

Providing Organizational Leadership Model in Response to Issues and Crises of Iran Social Security Organization

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Abstract

The purpose of this article is to analyze management policies in response to the issues and crises of the Social Security Organization and what is the appropriate model of organizational leadership for strategic crisis management to the issues of the Social Security Organization and what are its features and requirements? The conceptual framework of this research is a combination of crisis field models such as; Mitroff model, Richardson and Pauchant model which are process-oriented and outline the three stages of before, during and after the crisis, that resulted in presentation of conceptual model of the research. In order to achieve the organizational leadership model, eleven professors, experts and experienced people in the field of the Social Security Organization were interviewed with in-depth semi-structured way, using targeted sampling method and due to theoretical saturation. Then the resulting data were interpreted through coding.

Research findings show that organization play three main service functions for crisis management in the Social Security Organization. The first function, which is detected in this study, is providing mediating factors of predicting and resolving the crisis. Mediating factors formulated through categories like; review on country's insurance laws, performing parametric corrections and developing protection laws. The second dimension of the organizational leadership model is using of quadruple strategy of education, promotion of insurance culture to citizens, emphasis on research and futures studies, land planning, codified planning and convergence of economic

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partners, government, parliament and organization. Finally, the third fundamental dimension of the organizational leadership model occurs in management stability, financial stability and increasing social trust. In other words, it is from the perspective of providing the model of these functions that, in the interaction of the Social Security Organization and government institutions, the independence of the organization and crisis management will be established.

Keywords: Crisis Management, Fundamental Conceptualization Theory, Organizational Leadership, Social Security Organization.

1. Introduction

Management knowledge defines crisis as the last stage in the life of a declining organization, when its death is imminent (Witzel and Johnson, 1989) and according to some researchers in this field, such as Greiner, Lippert, and Schmidt (Greiner, 1972, and Schmidt, 1967) crises are periods that leave their mark on changes in the life cycle of organizations (Hosseini, 2008).

A general crisis is a situation that develops rapidly and requires an appropriate response from an individual or organization to reduce its consequences (Firestone, 2020). Crisis management is a comprehensive process involving prevention, planning, response, improvement and learning (Steen & Morsut, 2020).

Although crises have multifaceted importance and can be analyzed at different levels, but all of them are related to the welfare and health of individuals in society and it can be said that each crisis creates the important issue of threat to welfare and health. This important factor relates to the tasks and missions of the Social Security Organization, and in acute conditions, ensures the health of urban life.

Welfare and social security system is considered as one of the most basic prerequisites for economic, social and cultural development of countries and therefore is considered as the most important lever for establishing social justice in civil societies. It is always a category in human rights, national sovereignty and have played a major role in peace, Stability and social security, so that the sustainable development of any country in the long run is directly

correlated with the quantity and quality of the welfare and social security system of that country (Rabiee & Heydari, 1396).

According to the latest statistics of management of statistics, studies and calculations of the Social Security Organization until the end of March 2017, 44 million 702 thousand 572 people in the country are covered by social security and have benefited from the services of this organization.

Due to the large population of people covered by the Social Security Organization (more than half of the total population) and the diversity of activities of the organization (areas of insurance, treatment and investment), the occurrence of any crisis or unexpected event can have many negative effects and consequences for the organization (Zameni & Dadkhah Haghghi, 2005).

What is important and worthy of attention in all types of crises is the issue of their management. Many scientists have paid attention to its control and management and have proposed different methods for dealing with different types of crises (Rezvani, 2006). All organizations adopt strategies to deal with them in times of crisis. But it is essential that these strategies be formulated before the crisis. These strategies include crisis foresight, identifying crisis-maker categories, crisis prevention planning, identifying the nature of the crisis, crisis resolution operations and new actions in the organization or social environment (Ash & Ross, 2004).

In general, critical conditions due to external variables (sanctions, war, catastrophic events, economic, health and medicine blockade etc.) and internal variables (monetary base adjustment, devaluation of the national currency, stagnation in production and investment, inflation, unemployment, water and electricity shortages, environmental issues, political, ethnic ,union strikes and protests, social and economic unrest and insecurity, social and cultural issues and harms, lack of social wealth and public trust, etc.) are more or less effective on all organizations, and Social organizations and Insurance funds are no exception to this rule. But the important point is that the effects of such crises and challenges on organizations and social insurance funds are twofold and increasing. In addition, in other organizations (governance and public organizations that are responsible for security, order, health and supply of other public goods) there is possibility of choosing to stop activities and services or

change the quantity and quality of services until the situation improves. However, in the case of social insurance organizations and funds, these choices are not possible for those in charge, and their importance of function and performance may have increased in times of crisis.

This is especially true for organizations and social insurance funds, such as the Social Security Organization, which manage income-expenditure, because these crises upset both the regulation of their inputs and outputs and the balance of resources and expenditures, and the effects of these imbalances on each other and finally its financial stability is progressive.

The speed and acceleration of changes cause the dimensions and scope of crises in the Social Security Organization to differ significantly, even in similar areas. But these significant changes and growth have provided new possibilities for the future image and prediction of conditions that cannot be reconstructed in any laboratory. Therefore, what is most considered in the first step in this research is examining the past and recent crises related to the Social Security Organization by experts and is calculated from the perspective of brokers and managers of the Social Security Organization in a certain period of time. Hopefully, after recognizing the current situation in the second step, a model of organizational leadership was reached by which the occurrence of a social crisis related to the Social Security Organization can be predicted, in order to design the necessary management policies before the crisis to prevent it from occurring or reduced its intensity as much as possible. To this purpose, in the process of organizing it, experts and elites in the field of management of the Social Security Organization will be interviewed. We hope that the data of this study will be used and effective to describe the function of the media and to draw the policy and perspective of their activities on drawing and preventing crises related to the Social Security Organization; and the results helped us to achieve a consistent management policy related to the crises of the Social Security Organization.

2.Review of Literature

Aghajani, & et al. (2021) in a study entitled Data analysis Based on the social security challenges of foreign nationals referring to the General Directorate of Social Security West of Greater Tehran concluded that: Paying attention to the evaluation / performance of relevant organizations in order to eliminate discrimination against citizens and providing knowledge packages can solve some of their challenges.

Obrenovic, & et al. (2020) In a study entitled "Operational Sustainability and Company Utilization in Covid's Disease Method 19: A Model of Organizational Sustainability and Effectiveness. They present an innovative model for the Covid 19 crisis and post-crisis.

Carnevale & Hatak (2020) in a study entitled Social Security Employee Adjustment and Welfare in Quid 19: Implications for human resource management Given the unknown consequences of Covid 19 at present, the concepts of employee adjustment and well-being in the Social Security Administration have been discussed.

Mansouri Moayed (2019) in a study entitled Introducing a model for managing organizational crises with a strategic approach, Explaining the need to determine the level of importance of crises according to the key factors of success; Systematic stages of crisis management with a strategic approach were described and presented in the form of a model.

Grishchenko (2019). In a study entitled Retirement after retirement reform Comparative analysis of Belarus, Kazakhstan and Russia. Emphasize parametric reforms in the direction of insurance funds.

The International Social Security Institute in 2016 in a study entitled "Media policies in the Social Security Organization" has addressed the media policies in this organization. 3. The International Social Security Institute in 2016 in a study entitled "Media policies in the Social Security Organization" has addressed the media policies in this organization. The results show that according to the International Social Security Association (ISA), social security institutions should take an active stance when providing information on people's options and rights in better risk management of their lives, and above

all, these institutions should be able to gain people's "Trust". The ISA guidelines framework in this regard includes 5 sections and 26 "guidelines".

Roshandel Arbatani & Heidari (2015): Designing the Media Policy Model for Iran Social Security Organization. In this study, using interviews with experts (who have done scientific or practical work in the field of media and communication and media departments of the Social Security Organization for at least 10 years) and reviewing the theoretical literature, the media policy model of the Social Security Organization of Iran is presented. Then, using step-wise nonlinear modeling and using Lingo software, effective criteria on the subject are ranked and analyzed. The research model includes inputs, processing, results and outcomes, organizational image and environmental factors.

In this study, by combining the models, the Mitroff model is emphasized and the conceptual model of the research is presented with the Richardson and Pauchant models, which is process-oriented and outlines the three stages before, during and after the crisis.

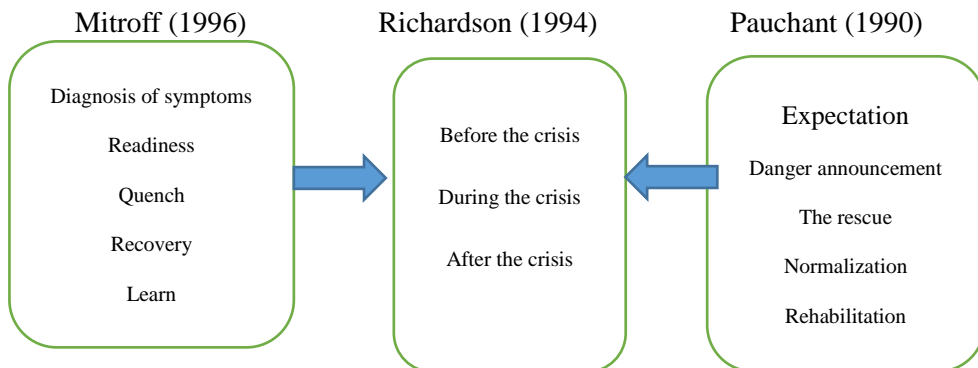


Figure 1. Basic conceptual model of research

3. Methodology

When all the concepts related to a phenomenon have not yet been identified, or at least not in the specific study area, or if they have been identified, the relationships between these concepts are not yet well understood, we use the qualitative research method to better understand these phenomena (Hooman, 1389). According to Popeye and William, qualitative research at the exploratory foundation is used in cases where there is some concern about

understanding how phenomena occur and how they relate to each other, not measuring the relationship between variables (Danaeifard & Mozaffari, 2008). Based on this, grounded theory (data based) strategy was used to design the framework in this research (Strauss and Corbin, 2006). Creswell defines this strategy, developed by two sociologists named Barney Glaser (Columbia University) and Anselm Strass (University of Chicago): "Developing a theory based on data from the study area (Hooman, 2010) ". The main purpose of this method is to determine a phenomenon by identifying its key elements (concepts, categories and theorems) and then classifying the relationships of these elements within the context and process of the phenomenon. The production and creation of concepts, categories and theorems is also a cyclical-repetitive process (Danaei Fard et al., 2004) which is based on testable experiences (Marshall and Rasman, 2002) and it is a direct relationship that the researcher establishes with the research environment (Sayer, 2009). In other words, social sciences deal with meaningful and conceptualizing factors that also theorize about what they do (Darwin et al., 2009).

The method of data collection in this study was in-depth semi-standard or semi-structured interviews with experts. Participants in this study were selected from experts, specialists and pundits of the Social Security Organization; In order to perform sampling in this study, theoretical sampling was used. Sampling has continued to the point that with the continuation of sampling, no new ideas have emerged and the research has reached to the level of theoretical saturation and adequacy. It should be noted that from the ninth sample, the theoretical saturation was formed to some extent, and although almost no new ideas emerged from the ninth sample onwards, the research process continued until the eleventh one.

4. Findings

Due to the nature of used method, the interpretation of data in this study has been done through sentence coding and paragraphs from the interviews. Coding represents an operation in which data is broken down, conceptualized, and then reconnected in new ways. In the continuation of this section, we will review the results in details.

A. Open coding

Open coding is the process of shredding, comparing, conceptualizing, and categorizing the data. This process starts from concepts and eventually leads to the discovery of categories (Strauss & Corbin, 2006). Concepts are separate mental labels that the researcher attributes to events, happenings, and phenomena. These labels that are formed through the process of abstraction are like empty baskets that are filled with the experience and meanings of the researcher (Hatch, 2006). Category is basically a concept that is more abstract than other concepts. In other words, when concepts are classified, categories are formed. That is, when concepts are compared and seem to be related to similar phenomena, categories are discovered.

In the initial coding of this research, more than hundreds of concept labels were obtained from the coding of 11 interviews, which are avoided due to their detailed nature. Table 2 shows some of the conceptualization process of an interview as an example.

Table 1. Concepts derived from interview analysis with case A.

Row	Items	concepts
PA1	We need laws at the constitutional and the parliamentary level so that we can have stable laws for this organization.	Law protection
PA2	We need laws. One of the most important things the organization needs are laws that prevent governments from interfering in the organization's resources.	Law protection No government interference
PA3	We need strict rules in the field of early retirement and retirement in hard and harmful jobs.	Review of the law
PA4	The main cost of the organization is in the discussion of treatment and the second part is retirement.	The cost of treatment retirees expenses
PA5	One of the demands of the organization from the legislative authorities is the issue of stability of laws, which means that we must pursue that the laws are not diverse and do not change successively.	Stability of the law
PA6	One of the demands of the organization can be the issue of accumulated debt of governments (subsidized insurance) that must be settled to the organization.	Demand of the organization (accumulated debt of governments)
PA7	Another issue that can be one of the demands of the organization is the issue of hiring organizational managers, that is, the issue of managerial stability or the use of managers in the organization for a long time.	Organization demand (managerial stability)
PA8	Unfortunately, in the distant past, for example, in a four-year government, we changed five Managing Directors. An organization of this size, with this scope, with this liquidity must have managerial stability.	Managerial stability
PA9	One of the issues that the organization can demand from the Islamic Consultative Assembly is the support and	Legal protection

	accompaniment of the esteemed representatives. If we have the support of the parliament behind the organization, it can be one of the effective steps in the development of the organization.	
PA10	After the laws they brought, they raised the issue of appointments for managers who can come from outside the organization. After discussing the subdivision of the Ministry of Labor, Cooperation and Social Welfare, some discussion of appointments is necessary. After discussing the subdivision of the Ministry of Labor, Cooperation and Social Welfare, some discussion of appointments is necessary. Appointments are an inherent right of the organization to be able to make appointments from the body of this organization. Non-interference of the Ministry of Labor, Cooperation and Social Welfare in the management of the Social Security Investment Company (Shasta) and its subsidiaries.	The dilemma of appointments from outside the organization
PA11	One of the demands we must have is not to turn the organization into a political tool.	Crisis of politicization in the organization
PA12	One of the demands we have is the issue of financial independence of the organization. Also, the investment company of the Social Security Organization (Shasta) should be accountable to the Social Security Organization for its financial performance, which it is not.	Demand for financial independence of the organization
PA13	Unfortunately, another factor that the organization is in trouble and can be the organization's demands from governments is the discussion of economic problems.	Demands from the government
PA14	We have a close relationship with society, now we have a two-way relationship with this society. We provide services to this community and get resources from this community. What is at stake here? The issue of public trust arises. What happens to the community as a platform for paying the organization's revenue sources when it has public trust in the organization? It welcomes our types of insurance, participates in the insurance debate.	Social trust in the organization
PA15	Unfortunately, in the past years, how many of our insurance funds went bankrupt; economic problems, embezzlement and corruption was raised in the media? This attitude weakens social security.	Coefficient of coverage Decrease
PA16	Our managers must raise the issue of public trust so that we can have a closer relationship with the community, which has its own indicators.	Organizational leadership Increase trust
PA17	With transparency, with the appointments based on merit, with up-to-date services, with the discussion of honoring the client, with the discussion of up-to-date medical services, with the discussion of the same transparency in the organization's treatment, transparency in the organization's appointments as I said, the organization can again bring public trust.	Organizational leadership Transparency Increase trust
PA18	Our organization must lead to the people and build trust, as a result of building trust, people will lead to the organization.	Building trust
PA19	One of the biggest crises that the organization can have ahead and had in the past is the issue of insurance poverty.	crisis of the insurance culture poverty
PA20	We had a lack of insurance culture in the country in the past years, which means that it has led the organization in this direction, which is also due to the shortcomings of our	Lack of training and advertising in the organization

	educational system and the discussion of education in the organization.	
PA21	One of the crises that is more important and stronger than the financial, economic and political crisis and has been more intense is the issue of insurance culture poverty.	crisis of the insurance culture poverty
PA22	Our Ministry of Education should have a memorandum with our Ministry of Cooperatives and Social Welfare to promote insurance culture at some points in our educational levels, whether in university or for students, which means we accept that everyone needs insurance.	Promote the culture of insurance
PA23	The issue is employers' neglect of insurance. That is, they think if they bypass Social Security and do not pay those sums, they can make more profit for themselves. Unfortunately, it is the opposite and shows that every time an employer bypasses Social Security, he or she has a lot of problems.	the insurance culture poverty
PA24	Structure is like the framework of any organization. It has three pillars, it has complexity, formality and focus. We are also a complex organization in terms of focus. We have a high degree of centralism. Many of our files are still being investigated at the head of the organization.	Crisis of wide and long office structure
PA25	The organization must gain the trust of the people with the transparency and tools it can. Because if we have public confidence behind us, we can easily overcome crises.	Crisis of declining public confidence
PA26	As I said, one of the crises of the organization is the short period of management. We have to have stable managers, pass the managers through different filters when choosing, but he or she needs to have a plan for 5 or 10 years. All over the world, any organization with such a wide and long structure cannot reach its destination with a year of management.	Short-term management crisis
	Political appointments, government interference in the appointments of top managers of organizations.	Political appointments
PA27	What is a strategy for the organization to always be able to overcome crises? It is the well-written codified plan that will be produced by the thoughts of the top managers of the organization. When can we have good planning? When we have good top managers. Who are the great and good managers? Good top managers are those who specialize in planning.	Codified and strategic planning strategy Expert managers
PA28	We must take the organization to the same principle, the cultural principle of insurance. We must start from the beginning to teach people to respect the Social Security Organization. Because it is an insurance institution that wants to help these people in the day lest. So one of the factors that can get the organization out of crises, in the long run, not in the medium or short term, is the issue of education.	Insurance Culture Training Strategy
PA29	The media can make it clear in society that everyone needs insurance, not our Social Security. We are the insurance company when everyone needs insurance. We will take our share according to the services we provide in a competitive environment. In other words, one of the means of overcoming the crisis is the media.	media highlighting and advertising strategy for Insurance culture
PA30	The top managers of the organization must be from the body of the organization; from the suffering people of the organization, aware of the issues and problems of the organization.	Strategy for appointing managers

PA31	Every organization needs a section called research. Research centers that provide a channel to universities, parliamentary research center, government research center, universities and scientific journals. What will happen? As alarm bells in the ears of managers, they sound these crises. They are constantly blinking. This means that when we have strong research centers that can communicate with the university and other research centers, we can predict leading crises much faster than other organizations.	Strategy of Active Research Center
PA32	Pre-crisis, crisis and post-crisis management is a requirement for trained managers in the field of management.	Manager Training
PA33	When do social partners come to us? 1: When we have transparency. 2: When we have meritocracy. 3: When we build trust.	Transparency Meritocracy Building trust

As can be seen, while conducting this research, the researcher has achieved several conceptual labels. The important point here is that these concepts must be fundamental. It means that similar phenomena must be classified together; otherwise we get caught up in a lot of concepts that we do not know what to do with. Once we have identified specific phenomena in the data, then we can group the concepts around them. This reduces the number of units we have to work with. The process of classifying concepts that seem to be related to similar phenomena is called categorization. Then we give a conceptual name to the category that includes the phenomenon. But it should be noted that this name should be more abstract than the names of the concepts that make up the category. Because, as Batson expresses, knowledge can do nothing without words naming abstract objects (Sandlands & Darzain, 1986: 457). In this research, in addition to identifying the concepts and categories, the dimensions and characteristics of the categories are extracted as much as possible through the researcher's inference from the text of the interviews.

Table 2. Categories resulting from the open coding step

Row	Categories
1	The demand of the organization from the government and the accumulated debt of the government to the organization
2	Employers' insurance evasion
3	interference of politicians and extra-organizational appointments in the management of the organization
4	Decreased social trust in the Organization
5	Training and advertising of the organization
6	Crisis futures research
7	Review of the law
8	performance management

B) Axial coding

Axial coding is a series of procedures that, after open coding with linking information to each other, in new ways, information is related to each other. This is done using a paradigm (Pattern model or role model or exemplar) that includes causal conditions, idea-centered factor, mediating conditions (involved), mutual interaction strategies and consequences (Strauss and Corbin, 2006). According to Strauss and Corbin, if this model is not used, the basic theory will be without necessary precision and complexity (Strauss and Corbin, 2006).

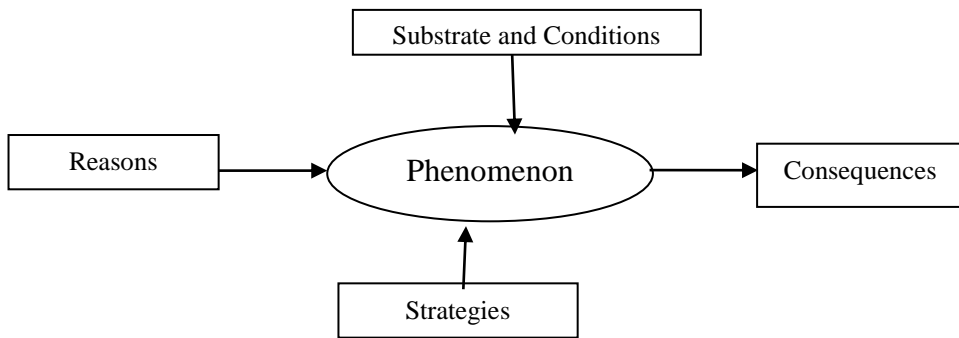


Figure 2. The main elements of a paradigm in axial coding (Flick, 2009: 334)

Before drawing the final pattern obtained from these five categories, a brief explanation of these categories seems necessary.

The first main category - the causal conditions for the formation of crises in the Social Security Organization: This category is the root and stimulus of the second main category, which is the creation of crises in the Social Security Organization. As shown in Table (4), the cause of the crisis and the challenges of the Social Security Organization are rooted in the extra-organizational and governmental causes. Because the extra-organizational factor is more effective than the organizational one.

This stage of the research is dedicated to combine the categories obtained from the open coding stage in the form of these five components. The five main categories obtained from combining the nine sub-categories of the previous step (open coding) are as the table and figure below:

Table 3. Main and sub-categories of research

Row	Main Category	Subcategory
1	Causal conditions of the formation of crises of the Social Security Organization	<ul style="list-style-type: none"> - Political interference and political appointments - Instability in management and lack of independence of the organization - Political and sanctions conditions and the unorganized economic situation of the society
2	Phenomenalism of the formation of crises of the Social Security Organization	<ul style="list-style-type: none"> - Accumulated government debt - Insurance escape of employers - Reducing the insurance coverage coefficient and disturbing the financial balance
3	Mediating conditions for dealing with crises of the Social Security Organization	<ul style="list-style-type: none"> - Review of insurance laws - Performing parametric reforms - Development of protection laws
4	crisis resolution strategies of the Social Security Organization	<ul style="list-style-type: none"> - Education, advertising and promotion of insurance culture - Research and futures studies - Landscaping and codified planning - Convergence of institutions
5	Consequences of resolving the crises of the Social Security Organization	<ul style="list-style-type: none"> - Organizational leadership and management stability - financial independence - Increasing social trust

The second main category - Phenomenalism of the formation of crises of the Social Security Organization: Phenomenalism that this research has been done to study, is the design of the most important demands and crises of the Social Security Organization and achieving stability. All the other four categories find meaning in this category and focus on controlling and managing it. The most basic function of organizational leadership should also serve this phenomenon.

The third main category - mediating conditions for dealing with crises of the Social Security Organization: The three categories of reviewing insurance laws, performing parametric reforms and development of protection laws are facilitators whose existence leads to turning the threat of crises and problems of the Social Security Organization into actualizing crisis resolution and anticipation. One of the functions of these mediating factors is to provide conditions for sustainable development and management of future crises.

The fourth main category - crisis resolution strategies of the Social Security Organization: This category is dedicated to the strategies created to control, manage and deal with phenomenalism of the formation of crises of the Social Security Organization. The results of this study show that to solve the crises of the Social Security Organization, four strategies of education, advertising and

promotion of insurance culture, research and futures studies, Landscaping, codified planning and convergence of institutions can be used.

The fifth main category - the consequences of resolving the crises of the Social Security Organization: If the government fulfill its functions to provide mediating conditions and a phenomenon to solve the crises of the Social Security Organization and the Social Security Organization applies the appropriate strategy according to the readiness of the conditions, It can be hoped that all these functions that have been done to control and manage the phenomenalism , will lead to the final result of actualizing financial and managerial independence and increasing social trust.

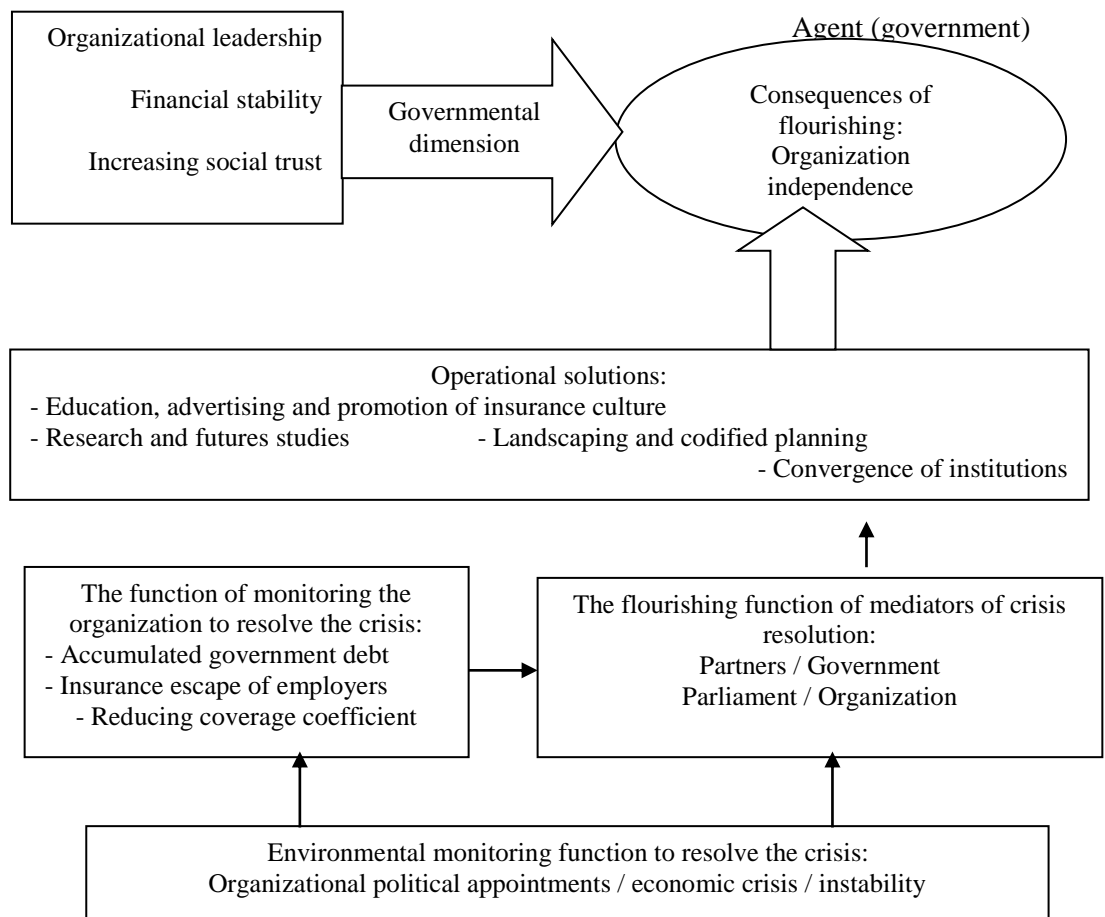


Figure 3. Organizational leadership model of crisis management of the Social Security Organization of Iran

According to the explanations about these five main categories and their sub-categories named nine categories, in this stage of the research, we will draw the final model of organizational leadership of crisis management of the Social Security Organization of Iran based on the said paradigm.

5. Conclusion

In the first step, after referring to the research backgrounds and the conceptual model of the research that led to the presentation of a prototype; In the second step, an attempt is made to extract key elements such as concepts, categories, and theorems to design a desired pattern through semi-standard or semi-structured in-depth interviews with experts and experienced persons in the field of management of the Social Security Organization and crisis , and also coding the data obtained from them.

The findings of the current study are consistent with the research of Naimai and Shakoori (2016), and the International Social Security Institute (2016). At present, the Social Security Organization of Iran is facing two major categories of crises: Intra-organizational and extra-organizational ones, which the respondents agree on. Certainly, the most important factor that can play a key role in maintaining the stability of the Social Security Organization is the lack of extra-organizational interference within such a non-governmental organization in the form of political appointments, government interventions and also the unfavorable conditions of today's Iranian society due to International sanctions. On the other hand, and under the influence of this viewpoint, the organization has experienced economic instability within itself, and accumulated claims by the government and employers and consequently, the unfavorable economic conditions of the society have reduced the insurance coverage coefficient.

Now that we accept that there is such an internal and external crisis in the Social Security Organization, we must turn to the main issue, crisis management. What leads to realization of sustainable development in the Social Security Organization and management before, during and after the crisis is education, advertising and promotion of insurance culture, research and futures research, landscaping and codified planning and integration of

institutions, prosperity and promotion of organizational leadership capabilities which is based on the model in the Social Security Organization and should be done in the brokerage section of the presented model in a balanced way in all different dimensions, aspects and capabilities. Achieving sustainable crisis management requires providing the background, the existence of causal conditions, existence of facilitating components and the application of appropriate strategies. The function of leadership is precisely in this area. Providing the growth and development of the broker is not enough and does not achieve crisis resolution and prediction, because although the removal of obstacles is useful and necessary, but if there are no other facilitators, the crisis will not actually occur. Therefore, independence in management and financial stability plays another important function, and that is to provide mediating factors. In the designed model, three sub-categories have been identified for this main category, which are: Review of insurance laws, making parametric reforms and formulating protection laws. Finally, what is achieved from the blessed link between structure and organization is the emphasis on the independence of the organization, and only with this method, the uneven and critical road is paved and the ideal principles of organizational leadership are implemented in the model.

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