



Designing an Implementation Model for Improving and Reconstructing the Social Security Organization

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Abstract

Statistical facts show that the largest insurance organization in the country, the Social Security Organization, will face a deficit in the payment of its pensions in the near future. This prediction indicates that the financial instability of the Social Security Pension Fund could turn into a deep crisis in the future if no plan is articulated for reforming its structure. The purpose of this qualitative research is to design a model for implementing the strategy for improving and reconstructing the social security organization through a data-basis method. For this purpose, while conducting open interviews with 9 experts of the Social Security Organization, 4 university professors in the field of management, we collected a collection of basic themes (623 themes) during the open coding process and extracted some categories (18 categories) from them. We determined the components of axial coding paradigm. They include causal conditions (review of decision-making process, human factors and management of resources and costs), background (organizational knowledge and collective intellect, organizational financial situation and conflicting laws), central category (modified parametric corrections), intervention conditions (decisions of extra-organizational authorities, legal violations, managerial and organizational factors), strategies (improving the quality of services, cooperation, collaboration and development of infrastructure) and the consequences of implementing improvement and reconstruction strategies (creating transparency, trust and audience satisfaction, access to Organizational services and organizational sustainability and competitiveness). Findings showed that parametric reforms have the greatest impact on the implementation of the strategy of improvement and reconstruction of the Social Security Organization. They will improve the financial crisis of the Social Security Organization and provide the necessary conditions to resolve this crisis.

Keywords: strategy, improvement and reconstruction, improvement and reconstruction strategy, social security organization

Introduction

The Social Security Organization, as an intergenerational public non-governmental organization with a socio-economic identity

in the public sphere, is the most comprehensive and central provider of social security legal protections based on the principles of social insurance. It relies

Independently on the principle of tripartism of worker, employer and government. By generalizing and expanding various social and medical insurances within the framework of legal requirements and based on insurance calculations, it plays a key role in supporting the labor force in the process of sustainable development, based on the Iranian Islamic model of developing and deepening socio-economic security (Fakhri, 2020).

Currently, nearly 42 million people in the country are covered by insurance, medical services, and social security, among which retirees and pensioners of this organization have the most problems. Notwithstanding, the 180,000 billion claims of the Social Security Organization from the government, which is constantly increasing, and the debts of this organization to the Ministry of Health and the contracted centers, which have been Organization, because the presence of these people can be effective in making decisions in favor of the insured. Social Security covers 3,200,000 main insured persons, of which 6,200 billion Tomans are paid in pensions. 350 billion Tomans are spent monthly to pay unemployment insurance. In some cases due to shortages to provide these expenses, it is forced to take high-interest loans from operating banks. In the long run and with the increase in loans, this will lead to the transfer of the property mortgaged to the bank and the property of the insured to be looted over time (Fakhri, 2020).

In the Social Security Organization, until 2004, the income was positive in relation to the expenses, as predicted. Since 2005, the reduction of social security resources starts. It was negative by 3%; in 2006, it was 6%, 9% in 2007, 12% in 2008, 13% in 2009, 8%

extended for a long time, etc., have make the conditions of this organization critical. Perhaps one of the problems of these years of social security is the implementation of the health transformation plan, which has caused the costs of the medical department of this organization to increase at once. This has caused complaints and protests of social security managers against the Ministry of Health. On the other hand, the equal weight of resources and expenses is another problem on which have repeatedly emphasized the managers of the organization (Jan Mohammadi, 2021).

Another issue that social security and welfare experts criticize is the absence of social partners (representatives of the working class and employers) in the composition of the board of trustees of the Social Security

in 2010, 5% in 2011 and 8% in 2012. Since 2013, with the beginning of sanctions, the organization has suddenly faced a negative revenue rate, so that this year it was 19%, 23% in 2014, 24% in 2015, 23% in 2016, and 29% in 2017. In this year, we are facing 37% negative growth. Experts predict that this year it will face a large imbalance of resources and expenditures and a liquidity gap (Golab & Bazazan, 2020).

The imposition of some laws by the parliament from 2010 onwards has caused one and a half million people to be added to the population covered by social security. Such services that should be spent on the insured covered by the organization, who pay their premiums every month, should be divided among more people and this definitely reduces the quality and quantity of service. Laws such as insurance for drivers,



mosque attendants, freed captives, carpet weavers, construction workers, military insurance premiums, the law supporting the modernization and reconstruction of industries, the grace years of the early retirement law, etc. are among the laws imposed by the parliament on the Social Security Organization. Non-payment of government premiums in these laws, in addition to the accumulation of government debt, has also caused problems for the organization. Social security experts believe that in the current situation, the organization is not in a good condition and is suffering from old age. Therefore, there is a need to make a series of revisions in the insurance laws. Of course, the parliament has a plan to review some laws on the agenda but it has not yet been finalized. The organization is facing many problems and if the solutions to get out of this crisis are not examined and applied, then a salvation for social security is not visible on the horizon for a few more years (Noorollahi, 2020).

In today's business world, change is a constant necessity. In today's competitive environment, continuous organizational change is the only way to grow and develop, and organizations must maintain their readiness for continuous change and show high flexibility. Organizational transformation is a concept formed based on this necessity and is associated with flexibility, continuous improvement, challenge and continuous changes in the organization (Boroumand0, 2013).

The organization improvement is a long-term effort supported by the top management of the organization to improve and solve organizational problems and reorganization

processes, especially through a type of effective management based on group culture and with the cooperation of a facilitator and the application of theory and knowledge of functional behavioral science technology and practical research. We study the features of the organization improvement model, preliminary diagnosis, data collection from the research group, data feedback to the research group, data discovery by the research group, planning by the research group and action by the members of the research group (Jabolghah et al., 2020).

The government should reform and revive the Social Security Organization by amending the statutes, generating social capital, restructuring, management problems, repairing the organizational image, depoliticizing, interacting with social partners, and so on. Therefore, this research seeks to design a model for implementing the strategy for improving and reconstructing the social security organization in accordance with the requirements of the country (Bayat & Kamrani, 2014).

Methodology

The research strategy used in this research is "data-based theorizing". The data-based theorizing is generally an approach to systematically examining qualitative data (such as conducted interviews and observation protocols) with the aim of generating a theory. The research strategy of data-based theorizing is a systematic and qualitative way to create a theory that explains extensively the process, action, or interaction of a subject with a specific identity. Since designing a model for the strategy of improving and restructuring the

social security organization in the context of creating a new theory was desirable for this research, so we selected a consistent systematic strategy of data based theory. According to this plan, for analyzing the collected qualitative data, it is necessary to go through three stages of "open, axial and selective coding" to finally provide a logical paradigm and an objective picture of the created theory. Since the main foundations of theorizing are concepts, it is necessary to establish a mechanism in data based theory to identify concepts and expand them according to their characteristics and dimensions. This mechanism is performed in open coding, so that from among the raw data, the researcher extracts introductory categories about the phenomenon under study to obtain similarities and differences through interviewing and asking about the data, comparing cases, events and other modes of phenomena. In the next stage (axial coding), the researcher puts one of the categories at the center of the process under study and exploration (the main phenomenon) and then relates the other categories to it. These categories include causal conditions (causes of the main phenomenon), strategies (interactions or behaviors performed to control, manage, deal with, and respond to the main phenomenon), background or context (underlying conditions, specific contextual conditions effective in Strategies), intervening conditions (general bedrock conditions effective in strategies) and consequences (results of implementing strategies).

In this research, we selected 9 experts from the Social Security Organization, 4 university professors in the field of management as

research experts. In order to perform sampling, we used theoretical sampling. Theoretical sampling is a type of purposeful sampling that helps the researcher in creating or discovering a theory or concepts whose theoretical connection with the evolving theory has been proven. The data collection tool at this stage of the research was face-to-face and in-depth interviews, conducted between 25 and 40 minutes with open-ended questions. Sometimes we repeated the interviews in order to share preliminary findings, supplement and correct data. We asked participants about the phenomenon under study, how its realization and its outcomes. Theoretical sampling continued until the categories reached theoretical saturation. Theoretical saturation is a stage in which new data related to the category does not appear. While collecting the data, we also coded them. As mentioned at the beginning of the interviews, for the interviewees and experts, we briefly described the conceptual framework of improvement, reconstruction and its components and asked their views in this framework to achieve the goals of improvement and reconstruction. Therefore, we conducted all interviews in the conceptual space of improvement and reconstruction.

The procedure of coding and data collection based on qualitative data obtained from the analysis of interviews with the participants of the study, is oriented to the theoretical model extracted from the heart of this data in the framework of a systematic design of data based theory. In this regard, first we obtained the categories from the open coding process of expert interviews, and then designed the components of the central coding paradigm including causal conditions, main



phenomenon, strategy, context, intervening conditions and consequences separately and based on the categories of the subset and finally performed open sampling according to open coding. As researcher, we are not sure which concepts are theoretically appropriate. Therefore, regardless of the differences between individuals, we treated them openly and increased the number of interviews so that after daily interviews and their analysis, we gradually achieved the main list of questions and specific individuals of interview. In selective coding, discriminant sampling occurs. The purpose of this sampling is to maximize the opportunity to confirm the course of the story and the relationship between categories, as well as to fill in the gaps in weak and inadequate categories, which means a possible referral to former participants or new participants who have the necessary information.

From the analysis of qualitative data, we developed the axial coding paradigm and so determined the interrelation of the research categories including causal conditions, axial categories, context, intervening conditions, action and interaction strategies and outcomes. (Figure 1), shows the central paradigm (model of implementing the Social Security Organization improvement and reconstruction strategy). In the following, we developed selective coding, reviewed and described the components of the research model.

We identified the causal conditions based on the views of research participants, and the categories of review of decision-making process, human factors and resource and expenditure management as components of causal conditions of the phenomenon under

study in the framework of the concepts of improvement and reconstruction.

The researcher considers the main category (phenomenon) as derived from the views of research participants. It indicated the phenomenon of improvement and reconstruction in the Social Security Organization. "Modified parametric reform": it means to create the right mechanisms for the favorable reform of laws in order not to infringe on the other rights of policyholders and pensioners.

Judgment Proposition 1: Components of Decision Process Review, Human Factors, Resource and Expenditure Management are Causal conditions for designing the implementation model of improvement and reconstruction strategies of the Social Security Organization.

Parametric reform strategy means reducing the age or increasing the retirement age and changing the composition of the workforce as well as climate change and payment risk analysis, unavoidable obligations in abnormal conditions and within the organization and determining the mechanism of equitable distribution of wealth and pension over 30 years for each of the insured. Modifying the effective parameters in the formula for calculating the pension and disability pension, reviewing and amending the early retirement law in hard and unprofitable jobs and other jobs, unifying the premium payment rate, reviewing and correcting the conditions for receiving various obligations are some conditions for benefiting from maternity compensation and unemployment benefits. These are some of the strategies for improving and rebuilding the Social Security Organization. Parametric

reform will lead to a fair distribution of wealth and benefits among the insured and pensioners, and will improve the social welfare of the society and reduce many of the health and social problems of the insured. Thus, we formulate the second judgment as follows:

Judgment 2: Strategies for improving the quality of services, cooperation and infrastructure development are strategies for mechanisms for improvement and reconstruction of the Social Security Organization.

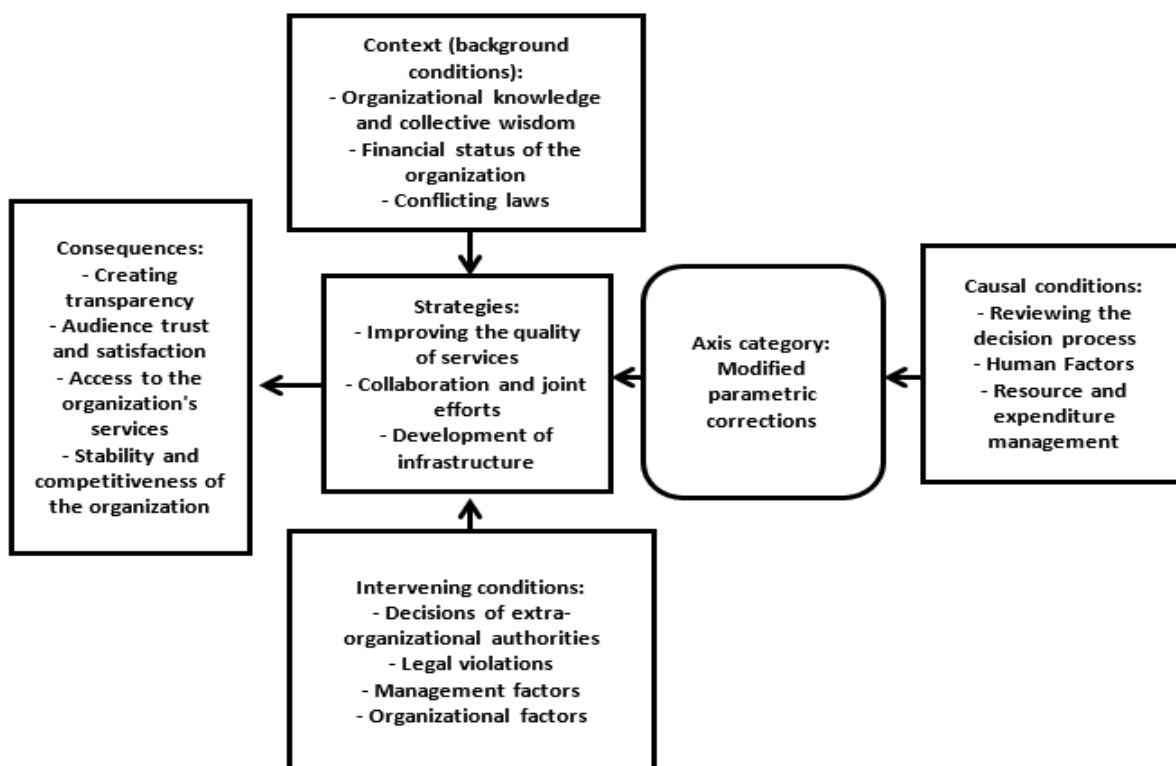


Figure 1. Axial coding paradigms, designing a model for implementing a strategy for improving and reconstructing a social security organization

Some features and requirements create a special context for the realization, improvement and reconstruction of the social security organization. Findings showed that the improvement and reconstruction of the Social Security Organization requires a series of components in order to be able to properly and easily implement and be a response to changes and meet the needs of policyholders. According to the interviewed experts, these components have the greatest impact on this strategy and are a suitable platform for

carrying out the improvement and reconstruction strategy. Thus, the third judgment is as follows:

Judgment 3: Collective knowledge, wisdom and reform of conflicting laws is a strategy for implementing strategies for improving and reconstructing the Social Security Organization.

Environmental factors play a role in the occurrence of any phenomenon and are interfering conditions. In this research, categories that are not under control and have



an impact on improvement and reconstruction, we divided them into the following groups: decisions of extra-organizational authorities, legal violations, managerial factors and organizational factors. Therefore, we propose the following judgment.

Judgment 4: Interfering conditions, decisions of extra-organizational authorities, legal violations, managerial factors and organizational factors create a general context for improvement and reconstruction. When we introduced improvement and reconstruction through parametric corrections, in response to change and the need for change, as a strategy of interaction and identified the barriers, the consequences were expressed in interviews as follows: Creating transparency and easy access to the rules of the organization, gaining the trust and satisfaction of the audience by providing more and better services, improving the level of reasonable satisfaction of the audience and employees, increasing the level of social trust, increasing the satisfaction of the organization, streamlining processes and simplifying access to the services of the organization, promotion and excellence of services that can be provided to the audience of the organization, facilitating the conditions and accelerating the processes of providing services to the audience of the organization, attention to education and prevention of bankruptcy of the organization. The organization becomes managerially agile. We formulate the final judgment as follows:
Judgment 5: Implementation of organizational improvement and reconstruction strategies causes transparency, trust and satisfaction of the

audience, access to organizational services and the stability and competitiveness of the organization.

Results

In the data based theorizing method, the answer to the research question is the same obtained pattern and its elements. In fact, research findings are its categories and components expressed in the form of a pattern. In order to achieve the goals and answer the research question, after implementing the qualitative research strategy of data based theorizing, we extracted the model for implementing the strategy of improvement and reconstruction of the Social Security Organization according to (Figure 1), with its components; we state them briefly. It is necessary to explain that a new theory has emerged in the data based method. Therefore, not all findings are comparable to the previous literature. They should be quantitatively evaluated in future researches.

Main category: In this research, the implementation of the strategy of improvement and reconstruction of the Social Security Organization was as the main phenomenon in the data center. As it is clear, by choosing the category "Implementation of the strategy for improvement and reconstruction of the Social Security Organization" as a central category and the parametric adjusted modifications as a sub-category, we can provided a logical and consistent explanation of the relationship between categories. This makes the theory stronger.

In the current situation, more than half a century has passed since the establishment of

the Social Security Organization. Like any social insurance fund that faces difficulties in terms of balance of expenses and incomes in middle age and old age, the balance of resources and expenditures of the organization over the recent years has been threatened, so that the above problem has become the main problem and challenge of the organization in recent years. It is obvious that the continuation of this process in the medium term will cause instability in the organization and thus disrupt the regulation of operations. Reduction of fund entries due to widespread unemployment, high volume of informal jobs, temporary job creation, drafting and approval of various laws and regulations in the field of excluding workshops from the scope of labor law and expansion of special and free economic zones are the main reasons for demographic imbalance in the insurance funds. The state's policies in the field of downsizing have reduced the support ratio in the state pension fund to less than one. Early retirement laws also increased the outflow of pension funds and, consequently, the costs associated with pension funds. The support ratio in the Social Security Organization has increased from 20 in 1978 to less than 6 in 2015.

In an article entitled financial forecasts for the Belarusian pension system, Zviniene and (Zviniene & Biletsky, 2011) estimate the stability of the current pension system in Belarus in the future. In this article, the researchers argue that the gradual increase in retirement age is gradually up to 63 years for women and then up to 65 years for women and men. Changing the way pensions are indexed and creating a two-layer system by adding formal individual accounts can also

keep Belarus' pension system stable in the long-term.

(Mehdipoor, 2019), has studied and compared the automatic adjustment mechanism in the social security pension system with two methods of balance measurement and capital overflow. The results of his research show that in both cases, reforms in the pension system are necessary, but if the future value of the capital overflow is calculated each year as part of the next year income, the rate of increase in retirement age and the rate of retirement to achieve automatic balance will be lower.

The Social Security Organization also tries to provide at least a balanced and dignified life for individuals. Improving the productivity of human resources will be of effect on the quality and development of the Social Security Organization and customer satisfaction in this organization (Behbahani, 2017).

Improving and upgrading the level of insurance services and the Social Security Organization is achievable through strengthening and developing the productivity of human resources in the Social Security Organization (Taban et al., 2016).

Causal conditions: passing from quits, delay in payment of debts to or from the organization, advertising use of the organization's interests in political expenditure (both in revenue and expenditure) of the groups at the micro to macro level, the beginning of the decreasing curve of the cost of the organization's income by increasing the common costs and imposing cost-creating laws and abusing the rules of the organization and approximate stability of the organization's resources,



resource crisis, significant reduction of support and disproportion of insured and pensioners, balance of fund reserves against its obligations to the insured show that the assets and reserves of this organization do not meet its obligations. The impossibility of responding to retirees and the insured will cause economic and social insecurity and are among the causal conditions that have had a great impact on improvement and reconstruction. In order to carry out any program, it is necessary to formulate appropriate policies and implement them. This is especially important in sections and programs of social security insurance. Many of the problems that an insurance organization faces are due to the deficit of certain laws, which in turn can be effective. Lack of legal tools to get premiums (claims from the state) is one of the biggest problems that currently exists in the Social Security Insurance Organization, but another group of problems concerns the poor implementation of current laws. On the other hand, many health problems in developing countries are rooted in financial problems in providing health services. Despite the various efforts of these countries, a comprehensive health coverage has not yet been achieved in these countries. Worldwide, 1.3 billion people still do not have access to surgery, medications and other essentials. Iran is also one of the developing countries that has had financial problems in carrying out various health projects, and now the important modified parametric reform plan may be able to solve these problems.

(Golab & Bazazan, 2020), have conducted a research on the parametric corrections and have found that: by applying parametric

corrections (increasing the retirement age and changing the method of indexation of benefits), we can delay the time of deficit in the Social Security Organization but cannot keep the system stable in the long run; it requires additional corrections. The advantage of this method of correction is that the replacement rate for the individual remains unchanged and the welfare of retirees unaffected.

Using life cycle patterns, (Feldstein, 1974) and (Hubbard et al., 1995) concluded that the introduction of Unfunded Pension Plans in situations where there is no social security reduces private savings.

(Feldstein & Samwick, 1992) and (Diamond & Mirrlees, 1978) have shown that structural changes in pension systems may change the shape of labor supply. Using the pattern of overlapping generations with heterogeneous individuals, (Serrano, 1999) has shown that a structural shift from a social security system of a balanced income and expenditure to a full-fledged funded social security system affects income distribution, fiscal policy, and capital accumulation.

(Arifianto, 2004), also examined the impact of structural reform in Indonesia's pension system on investment flows, labor supply and state budget. In Iran, the main part of researches in the field of retirement is in the same group.

For example, Milani mentioned in (Golab & Bazazan, 2020), examined the effects of the performance of the Social Security Organization on retirees and the distributional effects based on two aspects of horizontal and intergenerational overlap of the effects of the transition from the current payment system to the full funded pension

system on the capital accumulation, income distribution and poverty.

(Raghfar & akbarbeygi, 2016) have investigated the effect of an important parametric change, ie change of replacement rate on macroeconomic variables.

Strategy: One of the strategies for improving and reconstructing the Social Security Organization is to improve the quality of services in the field of health. That is, to improve the quality of services in various fields, improving the quality of services is an appropriate strategy. Cooperation and joint efforts will lead to the growth and prosperity of the organization in many areas, including the provision of appropriate services, and to achieve this prosperity, we must try to remove problems. On the other hand, the development of infrastructure in the organization and their orientation towards the required areas of the organization definitely causes dynamism, agility and improving the level of service delivery to the target society (Shabani et al., 2020).

Context: What motivates and creates the necessary conditions for improvement and reconstruction is organizational knowledge and collective wisdom to perform a series of actions (context) on the one hand and the existence of some environmental stimuli as well as the appropriate financial situation of the organization in this direction on the other. Findings showed that improvement and reconstruction, in order to be able to be implemented properly and be a response to change, requires a series of components. According to the interviewed experts, these components have the greatest impact on this strategy and are a suitable platform to carry out the strategy of improvement and

reconstruction. On the other hand, the necessary infrastructure to provide health services is like the foundation of a building, which more firmly and calculatedly is designed, the implementation of new programs is done more easily and accurately. The insurance package also represents the services covered by the insurance organization. In order to implement parametric corrections, it is necessary to make the necessary revisions in the content of insurance laws, but it is necessary to address some of the existing contradictions and inconsistencies. There are various reasons why pension funds in Iran in general and the social security pension system in particular face future financial deficits. The increase in the share of the elderly in the total population, which has affected the general pension funds in the world, along with some laws imposed on the funds regardless of their financial consequences, are among the causes of this crisis. The most important of these laws are the low retirement age in the country (50 years of age with having 30 years of insurance history) and the conditions that facilitate early retirement, which makes the period of receiving a pension longer than the period of paying premiums (Golab & Bazazan, 2020).

For example, on average, each person in the social security organization pays 25 years of insurance premiums and enjoys a pension for 23.5 years (the person or his heirs) (Behbahani, 2017).

However, World Bank studies show that in order to maintain the stability of public pension systems, it is necessary to limit the period of receiving a pension to a maximum of 15 years (Schwarz et al., 2014).



Interfering conditions: Environmental factors play a role in the occurrence of any phenomenon and we know them as interfering conditions. Categories that are not under control and are effective in creating improvement and reconstruction or are supposedly obstacles such as the decisions of extra-organizational authorities, legal violations, managerial factors and organizational factors have a great impact in this field from the perspective of experts.

(Sheeran, 2010), has introduced improvement and reconstruction as effective factors in improving performance and as the preliminaries of total quality management.

In a study, (Sin, 2005), has introduced the views of managers and employees as one of the factors affecting the improvement and reconstruction of the Social Security Organization. The administrative and management system in developing societies such as Iran has a special role and importance due to the limitations caused by the lack of skilled manpower. It may be possible to make good use of available physical resources by selecting and applying appropriate technical and technological methods. However, the optimal use of human resources and creating motivation and spirit of joint efforts and cooperation is not easily possible (Taban et al., 2016).

Consequences, they are resulted from the implementation of improvement and reconstruction strategies in the Social Security Organization, the context and conditions of the intervention. These consequences are significant because they reflect the results that were expectable from the implementation of improvement and reconstruction strategies and indicate the

correctness of the choice of this strategy. These consequences include creation of transparency, trust and satisfaction of the audience, access to the services of the organization and the stability and competitiveness of the organization. These findings confirm the previous theories mentioned in the theoretical framework and are among the consequences of this strategy. Creating transparency and easy access to the rules of the organization, gaining the trust and satisfaction of the audience by providing more and better services, improving the level of reasonable satisfaction of the audience and employees, increasing the level of population trust, increasing the audience satisfaction, streamlining processes and facilitating access to the services of the organization, promotion and excellence of services that can be provided to the audience of the organization, facilitating the conditions and accelerating the processes of providing services to the audience of the organization, focusing on training and preventing the bankruptcy of the organization are some actions the organization should consider. Therefore, we answered the research question, but considering that the present research has introduced a new theory using the data based method, our recommendation is to examine its elements quantitatively and compare with the existing theories.

Discussion

Technological developments, increasing acceleration of science and knowledge, promotion of expectations and intellectual values of the environment force managers to adapt their strategies to the requirements to

maintain the life of their organizations and move in the direction of organizational improvement. For this reason, one of the issues that organizations face is the emergence of new phenomena and the leadership changes, the occurrence of which has a significant impact on the performance of society and the organization (Golab & Bazazan, 2020).

In fact, in industrialized and developing countries as well as in transition countries, officials and managers of social security organizations pay special attention to issues such as improving management, reducing operating costs, and the quality of services. The implementers of the projects are looking for a way to meet the needs of the people regarding higher quality and more efficiency of social security systems services (Entezari, 2015).

Organizational changes, re-engineering of work executive processes and performance measurement components (indicators, criteria), improvement and reconstruction are among the factors affecting the achievement of improving the quality of services in accordance with the needs of the insured and increasing productivity in organizations. In fact, the Social Security Organization is one of the largest organizations in providing services to members of society by changing the structure and orientation to the public sector within the Ministry of Welfare and Social Security in order to achieve the ideals and goals of the Islamic Republic according to Article 29 of the Constitution. The requirement of this effort as an insurance structure in the dignity of the society and citizens of Islamic Iran is the creation and establishment of a comprehensive and

complete service system based on scientific principles (Sheeran, 2010).

The crisis of pension funds along with the crisis of water and environment is one of the main problems of Iran's economy. We can examine this crisis from different aspects, but what is currently referred to as the main problem of Iranian pension funds is the financial instability of these funds. The pension fund crisis is one of the major challenges for the Iranian economy. It is expected that in the near future, the largest pension service provider in the country, the Social Security Organization, will face a shortage of resources in relation to expenditures and will not be able to meet its future commitments by relying on available resources. Therefore, the reform of the pension system is one of the important issues in the field of social policy (Golab & Bazazan, 2020).

Therefore, considering the centralized management and hierarchical structure on the one hand, and the variety of requests and expectations of the insured, on the one hand, the current type of performance requires compliance with common service quality models with the aim of better service and a step towards honoring the client in the true sense of the word. Accordingly, in this research, we have considered improvement and reconstruction, change of functional structures, standardization, inventing new effective methods and increasing performance in the Social Security Organization.

The main purpose of this research is to design a model for implementing the strategy of improvement and reconstruction of the Social Security Organization and we have used the



qualitative research method for this purpose. Using the research method of data based theorizing and with the help of three types of open coding, axial selection, we explained their themes and the relationships between them. The present goal is to achieve general and practical results through a combination of interviews, rules and regulations, resources and studies conducted at home and abroad in the field of "Implementation of the strategy for improving and reconstructing the social security organization."

Conclusion

The ultimate goal of this research was to design a model for a strategy for improving and reconstructing the social security organization and exploring its process. Since improvement and reconstruction are theoretically observed for the first time in the form of research and in a sense are emerging phenomena in the field of decision-making and policy-making, it was necessary to use an appropriate research strategy to explore its process. According to the ultimate goal of this research, the use of exploratory methods was appropriate, because one of its application is when the purpose of conducting research is to create an innovative and emerging theory. In other words, according to the systematic design of data based theory, what this research had to achieve in order to meet its ultimate goal was to identify the most decisive category of the phenomenon under study, causal conditions, strategies, context, intervening conditions and its consequences.

Findings showed that modified parametric corrections have the greatest impact on improvement and reconstruction. Due to the

problems in the system of providing health services and pensioners, including high costs, inefficiency of services and injustice in services, adjusted parametric corrections are very necessary and inevitable. It is better as soon as possible to take steps to implement it, but we should know that doing it in a hurry is also a big mistake. Rapid change of laws and neglect of other benefits and services that insurers and pensioners lose can cause many problems and have contradicting results. There is a need for integrated and coherent policies. Parametric correction requires the correction of existing laws, the formulation of required laws, as well as the creation of an executive guarantee and a commitment to do so for all authorities. Strengthening communication, collaboration and cooperation at all levels is essential. Certainly, it is useless to carry out this program without providing the necessary infrastructure and carrying out the necessary reviews in the insurance services. It is also necessary to give sufficient power to the Social Security Organization, while providing sufficient (financial and human) resources to carry out this program.

On the other hand, parametric corrections are per definition a key component for improving the performance of the Social Security Organization, and appropriate and timely corrections can lead to salvation, improvement and reconstruction. Parametric reforms can cause the necessary reforms in laws and regulations. On the contrary, the legal defects and the resulting problems in the Social Security Organization and conflicting laws limit the resources and power of the Social Security Organization and provide the basis for the failure of the Social Security

Organization. Most of the interviewees mention some cases that emphasized the shortcomings of the laws. They believed that by amending the rules and directives in the Social Security Organization, many problems were solvable. Consequently, in this research we evaluated and introduced parametric corrections as a key element.

Parametric corrections to reform the rules and regulations of pensions, inheritance, vacations, etc. can be effective in resolving the crisis of the Social Security Organization. On the other hand, improving management factors in the organization and improving Organizational structures and efforts to increase the quality of services of the Social Security Organization and gain customer satisfaction through the development of infrastructure and improving decision-making systems and cooperation can provide the basis for solving problems of social security, ensure survival and provide better services. Consequently, considering the benefits of parametric corrections, we suggest that the Social Security Insurance Organization, in order to solve its problems, consider the following items and take steps to improve the situation by implementing them. We remind also that what makes the improvement and reconstruction of the Social Security Organization properly implemented, are some characteristics and special conditions of this phenomenon (background) on the one hand and the presence of some environmental stimuli and obstacles (intervening conditions) on the other. The research findings also showed that, affected by the phenomenon of parametric corrections, which is a response to improvement and reconstruction, it requires

the provision of a platform as well as special conditions, which we described them in the previous sections.

In this research, we also came to 5 judgments. Due to their novelty and new entry in the literature of improvement and reconstruction, these judgments are not comparable and debatable and need a little study to confirm their accuracy and reliability.

We can mentioned the main distinctions of the present research compared to other relevant sources and researches in terms of methods and findings in the following paragraphs:

First, the specific focus of the present research has been on improvement and reconstruction. Only a handful of resources considered it. They have generally not systematically defined it.

Second, in the field of findings, one of the important differences of the present research is its emphasis on modified parametric corrections as one of the important executive strategies in improvement and reconstruction, which are clearly observable in the consequences of implementing this strategy.

Third is to identify the areas needed to implement the improvement and reconstruction strategy in this research, which cannot be observable in any other source.

As for the research results, we extract the following executive suggestions:

Based on the causal conditions of the research model:

1. Using the opportunities and strengths of the Social Security Organization and turning weaknesses and threats into opportunities and



strengths. Identifying the strengths and weaknesses of the organization as well as identifying opportunities and threats helps the Social Security Organization to be able to adopt appropriate reforms according to the appropriate conditions and provide the basis for communicating circulars, instructions, administrative orders and executive decision-making procedures. It can put aside the long-term executive procedures and make the most optimal decision in the shortest possible time to achieve organizational improvement and reconstruction.

2. Reviewing and reforming the organizational structure: According to many interviewees and experts, the Social Security Organization has suffered from severe bureaucracy and cumbersome administrative rules, and this has led to a state of torpor and lack of organizational agility. Therefore, it is better that the Social Security Organization take steps to improve the structure of the organization with the use of new organizational models in accordance with the existing conditions and its strengths and weaknesses and provide the basis for organizational agility.

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