motivation	<ol style="list-style-type: none"> <li>1. Employees motivation for social interactions</li> <li>2. Employees motivation with sports programs</li> <li>3. Motivation through the system of promotion and meritocracy</li> <li>4. Motivation through financial incentives: <ul style="list-style-type: none"> <li>-Importance of the welfare and material needs of employees</li> <li>- Employee benefit from organizational growth</li> <li>-Distribution of facilities</li> <li>-Paying attention to safety, the health of the body and spirit of the staff</li> <li>- Gratitude and appreciation of employees</li> </ul> </li> <li>5. Job incentives: <ol style="list-style-type: none"> <li>5-1. Job richness: <ul style="list-style-type: none"> <li>- Observing the job tasks</li> <li>-Enrichment and business development</li> </ul> </li> <li>5-2. Individual and occupation proportion: <ul style="list-style-type: none"> <li>- The appropriate division of labor</li> <li>-job and employee proportionality</li> <li>-Job design based on the ability of individuals</li> </ul> </li> <li>5-3. Job security</li> </ol> </li> <li>6. Motivation in line with unity and solidarity</li> <li>7. Motivation through the system of encouragement and punishment</li> </ol>
	Management of political behaviors in the organization	<ol style="list-style-type: none"> <li>1. Informal parties and groups in the organization</li> <li>2. Political conflicts in the organization</li> </ol>
	The culture of reverence and respecting retired	<ol style="list-style-type: none"> <li>1. Organizational support from retirees</li> <li>2. Continued relationship with retirees</li> </ol>
Consequences	Conflict management in the organization	<ol style="list-style-type: none"> <li>1. Management of organizational conflicts</li> <li>2. Stress relieving at work</li> <li>3. Management of complaints and conflicts of the organization</li> </ol>



Agility, Innovation, and Creativity	<ol style="list-style-type: none"> <li>1. The organization's agility</li> <li>2. Developing the values of innovation and creativity</li> <li>3. Innovation and creativity</li> </ol>
Organizational Attachment	<ol style="list-style-type: none"> <li>1. Employee loyalty</li> <li>2. Responsibilities in the organization</li> <li>3. Sense of organizational affiliation</li> <li>4. organizational satisfaction</li> </ol>
Organizational self-esteem	<ol style="list-style-type: none"> <li>1. Feeling worthy in the organization</li> <li>2. Feeling valued within the organization</li> <li>3. Feeling effectiveness in the organization</li> </ol>
Vitality and happiness in work	<ol style="list-style-type: none"> <li>1. Holding ceremonies and celebrations</li> <li>2. Increase vitality in a working environment</li> </ol>
Being in the growth and development environment	<ol style="list-style-type: none"> <li>1. Country progress</li> <li>2. Managing organization losses (leakage of thought, leakage of capital...)</li> <li>3. Realization of the economic interests of the organization</li> <li>4. Trust and empathy in society</li> </ol>

## DISCUSSION AND CONCLUSION

**The core category:** After collecting and analyzing data in the open coding stage and reviewing the presented features, and according to the elite's opinion, the organizing categories related to social cohesion and effective communication between managers and employees were introduced as core categories because their effects are in different portions of the data and have an axial character in such a way that they can gather other categories around them. An appropriate organization with regard to social cohesion depends on the implementation of the four main steps and the effective communication of executives with the staff subject to the implementation of three main steps. The first step is related to organizing in line with social cohesion of the organization structure correction. The second step is a dynamic and flexible organization in line with the organizational goals, the third step is an alignment of the organizational structure with the goals of the organization, and finally, the fourth step is the coherence and alignment of the different parts of the organization. There are three main steps in the communications sector. The first stage is the management of intersectoral communication in the organization, and the second step is using communication skills in the organization, and the third step is the facilitation of communication in the organization.

**Casual conditions:** These conditions led to the creation and development of a phenomenon or core category. Among the present categories, by means of investigating the proposed features and according to the elite's perspectives, organizational harmony categories were defined with six main steps (alignment of the rules and regulations of the organization with the objectives, reducing restrictive rules and regulations, integration in organizational decision-making, alignment of goals with the employees' tasks, reduction of parallel organizational activities and organizational unison), organic linkage with the external social system has been defined with five main steps (alignment of organizational goals with society interests, the relevance of plans and goals with the organization's environment, alignment and consistency of goals and overall policies of organization and society, managing the effective external environment factors and connecting the organization with the family), competent and capable human resources were defined with four main steps (specialized human resources in an organization, paying

attention to human resources, development of specialism culture, talents development), transparency in the organization affairs was defined with six main steps (transparent business processes in the organization, transparency of intersectoral communication, transparency in the organization's welfares, financial transparency, transparency and open access to information and transparency in the organization's activities), and performance management was defined with two main steps (management system and evaluating the efficient performance and process management system in the organization). All of these steps have been mentioned as casual conditions.

**Strategies:** Actions and interactions indicate the behaviors, activities and target interactions that are taken in response to the axial category and under the influence of intervening conditions. Among the existing categories, by means of investigating the presented features and, according to the elites' perspective, the categories object-centeredness in all aspects of the organization with six main steps included the management of organizational cohesion values with the fourteen main steps (strengthening the commitment culture and attachment, culture improving mechanisms, increasing an intimacy culture in the organization, observing ethical issues, managing cultural achievements of employees, an intimate atmosphere in the organization, empathy and companionship in achieving goals, order in the organization, a justice-centered perspective, a sense of justice in the organization, strengthening the spirit of self-sacrifice, employee socialization, strengthening and developing the values that support organizational cohesion, trusting the company's strategies) human organization includes five main steps (work space appropriate for personnel personality, strengthening collective spirit and teamwork, feeling of being seen in the organization, mutual respect, preserving employee dignity), knowledge management and organizational learning with three main steps (consolidation knowledge, skills and capabilities of staff, training managers and staff, implementing a knowledge management system) and trust-based management with three main steps (trusting managers, supporting senior managers, gaining the spiritual support of managers) were introduced as strategies.

**The context:** A specific condition that affects actions and interactions is called context. These conditions are shaped by means of a set of concepts, categories, or underlying variables, and among the categories provided by studying the selected features and the elites' perspective, the categories of employee participation in the organization's affairs with three main steps (acceptance of feasibility of goals by staff, intersubjectivity in the organization, paying attention to the opinions of expertise layer in the organization, employee participation in setting a goal, collaborative effort and maximum participation), the workgroups of social cohesion in the organization with three main steps (technical and specialized committees of social responsibilities in organizational and Organization workgroup cohesion) and the reinforcing cultural and religious values with three main steps (patriotism and altruism, religion and shared beliefs, national cohesion, development of compassion in the organization and society) were introduced as a context.

**Intervening conditions:** The intervening conditions refer to a set of conditions in which the phenomenon is located and can affect the preferred phenomenon. In the current study, the categories related to the intervening conditions in line with implementing social cohesion in the organization include the culture of reverence and respecting the retirees with two main steps (organizational support for retirees, continuity of relations with retirees), managing



political behaviors in the organization with two main steps (unofficial parties and groups in the organization, political conflicts in the organization) and managing motivation in social interactions with seven main steps and eleven subsidiary steps (employees motivation in line with social interactions, employees motivation with sports programs, motivation through the promotion system and meritocracy, motivation through business incentives includes the following steps: paying attention to the welfare and material needs of employees, benefiting from the organization's growth, distributing amenities, paying attention to safety, the health of the body and spirit of the staff, appreciating the employees. Occupation motives include the following secondary steps: occupational enrichment, observance of job task descriptions, enrichment and development of occupations, paying attention to the growth of employees. The personal and occupational proportionality include the following secondary steps: the appropriate labor division, the occupation and employee proportionality, and job design based on the ability of individuals, job security, motivation in line with unison and cohesion, motivation through the system of encouragement and punishment.

**Consequences:** Some categories signify the results and consequences that result from the adoption of strategies. In the current research, the implications of implementing social cohesion in the organization include conflict management categories in the organization with three main steps (management of organizational conflicts, stress relieving management in the workplace, management of complaints and conflicts of the organization), agility, innovation and creativity with two main steps (agility of the organization, the development of innovation and creativity values , innovation and creativity), organizational attachment with two main steps (Staff loyalty, organizational accountability, organizational affiliation, organizational satisfaction), organizational self-esteem with three main steps (competence in the organization, feeling worthy in the organization, feeling of being effective in the organization), vitality and happiness in working with two main steps (holding ceremonies and celebrations, increasing vitality in the workplace) and being present in the growth and development environment with four main steps (the growth and development of the country, managing the losses of the organization (leakage of thought, leakage of capital, ...), realization of the economic interests of the organization, trust, and empathy in society) .

## SUGGESTIONS

According to the model of organizational social cohesion, suggestions are offered in this regard:

1. The current research has been done to implement social cohesion in the organization and to benefit from this procedure in organizations.
2. Empowerment of human resources in the organization, such as the human resources talents development, using expert human resources, and the development of specialism culture in the organization.
3. Aligning the rules and regulations with the goals of the organization, as well as aligning the duties of the staff and the organizational goals.
4. Reduce parallelization and reduce cumbersome rules and regulations in the organization.
5. Integrity and uniformity in organizational decision making.



6. The organizational aims are designed and implemented in a way that is independent of management changes in the organization.
7. The organizational goals should precede personal goals.
8. The staff of the organization must have a maximum degree of collaboration and partnerships; in this case, the organization's goals will be acceptable to the staff, and intersubjectivity will be shaped in the organization.
9. All personnel and staffs of the organization must have sufficient knowledge of the organization's goals and missions.
10. The organizational aims should be designed, and implemented, strategically, dynamically and in line with the organization's human resources.
11. The organizational goals have to be consistent with the organization's environment as well as the general interests and policies of the community.
12. The organization must establish a deep connection between the organization and the personnel's family.
13. The organization must implement and preserve incentive planes (welfare and health) related to the retirees of the organization.
14. Technical and specialized committees must be used in the organization to implement, control, monitor, maintain and progress the process of cohesion in the organization.
15. The specialized social cohesion committees in the organization should have the full support of the senior management of the organization.
16. Political appointments and party related processes in the organization should be minimized.
17. The perspectives of the expert layer in the organization should be considered.
18. Attract and identify and promote managers
19. Implementing the knowledge management system also improving the knowledge, skills, and capabilities of managers and employees of the organization
20. Strengthening the culture of commitment and attachment to the organization
21. Development of the culture of intimacy in the organization and creating an atmosphere of intimacy in different layers of the organization.
22. Order in the organization
23. Implementing the justice-centered perspective in the organization
24. Implementing and developing a supportive culture in the organization include supportive packages of senior managers and staff of the organization.
25. Implementing and strengthening the ethical issues of the organization
26. Implementing an effective management system and performance evaluation in the organization.
27. Generating a workspace proportionate with the dignity of the personnel of the organization.
28. Generating a friendly atmosphere based on mutual respect for colleagues.
29. Clarification in the organization and, in fact, having a transparent organization with the following points:



- Transparent occupational procedures in the organization - financial transparency in the organization, including cash and non-cash payments.
  - The transparency of communications between different departments of the organization, especially the expert layer with the management layers in the organization.
  - The transparency and free access to information in the organization - The transparency and free access and using the organization welfare.
  - Clarification of the activities and performance of the organization.
30. Smoothing affairs and facilitating communication in the organization.
31. Employee motivation for social interactions in the organization.
32. Employee motivation by using and implementing sports programs in the organization.
33. Motivation by means of the implementation of the system of promotion and meritocracy in the organization.
34. Motivation through financial incentives such as rewarding good performance in the organization.
35. Paying attention to the welfare and material needs of employees.
36. Benefiting from the interests of the organization's growth.
37. Distributing facilities in different layers of the organization.
38. Paying attention to the safety and health of the body and soul of the staff in the organization.
39. Implementing and using the system of appreciation of employees in the organization.
40. Generating job incentives in the organization, including occupational enrichment, job tasks description, enrichment and jobs development, paying attention to the growth of the organization's employees, appropriate division of labor, job and employee proportionality, and the job design based on the individual's ability, and finally, the creation of job security for the employees of the organization.
41. Motivation by means of the system of encouragement and punishment in the organization.
42. Organizational adjustment mechanisms are designed to make the structure of the organization dynamic and flexible and it must be fully compatible with the organization's strategic and macro-level goals.
43. The possibility of training and implementing organizational social cohesion based on the present research model must be provided to managers of governmental organizations and organizations.

Based on the current research model, the government agencies and organizations are evaluated on an annual basis and encouraged based on the results they receive.

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