



Discovering the Components of an Efficient Administrative System with a Focus on the Jihadi Management Approach and Organizational Justice in the Social Security Organization

Hamid. Rezazadeh¹, Alireza. Aliahmadi^{2*}, Mahdi. Abdolhamid³, Seyyede Ashraf. Mousavi Loghman³

¹ PhD Student of Public Policy, Management, Department of Management, Management & Industrial Engineering, Iran University of Science & Technology, Tehran, Iran

² Professor of Management & Industrial Engineering, Iran University of Science & Technology, Tehran, Iran

³ Assistant Professor, Department of Management & Industrial Engineering, Iran University of Science & Technology, Tehran, Iran

* Corresponding author email address: aliahmadi@iust.ac.ir

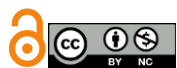
Article Info

Article type:

Original Research

How to cite this article:

Rezazadeh, H., Aliahmadi, A., Abdolhamid, M., & Mousavi Loghman, S. A. (2024). Discovering the Components of an Efficient Administrative System with a Focus on the Jihadi Management Approach and Organizational Justice in the Social Security Organization. *International Journal of Innovation Management and Organizational Behavior*, 4(3), 258-276.
<https://doi.org/10.61838/kman.ijimob.4.3.30>



© 2024 the authors. Published by KMAN Publication Inc. (KMANPUB), Ontario, Canada. This is an open access article under the terms of the Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0) License.

ABSTRACT

Objective: The objective of this study is to discover the components of an efficient administrative system that also incorporates elements of jihadi management and organizational justice.

Methodology: The philosophy of this research is interpretive, the approach is qualitative, the strategy is grounded theory with an emergent approach, and the analysis method is thematic analysis based on Glaserian coding. The study population consists of the managers of the Social Security Organization in Kerman province, which was selected as the statistical population. The sample includes 21 individuals with at least 10 years of relevant work experience and comprehensive knowledge of administrative efficiency processes. Data were collected through semi-structured interviews, and theoretical sampling was employed to select participants. The reliability of the findings (validity and reliability) was ensured using the four criteria proposed by Guba and Lincoln, including credibility, transferability, dependability, and confirmability.

Findings: The findings revealed 15 components and 80 categories. These components include administrative efficiency, an efficient culture, organizational justice, corruption control, commitment to jihadi values, high productivity, service quality, transparency and accountability, innovation and continuous improvement, jihadi management, performance management, governance, fair laws, fair behavior, and fair evaluation.

Conclusion: The results indicated that these dimensions and components can be considered as the most important criteria for evaluating administrative efficiency and ultimately creating efficiency in the administrative system.

Keywords: *Efficient administrative system, jihadi management approach, organizational justice approach, Social Security Organization*

1 Introduction

The efficiency of the administrative system, as a key factor in the economic and social development of

countries, plays a decisive role in improving government performance and public services. An efficient administrative system must be able to manage resources optimally with high productivity and prevent unnecessary bureaucracy. In

many countries, administrative system reforms are implemented to increase transparency, accountability, and reduce corruption. These reforms lead to increased public trust in the government and greater citizen satisfaction (Farazmand, 2023). Administrative reform is a prerequisite for development in all countries, and the lack of such reforms can slow a country's progress. The efficiency of Iran's administrative system, particularly in insurance companies and banks, has always been a challenging issue. This system, due to problems such as complex bureaucracy, inefficiency in resource allocation, and the lack of transparency and accountability, has not been able to fully achieve its goals (Siami-Namini, 2020).

Based on provisions from the public activity transformation program of the administrative system, which was drafted by the Administrative and Employment Affairs Organization of the country in 1998, the role of efficiency in reforming the administrative system of executive organizations is evident. Some of the program's provisions include: (1) the transformation program in management systems, which pertains to the implementation of modern quality management systems and meritocracy in managerial appointments; (2) the transformation program in employment systems, addressing the shift from permanent official employment to non-official and temporary employment and the establishment of meritocracy in human resource recruitment; (3) the program for training and developing human resources, aimed at improving the quality and skills of personnel; and (4) the program for promoting and preserving the dignity of people in the administrative system, which involves improving information systems for citizens and soliciting their feedback to enhance organizational matters (Martins et al., 2023).

The transformation programs in the administrative system, derived from the core policies of the administrative system as communicated by the Supreme Leader, the Vision Document, the Fifth Development Plan for Economic, Social, and Cultural Development, and within the framework of the government's general policies, aim to empower executive organizations and develop efficient, transformative managers and experts to play a more significant role in the country's integrated development (Government Information Portal). Administrative reform and transformation involve numerous processes, such as employee participation, structural reforms, alignment of responsibilities and authorities, empowerment of employees and managers, accountability of public officials to citizens, oversight of the administrative system, and the development

of information methods (Roshanzadeh et al., 2021). Since the administrative system falls within the realm of the social system, it encompasses numerous variables and is thus considered an open system. A comprehensive approach to studying differences in administrative systems involves developing studies using an institutional approach. This approach emphasizes that structures and institutions are sensitive to the contexts in which they operate and, as a result, vary in administrative organizations that form different organizational patterns.

To achieve this approach in the era of transformation, the reliance on jihadi management has become one of the critical requirements for government agencies. One of the most significant changes brought about by jihadi management is the increased importance of extra-functional actions in the process of formulating policies, implementing them, and coordinating them with public service delivery. One of the tools for this is networking. Online interactions through information and communication technologies, media, and social networks have created a social structure (Chen McCain et al., 2010), providing a platform for the sharing of information and resources, participation, and greater coordination among network actors (Yeniaras et al., 2021). Organizational structures form, change, and react profoundly to new programs, concerns, capacities, financial opportunities, and leadership (Rahimi et al., 2018; Raza Zaidi & Siddiqui, 2021). Therefore, the aforementioned problems can be attributed to the limited studies on designing, implementing, and developing jihadi management models in government organizations in a manner consistent with the country's cultural context and conditions.

The effective sustainability of the administrative system with this management approach requires an understanding of all three processes: design, implementation, and development. Existing governance patterns initially focus on building relationships and, in later stages, on their stability and success (De Matteis et al., 2023; Farazmand, 2023). The implementation and development of jihadi management in government organizations have transformed the structure and operations of many organizations, created specialized networks in each specific domain, and provided various methods of service delivery. These innovations originate from governance in government organizations. Moreover, this type of governance improves governments' responsiveness to various internal and external demands and increases individuals' access to information and services (Agu et al., 2024; Yeniaras et al., 2021). Accordingly, as

societies mature and develop, justice manifests in areas such as equal access to security, welfare, and awareness. Given that demands are unlimited and resources are limited, society becomes an arena of conflict between social forces seeking to maximize personal benefits, and the government, as the primary institution whose policies and actions impact the justice/injustice experienced by citizens, takes action. In fact, the essence of public policy-making is the realization of justice in society, and law is inherently bound to achieving justice. If we accept that the life and stability of any society depend on the strength of the bonds between its formative elements, we can consider justice as the factor sustaining a society; for it is justice that coheres people, whereas injustice disperses them (Salamzadeh & Daraei, 2020).

Recent reform efforts have not achieved desired outcomes due to internal resistance, corruption, and a lack of sufficient political will (Amirkhani, 2021). However, structural changes and attention to modern management principles can offer effective solutions to improve the performance of this system. The Social Security Organization is one of the key infrastructures for Iran's development, and neglecting its reforms can seriously harm the country's macro-level plans. Despite multiple efforts to reform this organization, various factors, such as insufficient understanding of the dimensions of the issue and the lack of appropriate strategies, have prevented the full success of these reforms (Amirkhani, 2021; Siami-Namini, 2020).

Based on what has been stated and as the proposed research title suggests, the main question of the study is: What are the components of an efficient administrative system in the Social Security Organization, emphasizing jihadi management and organizational justice approaches? Therefore, after reviewing the existing theoretical and empirical literature on the stated issue and employing a qualitative research design in the Social Security Organization as a prominent example of government organizations, this study, under the concepts of jihad and justice, seeks to identify and explain the components of the administrative system.

2 Methods and Materials

The philosophy of this research is interpretive, its approach is qualitative, its strategy is grounded theory with an emergent approach, and its analysis method is thematic analysis based on Glaserian coding. The study population includes managers of the Social Security Organization in Kerman province, who were selected as the statistical

population. The reason for selecting this population is, firstly, the importance of government organizations in the eyes of citizens, who expect these organizations, which are considered representatives of the Islamic government, to adhere more to organizational and administrative principles. Secondly, the consequences of inefficiency in these organizations are much more significant than in the private sector, as decisions resulting from such inefficiency can sometimes affect the fate of an entire society. Additionally, managers, due to their position and experience, are better able to comment on the causes and consequences of inefficiency in their organization, as they may themselves have witnessed instances of such inefficiency and be more familiar with the various aspects, causes, and consequences it has for the organization. The qualitative sample for this study consists of managers and experts from selected organizations who have theoretical and practical knowledge of the subject under study, are well-versed in administrative efficiency processes, and have experienced administrative efficiency firsthand. The sample includes 21 individuals with at least 10 years of relevant work experience and comprehensive knowledge of administrative efficiency processes. The criterion for this knowledge is that they have either directly participated in the Social Security Organization's activities aimed at administrative efficiency or have complete knowledge of the content of these activities and related concepts. In the sample, there are six branch heads, three project and planning managers, one financial manager, two IT managers, two insurance operations managers, and seven senior managers from the Social Security Organization. Data were collected through semi-structured interviews. Theoretical sampling was used to select participants. Since data saturation determines the sample size in qualitative research, interviews continued with more participants until data saturation was reached. The reliability of the findings (validity and reliability) was ensured using the four criteria proposed by Guba and Lincoln, including credibility, transferability, dependability, and confirmability.

3 Findings and Results

In the Glaserian approach, data is coded and analyzed in two stages and three steps to create a pattern of what exists in reality. These stages include substantive and theoretical coding, which consist of three steps: open coding, selective coding, and theoretical coding. In open coding, the aim of analysts is to create an emergent set of codes, concepts, and

categories. Based on the emergent approach, open coding continues until the effects of the emergence of the core category become evident. Once the core variable (central phenomenon) emerges, selective coding begins. After analyzing the first few interviews and identifying the core variable, the data was coded under the core variable titled

"organizational resilience." Finally, in selective coding, a set of similar concepts or codes were grouped into one category. Table 1 presents the results of substantive coding. The findings include 15 components and 80 categories. The results of substantive coding are shown as follows:

Table 1

Indicators of an Efficient Administrative System

No.	Component	Category
1	Administrative efficiency	Flexible organizational structure, information technology, efficient laws, agile and efficient structure, electronic development, technological development, optimal use of resources
2	Efficient culture	Values and beliefs, continuous improvement, culture of economy, norms of efficiency, culture of respect for human rights and dignity, promotion of work and effort culture, promotion of accountability and trustworthiness culture, promotion of creativity and innovation culture
3	Organizational justice	Equality in opportunities, Islamic justice in human resources, neutrality and non-discrimination, transparency and accountability, fairness and justice in decision-making, fair distribution of resources, fair evaluation, outcome justice, relative justice, procedural justice, interactional justice, restorative justice, perceived justice, general organizational justice, fair processes, fair experiences
4	Corruption control	Administrative integrity, revolutionary spirit and anti-corruption attitude
5	Commitment to jihadi values	Sacrifice and selflessness, round-the-clock effort, Islamic knowledge-based approach, simplicity and avoidance of extravagance, decisiveness and courage in decision-making, connection with the public, continuous monitoring and follow-up, creativity and innovation, delivering quality services to the public
6	High productivity	Optimal use of resources, efficiency improvement
7	Service quality	Providing quality services, responding to public needs
8	Transparency and accountability	Transparent information, accountability, honesty
9	Innovation and continuous improvement	Innovation culture, acceptance of changes, continuous effort for improvement
10	Jihadi management	Jihadi commitment and motivation, spirit of sacrifice, innovation and creativity, teamwork and participation, perseverance, continuous follow-up, serious implementation of tasks, correct execution in short time, achievement of work goals
11	Performance management	Performance evaluation, motivation and reward, performance planning
12	Governance	Relationship quality, effective management, governance management
13	Fair laws	Law enforcement, valid regulations, valid directives, lack of ambiguity in laws, legal changes
14	Fair behavior	Attention to the disabled, honesty, ethical behavior, professional behavior, responsibility
15	Fair evaluation	Self-assessment ability, evaluation

3.1 Administrative Efficiency

One of the components of an efficient administrative system is administrative efficiency. A flexible structure indicates that the organization is designed in such a way that it can quickly respond to environmental changes and adapt to new conditions. Facilitating workflow and reducing bureaucracy means simplifying processes and eliminating unnecessary steps to increase efficiency. The organization's ability to adapt to environmental changes implies that the organization must have the capacity to change and align itself with new conditions and developments. Flexibility allows the organization to adjust and reconfigure its structure and processes based on new needs. In this regard, one interviewee stated, "A flexible organizational structure allows us to quickly respond to environmental changes and

dynamically adjust processes. This means reducing unnecessary steps and complex bureaucracies that can lower our efficiency. By creating simpler and faster processes, we can facilitate workflow and better respond to new demands."

The use of modern technologies refers to employing new technologies to improve the organization's performance and processes. The implementation of advanced information systems involves deploying advanced software and hardware systems for better information and data management. Additionally, enhancing information security involves efforts to safeguard and protect organizational data from threats and cyber-attacks.

Electronic development refers to the improvement and upgrading of administrative systems through electronic technologies, including creating and implementing electronic systems to facilitate and improve access to public

services. Technological development refers to the process of upgrading technologies and information systems to increase efficiency and provide better services to the public. This includes using modern technologies such as automation, mechanization, and advanced communication systems to improve processes and facilitate services for users. In this regard, one interviewee stated: "In this field, we have focused extensively on automation and mechanization of processes. Specifically, we have implemented new information systems that allow us to automate internal processes and improve communications. Additionally, we have provided new electronic services for users, which has facilitated and improved the quality of services."

Optimal use of resources refers to the efficient management of human, financial, and time resources to prevent resource waste and increase efficiency. This includes strategies to improve human resource management (such as training and developing staff), financial management (such as budget and cost planning), and time management (such as optimizing scheduling and processes).

3.2 *Efficient Culture*

Another component of an efficient administrative system is an efficient culture. Values and beliefs emphasize ethical and human principles that should be observed in the workplace and daily life. Promoting these values includes creating an environment that encourages individuals to engage in continuous learning and improvement. Belief in the importance of ethics and a learning culture leads to the enhancement of the quality of life and work. These values fundamentally aim to create a society where personal and professional growth is pursued in tandem with adherence to ethical principles.

Continuous improvement processes focus on enhancing the quality of services and products through ongoing evaluation and feedback from all stakeholders. Organizations must continuously review their performance and seek ways to improve their processes and services. Continuous improvement means embracing change and innovation while increasing efficiency and effectiveness.

Culture of economy emphasizes the optimal use of resources and the reduction of unnecessary costs. Saving on consumables and administrative items, increasing efficiency in work execution, and optimizing human resource utilization are some of the strategies that can lead to the development of a culture of economy. The ultimate goal of this category is to reduce resource waste and increase

organizational productivity. In this regard, one interviewee stated: "The culture of economy helps us increase organizational productivity by optimizing resource utilization and reducing unnecessary costs. We strive to enhance efficiency by saving on consumables and administrative items and making optimal use of human resources."

Likewise, norms of efficiency include the optimal use of resources and providing quality services to the public. This category seeks to enhance client satisfaction and increase efficiency in service delivery. Efficiency norms involve maximizing the use of existing capabilities to achieve better and faster results.

Promoting a culture of work and effort emphasizes encouraging and rewarding hardworking employees and creating a healthy competitive atmosphere in the workplace. Promoting a culture of discipline and order helps increase productivity and efficiency. By appreciating efforts and creating an environment where work and effort are valued, employees are motivated to improve performance. Additionally, creating an atmosphere of honesty and openness in the workplace and decisively addressing misconduct are key elements of this category.

Promoting a culture of accountability toward the public and stakeholders increases trust and transparency in the organization. This also encourages employees to adhere to their responsibilities and act honestly and responsibly.

3.3 *Organizational Justice*

Organizational justice is another component of an efficient administrative system, encompassing several categories. One of the categories of organizational justice is equality in opportunities. In a human resource management system based on Islamic justice, the recruitment process must be designed so that all applicants have equal chances of being selected. Selection and recruitment criteria must be based on competencies, qualifications, and ethical and professional commitments. In this regard, using scientific, competency-based criteria and avoiding discrimination and arbitrary or unprofessional biases is important.

Transparency in recruitment processes and using up-to-date and efficient methods can help attract competent and committed human resources. Justice in service continuity means creating fair and supportive working conditions for all employees throughout their tenure. This includes providing equal opportunities for career advancement, access to educational resources and skill development, and

ensuring job security. Organizations must create an environment in which employees feel valued and experience justice, avoiding any form of discrimination or inequality in their treatment.

Justice in human resource development should be based on clear, fair, and competency-driven criteria. Performance evaluations must be accurate and based on individuals' capabilities, knowledge, and skills. This encourages employees to work with greater effort and commitment toward organizational goals. Paying attention to ethical and Islamic principles during promotion strengthens positive organizational culture and employee motivation. Fair distribution of rewards must reflect actual performance and contributions of employees toward organizational objectives. Reward criteria should be transparently and fairly defined to promote justice among employees. Adhering to Islamic ethical principles when determining rewards boosts employee motivation and job satisfaction.

The payment system should be designed based on employees' competencies, job roles, and characteristics. Payments must be fair and in line with Islamic principles, ensuring a minimum standard of living for employees and adjusting according to economic and social conditions. Attention to justice in the payment system can increase employee motivation and satisfaction. To reduce inequalities and strengthen social justice, special measures should be taken to attract and retain specialized workers in underdeveloped or deprived areas. This may include offering special incentives, improving working conditions, and providing educational and developmental opportunities to attract and retain skilled workers in these regions. In this regard, one interviewee stated: "Islamic justice in human resources means creating a fair system in all management processes. This can be achieved by providing equal opportunities for all employees, conducting transparent recruitment and promotion processes, and distributing rewards fairly."

Outcome justice emphasizes the fair distribution of outcomes and resources based on employees' effort and performance. Rewards must be distributed in proportion to the amount of effort, expertise, and individual performance. This encourages employee motivation and can lead to improved organizational performance. Relative justice refers to the perception of fairness and equity compared to others. Employees should feel that their compensation and benefits are fair compared to their colleagues and individuals with similar roles in other organizations. If an individual perceives that they are treated unfairly relative to others, it

may lead to dissatisfaction and reduced motivation. In this regard, one interviewee stated: "Relative justice means that employees should feel they receive fair compensation and benefits compared to their peers and individuals in similar roles. Continuous comparison with other organizations and ensuring fairness in these comparisons are necessary. If employees feel they are treated unfairly, it can lead to dissatisfaction and decreased work motivation."

Another category of organizational justice is perceived justice, which refers to employees' feelings about the fairness of organizational processes and decisions. Experiencing fairness in organizational interactions and decisions reassures employees that the organization adheres to principles of justice. This category generally focuses on employees' perception and experience of justice in the workplace. In this regard, an interviewee stated: "Perceived justice refers to employees' feelings about the fairness of processes and decisions. We strive to ensure that employees experience actual justice in their interactions and organizational decisions. This helps to reinforce a sense of justice and employees' trust in the organization, making them more loyal."

Fair processes include transparency and accountability in decision-making, fairness and justice in decision-making, and respect for human rights and dignity. In this regard, organizations must ensure that all processes are designed to respect human rights and dignity and that decisions are made based on transparent and fair criteria. On the other hand, fair experiences emphasize employee participation in decision-making, decisively addressing corruption and discrimination, and creating an environment of trust and confidence. Fair experiences mean creating a workplace where employees feel their voices are heard, and the organization is committed to treating issues justly. This increases employee motivation and satisfaction.

3.4 Corruption Control

Another component of an efficient administrative system is corruption control, which includes categories such as administrative integrity and the revolutionary spirit of fighting corruption. This category refers to promoting ethical values in the organization and enhancing the integrity of the administrative system. One of the main goals of this category is fighting corruption through reforming legal and administrative processes, using cultural tools, and implementing effective systems for preventing and addressing misconduct. Establishing effective oversight

mechanisms to prevent corruption and adopting proactive approaches to combat administrative offenses are important aspects of this category. Revolutionary spirit refers to having strong motivation and determination to make positive changes and improve conditions within the organization.

Sacrifice and selflessness emphasize prioritizing collective interests over personal ones and giving priority to the needs of the organization and society over individual goals. In this context, adherence to shared organizational principles and values in all situations is important. Selflessness during critical situations and readiness to make personal sacrifices during challenging times are also part of this category. Additionally, promoting a positive spirit of cooperation among organization members to enhance solidarity and collaboration is emphasized. In this regard, one interviewee stated: "One of our successful examples in this area is the group efforts and sacrifices made by organization members during times of crisis. When faced with serious challenges, organization members were able to manage situations through their cooperation and sacrifices and achieve organizational goals. These experiences demonstrate the importance of cooperation and solidarity in times of crisis."

3.5 Commitment to Jihadi Values

Another component of an efficient administrative system is commitment to jihadi values, which includes categories such as sacrifice and selflessness. This category emphasizes prioritizing collective interests over personal ones and giving priority to the needs of the organization and society over individual goals. Sacrifice and selflessness mean adhering to the shared principles and values of the organization in all situations and being ready to make personal sacrifices during critical and challenging times. This category also includes promoting a positive spirit of collaboration and solidarity among organization members. Round-the-clock effort is another key factor for achieving organizational missions and goals. Time management and optimal use of time are essential for increasing productivity and efficiency. Active and dynamic presence in the workplace and adapting to changes based on organizational needs are also important features of this category. In this regard, one interviewee stated: "Round-the-clock effort means working continuously and diligently to achieve organizational goals. We place great importance on time management and optimal use of time to increase productivity and efficiency. Active presence and adaptability to changes

based on organizational needs are key characteristics of this category. These efforts allow the organization to achieve more success and get closer to its goals."

Another category of commitment to jihadi values is decisiveness and courage in decision-making, which emphasizes making decisions based on data and evidence. The ability to face challenges and manage risks are important features of this category. Responsibility for results and readiness to change decisions when necessary are also part of this category. In this regard, one interviewee stated: "Decisiveness and courage in decision-making mean making decisions based on data and evidence. We value the ability to face challenges and manage risks and aim to strengthen accountability among all organization members. Additionally, readiness to change decisions when needed is an important feature that enables the organization to adapt effectively to changes and new challenges."

Connection with the public refers to understanding the needs and desires of the people and becoming familiar with their problems and lifestyles. Gaining public trust and engaging citizens in decision-making are key goals of this category. Establishing close and effective communication with the public to better understand problems and provide appropriate solutions is of particular importance.

3.6 High Productivity

Another component of an efficient administrative system is high productivity, and one of its categories is optimal use of resources, which emphasizes the accurate and effective management of financial and human resources. Proper allocation and utilization of resources, aimed at reducing additional costs and identifying and eliminating unnecessary expenses, are among the goals of this category. Optimizing workflows and processes to increase productivity and using up-to-date technology for better resource management are also part of this category. Efficiency improvement focuses on optimizing workflows and systems by eliminating unnecessary bureaucratic processes and enhancing employees' skills and capabilities. Improving the quality of services and products is also a goal of this category, achieved by focusing on improving organizational efficiency and productivity. In this regard, one interviewee stated: "Efficiency improvement means optimizing workflows and systems to eliminate unnecessary bureaucracies and enhance employee skills and capabilities. We strive to improve service and product quality to enhance organizational efficiency and productivity. This allows the organization to

achieve its goals with greater efficiency and increase customer satisfaction."

3.7 Service Quality

Another component of an efficient administrative system is service quality, and one of its categories is providing quality services, which emphasizes delivering high-quality services and ensuring customer satisfaction. Implementing international standards and continuously monitoring the quality of services at all stages to maintain and improve quality are among the goals of this category. Collecting customer feedback and making continuous improvements are also important parts of the service quality enhancement process. Responding appropriately to changes and establishing effective communication channels with customers are key goals of this category, which help to increase public trust and satisfaction. In this regard, one interviewee stated: "Responding to public needs means identifying the precise needs and desires of society and designing services based on their priorities. We strive to establish effective communication channels with customers and respond to changes and requests, increasing public trust and satisfaction. This process helps us provide services that meet the real needs of society and improve people's quality of life."

3.8 Transparency and Accountability

Another component of an efficient administrative system is transparency and accountability, and one of its categories is transparent information, which refers to open access to information and transparent, accurate reporting. In this regard, the importance of information security and privacy and the use of information technologies to increase transparency are considered. The goal of this category is to enhance public trust through providing reliable and accurate information. In this regard, one interviewee stated: "Transparent information means providing open and easy access to information for all stakeholders and offering transparent, accurate reporting. We emphasize information security and privacy, using information technologies to provide up-to-date and accurate information to the public. This increases public trust in the organization and improves relationships with customers and society."

Accountability refers to taking responsibility for duties and roles. This includes responding to feedback, ensuring transparency in processes and decision-making, and creating fair performance evaluation systems. Accountability helps

improve organizational performance and increases public trust and satisfaction.

3.9 Innovation and Continuous Improvement

Another component of an efficient administrative system is innovation and continuous improvement, and one of its categories is innovation culture, which refers to fostering an innovative mindset within the organization. Organizations create an environment that encourages creativity and idea generation by supporting innovative projects and promoting idea exchange and collaboration among team members. Innovation culture helps organizations remain competitive and experience continuous improvement in their processes and products. Acceptance of changes emphasizes the importance of adaptability and readiness to adjust to new organizational conditions. Managing resistance to change and empowering employees to embrace change are key goals of this category. Acceptance of changes helps organizations remain flexible and efficient in the face of environmental and technological transformations. In this regard, one interviewee stated: "Acceptance of changes means readiness and adaptability in facing environmental changes. Organizations must have the ability to adjust to new conditions to remain competitive. We manage resistance to change and empower employees to embrace changes, creating a flexible and dynamic environment that helps us succeed in addressing new challenges and opportunities."

3.10 Jihadi Management

Another component of an efficient administrative system is jihadi management, and one of its categories is jihadi commitment and motivation, which emphasizes commitment to organizational goals and adherence to assigned responsibilities and duties. Motivation to serve the public and work toward improving societal welfare is highly important. This category highlights the importance of addressing society's needs and moving toward serving them. Spirit of sacrifice refers to relentless effort and using all available resources to achieve goals. Sacrificing personal interests for the collective good and prioritizing public over individual interests are key features of this category, indicating a readiness to sacrifice personal comfort for higher goals. In this regard, one interviewee stated: "We reinforce jihadi motivation among employees through training programs that emphasize the importance of serving society and its positive impact on people's lives. Additionally, by creating an environment where employees

can see the positive results of their efforts and understand the importance of their work, we strengthen their motivation to serve the public."

Innovation and creativity emphasize promoting an innovation culture and encouraging employees to think creatively. Creating an environment that fosters innovation and employing innovative solutions to address problems are key focuses in this category.

3.11 Performance Management

Another component of an efficient administrative system is performance management, and one of its categories is key performance indicators (KPIs), which are used to measure and evaluate the performance of individuals and teams in achieving organizational goals. These indicators help identify strengths and weaknesses in performance and provide guidance for continuous improvement. Constructive feedback refers to communication aimed at improving performance and developing employees. This feedback must be specific, actionable, and free from personal judgment to help individuals enhance their performance.

Motivation and reward refers to policies and programs designed to encourage and motivate employees. Reward systems can include financial rewards, promotions, and non-monetary incentives such as recognition and appreciation. Talent identification and development refers to the process of identifying employees with high potential for growth and development. Organizations typically provide training and development opportunities to help these individuals take on larger roles. In this regard, one interviewee stated: "Talent identification is done through regular evaluations and individual discussions with managers. When an employee shows a particular talent, we try to develop them for larger roles through specific training and development opportunities. This helps us tap into internal talent and guide them toward advancement."

3.12 Governance

Another component of an efficient administrative system is governance, and one of its categories is relationship quality, which includes various dimensions that affect the positive and effective interaction between government institutions and citizens. Relationship quality refers to building and maintaining trust, satisfaction, and mutual communication, achieved through transparent management, accountable management, and participatory management. Transparent management provides clear and accessible

information about decisions and processes, allowing citizens to stay informed about government activities, thereby increasing public trust. Accountable management refers to taking responsibility for performance and decisions and includes addressing criticisms and complaints and providing transparent explanations of actions taken. Effective management of social resources focuses on providing quality services and improving the quality of life for citizens and includes optimizing the use of human and social resources. While effective management of economic resources refers to accurate financial planning, monitoring expenses, and allocating resources to priority needs, which helps achieve social security goals. Human resource management includes proper recruitment and training, performance evaluation, and career development programs, all of which improve employee performance and satisfaction. Finally, attention to economic goals means focusing on achieving specific economic objectives and assessing the economic impact of projects and programs to increase organizational productivity and efficiency. These components collectively help the organization function effectively and achieve its goals. In this regard, one interviewee stated: "In managing social resources, we aim to provide quality services and improve the quality of life for citizens. In terms of economic resources, we focus on precise financial planning and monitoring expenses to allocate resources effectively and achieve social security goals. Additionally, human resource management is conducted to improve employee performance and satisfaction. We focus on achieving our economic goals and implementing efficient projects to reach these objectives."

3.13 Fair Laws

Another component of an efficient administrative system is fair laws, and one of its categories is law enforcement, which refers to the implementation and enforcement of insurance laws. In this regard, attention to the process of passing and enforcing insurance regulations in the annual budget and monitoring their proper implementation is important. Additionally, strict and regular enforcement of labor and insurance laws is a key aspect of this category.

Valid laws include the characteristics that laws should possess. These features include the avoidance of multiple directives that may cause confusion, transparency and consistency in interpreting laws, legal compliance, and the necessity of legal reforms. The role of the government and parliament in the legislative process and reforms is also part

of this category. Valid directives refer to insurance guidelines and budget provisions that are used to clarify and properly implement laws. These directives must be clearly explained by the government and their impact on employers and workers must be considered. In this regard, one interviewee stated: "Insurance directives and budget provisions must be clearly and transparently explained. The government should clearly state how these guidelines are implemented, and their impact on employers and workers should be taken into account. Additionally, issuing work-related directives must be done with care, and their validity and legality must be thoroughly reviewed."

3.14 Fair Behavior

Another component of an efficient administrative system is fair behavior, and one of its categories is attention to the disabled, which includes special attention to the insurance and rights of disabled and disadvantaged individuals. In this regard, the importance of addressing disabled individuals in legal and social frameworks is also considered. In other words, it is essential to ensure that disabled individuals have access to the necessary rights and support, and specific attention must be given to them in insurance policies and regulations. Honesty emphasizes the importance of truthfulness and integrity in insurance environments. It includes honesty in both speech and actions of managers and employees. In other words, managers and employees must be truthful and honest in their interactions with others and in fulfilling their duties. Ethical behavior refers to ethical standards and proper conduct in the workplace. Key features of this category include generosity, sacrifice, avoidance of unethical behaviors, and attention to policyholders. Ethical behavior also includes justice-seeking, forgiveness, and magnanimity. In this regard, one interviewee stated: "In our organization, ethical standards are very important. We value generosity, sacrifice, and avoidance of unethical behaviors. Paying attention to policyholders and seeking justice are also part of our ethical principles. We strive to adhere to ethical standards in all our interactions and decisions."

Responsibility includes accepting responsibility and accountability in the workplace. Emphasis on the importance of taking responsibility, distributing responsibilities, and balancing income with insurance responsibility are other aspects of this category. Reviewing how responsibilities are distributed among employees and their impact on performance, and paying attention to insurance

responsibility and balancing income with responsibilities, are important elements of this category.

3.15 Fair Evaluation

Another component of an efficient administrative system is fair evaluation, and one of its categories is self-assessment ability, which refers to the ability of the social security organization and its employees to evaluate their own performance. Internal evaluations are regularly conducted to improve insurance programs and processes. This self-assessment includes automated employee assessments and accurate performance evaluations by colleagues. One of the effective methods for this is 360-degree evaluation, which includes feedback from all directions (colleagues, managers, and subordinates). In this regard, one interviewee stated: "We use both internal and external evaluations. Internal evaluations are conducted to continuously improve processes and services. External evaluations are conducted by independent bodies to validate and ensure accuracy in performance. The process of assessing client services is carried out through fair and accurate evaluations, and the results of these evaluations are used to design and improve public services."

Evaluation refers to various internal and external evaluations conducted to monitor and assess processes and performance. Internal evaluations focus on continuous improvement, while external evaluations focus on validation and independent oversight. Monitoring and assessing the process of handling client affairs, designing and developing results-based services, and fair evaluations are all critical. Moreover, aligning evaluation criteria with the services provided and evaluating employee performance throughout the year are essential for improving service quality. Continuous assessment of employee performance is considered one of the ways to ensure continuous improvement.

4 Discussion and Conclusion

Initially, the components of an efficient administrative system are reviewed. Three components—administrative efficiency, an efficient culture, and organizational justice—serve as the foundation of an efficient administrative system. Administrative efficiency refers to performing tasks at the lowest cost with the highest productivity. An efficient culture is a set of values, beliefs, and behaviors that guide employees toward continuous improvement and increased efficiency. Organizational justice refers to fair treatment of

all employees and clients, which helps build trust and motivation within the organization. Consistent with the findings of the present study, efficient culture is also recognized as a key factor in enhancing administrative efficiency in previous research (Martins et al., 2023; Mirkhani, 2021; Onyango, 2019; Rasul et al., 2021; Salamzadeh & Daraei, 2020).

Furthermore, administrative corruption is one of the largest barriers to efficiency and justice in organizations. Strong oversight and accountability mechanisms can prevent corruption and increase public trust in the administrative system. Similarly, researchers show that organizational justice and transparency lead to reduced corruption and increased employee trust. Transparency in administrative processes enhances justice and accountability (Ambrose & Schminke, 2004; Bies & Moag, 1986; Chen McCain et al., 2010; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Greenberg & Colquitt, 2013; Kumasey et al., 2021; Leventhal, 1980; Moorman, 1991; Rahimi et al., 2018; Salamzadeh & Daraei, 2020; Törnblom & Kazemi, 2015). The findings of this study also point to the positive impact of transparency and organizational justice on reducing corruption and increasing employee trust.

Values such as sacrifice, selflessness, and public service give employees the motivation to serve the public wholeheartedly. The three components of high productivity, service quality, and transparency and accountability are interconnected. High productivity involves accomplishing more with fewer resources. Service quality increases client satisfaction, while transparency and accountability foster public trust in the organization. The components of innovation and continuous improvement, jihadi management, and performance management help the organization adapt to environmental changes and continuously improve. Similarly, studies emphasized the importance of innovation and continuous improvement in optimizing performance and increasing productivity in public organizations, findings that align with the present study (Lanin & Hermanto, 2019; Rasul et al., 2021). Jihadi management refers to using all capacities to achieve the organization's goals. Performance management helps evaluate the performance of both employees and the organization. The components of governance, fair laws, fair behavior, and fair evaluation contribute to establishing a fair and transparent administrative system. Good governance means managing the country's affairs in a transparent, accountable, and participatory manner. Fair laws and behavior help promote social justice.

Some mechanisms for creating an efficient administrative system include using information technology to collect, process, and analyze data, which improves decision-making and increases efficiency. Investing in employee training and development helps improve their knowledge and skills, thereby enhancing organizational performance. Similarly, involving employees in decision-making and process improvement increases their motivation and commitment. Additionally, monitoring and continuously evaluating organizational performance help identify weaknesses and strengths, leading to improved performance. Implementing transparent and accountable mechanisms for handling public complaints and requests increases public trust. Finally, a strong organizational culture based on shared values helps create a positive and dynamic work environment. The conclusion is that creating an efficient administrative system is a complex and ongoing process that requires concerted effort and collaboration from all stakeholders. Given the intricate interactions between various components, they must be addressed in an integrated and systemic manner to establish an efficient administrative system.

This comparative analysis shows that the findings of this study are in line with many previous studies, emphasizing the importance of various components in creating and maintaining an efficient administrative system. One of the main components of this system is administrative efficiency, which includes several subcomponents. Organizations with flexible structures can quickly respond to environmental changes and new needs. This flexibility allows the organization to continuously improve its processes and services. A study by Zebari (2024) found similar results, showing that organizations with more flexible structures adapt better to environmental changes and demonstrate higher efficiency (Zebari, 2024). The use of modern information and communication technologies (ICT) plays a key role in improving efficiency and reducing costs. Advanced information systems can automate administrative processes and facilitate access to information. Digitalizing administrative processes enables the provision of online services to members and reduces the need for in-person interactions. This not only reduces time and costs but also facilitates access to services. Similarly, employing modern technologies such as artificial intelligence, big data, and the Internet of Things (IoT) can optimize processes and aid strategic decision-making. Garson's (2006) research showed similar results, emphasizing that the use of information technology and electronic systems plays a significant role in

improving public services and increasing user satisfaction (Garson, 2006).

Effective legal frameworks ensure that administrative processes are conducted transparently, systematically, and in compliance with the necessary standards. Appropriate laws can prevent corruption and inefficiency. De Benedetto (2018) reached similar conclusions, showing that effective and transparent laws not only prevent corruption but also optimize administrative processes. Agile structures allow organizations to respond quickly to changes and facilitate decision-making processes. These structures often involve small, self-managed teams that increase productivity (De Benedetto, 2018). A study by Gunasekaran et al. (2019) found similar results, highlighting the role of agile structures in enhancing organizational productivity, showing that these structures can increase flexibility and decision-making speed (Gunasekaran et al., 2019). Optimal management of financial, human, and physical resources is one of the key factors in increasing organizational efficiency. This involves optimal resource allocation and reducing waste. Delaram et al.'s (2021) research showed similar findings, indicating that the optimal use of financial and human resources can reduce costs and increase organizational efficiency (Delaram et al., 2021).

Organizational culture is one of the most important components of an efficient administrative system and plays a key role in determining the quality of performance and the effectiveness of an organization. In the Social Security Organization, an efficient culture can help create a dynamic and productive environment and includes the following components: shared values and beliefs within an organization help align behaviors and strengthen internal cohesion. In the Social Security Organization, these values may include a commitment to public service, social justice, and fairness in dealings with stakeholders. A study by Cobbinah et al. (2020) showed similar results, indicating that shared values and beliefs in organizations can help foster internal cohesion and increase employee commitment to organizational goals (Cobbinah et al., 2020). This is particularly important in large and complex organizations like the Social Security Organization. A continuous improvement culture helps organizations continually seek to improve their processes and services. This approach ensures that the organization is always looking for new and better solutions. Latan et al.'s (2020) research emphasized similar findings, showing that organizations that cultivate a continuous improvement culture are better able to adapt to environmental changes and adopt more innovations (Latan

et al., 2020). This research showed that organizations with this approach perform better than their competitors.

The efficient management of resources and prevention of waste are among the core principles of a culture of frugality. This component helps the organization achieve maximum productivity with limited resources. A study by Mohammad and Quoquab (2024) in a similar study pointed to the role of a culture of frugality in resource management (Mohammad & Quoquab, 2024). This study showed that organizations promoting this culture among their employees can reduce costs and increase productivity. Norms that promote productivity and efficiency can serve as standards for evaluating individual and group performance. These norms include clear and transparent procedures for performing tasks, using best practices, and adhering to quality standards. Rasul et al. (2021) reached similar conclusions, emphasizing the importance of efficiency norms in improving organizational performance. The results showed that clear norms and quality standards lead to increased efficiency and reduced errors within organizations (Rasul et al., 2021).

Respecting human rights and dignity in organizational interactions provides a positive and motivating environment for employees and clients. This can lead to increased employee satisfaction and public trust in the organization. Martins et al.'s (2023) research reached similar conclusions, highlighting the role of a culture of respect for human rights and dignity in creating a positive and motivating environment. This study showed that organizations adhering to this culture experience higher levels of employee and client satisfaction. A culture of hard work emphasizes the importance of diligence, perseverance, and responsibility in fulfilling tasks. This culture encourages employees to participate more actively and commit more deeply to their work (Martins et al., 2023).

Organizational justice is a key component of an efficient administrative system, playing a crucial role in determining employee satisfaction, motivation, performance, and public trust in the organization. In large organizations like the Social Security Organization, this concept becomes particularly important and includes several subcomponents. Equality in opportunities refers to creating equal opportunities for all employees and individuals within the organization. In the Social Security Organization, equality in opportunities can help foster a sense of justice and motivation among employees. Islamic justice in human resources refers to adhering to the principles of justice in human resource management based on Islamic values and teachings. This type of justice, especially in societies where

Islamic values are important, can increase employee satisfaction and trust. Neutrality and non-discrimination in decision-making and the prevention of discrimination based on gender, ethnicity, religion, or other personal characteristics are fundamental principles of organizational justice that must be observed at all levels of the organization. A study by Eichler (2024) emphasized the importance of neutrality and non-discrimination in organizations and showed that neutrality in decision-making and non-discrimination can strengthen public trust in the organization and increase employee satisfaction (Eichler, 2024). This component is particularly important in the Social Security Organization, which interacts with various segments of society. Transparency and accountability in processes and accountability for performance increase employees' and society's trust in the organization. This component is particularly important in public management and, especially, in service organizations like the Social Security Organization. Fairness in decision-making helps build trust and loyalty among employees and society. This component can prevent dissatisfaction and internal conflicts. Fair distribution of resources refers to the fair allocation of resources based on needs and merits. In the Social Security Organization, the fair distribution of resources can increase productivity and public satisfaction. Bies et al.'s (2018) research examined restorative justice and showed that after an injustice occurs within an organization, implementing restorative justice can help rebuild trust and reduce tensions. This type of justice is particularly important in large, multi-layered organizations like the Social Security Organization, where internal conflicts may be more likely to occur (Bies et al., 2018).

Perceived justice refers to employees' perceptions of fairness in processes and decisions within the organization. This perception can directly affect employee satisfaction and motivation. Kumasey et al.'s (2021) study examined perceived justice and showed that it plays a crucial role in increasing employee motivation and commitment. This research demonstrated that even if organizational decisions are perceived as fair by managers, they will not have a positive impact on performance unless employees also perceive the justice (Kumasey et al., 2021).

Corruption control is an essential component of an efficient administrative system, playing a significant role in increasing public trust, improving organizational performance, and achieving organizational goals. In the Social Security Organization, this component is of particular importance and includes subcomponents such as

administrative integrity, revolutionary spirit, and anti-corruption efforts, which are analyzed below. Administrative integrity refers to implementing ethical and professional principles and standards at all organizational levels. This component includes transparency, accountability, and adherence to laws and regulations. Commitment to jihadi values is one of the important components of an efficient administrative system, especially in organizations like the Social Security Organization. These components consist of a set of ethical and professional values and principles aimed at improving organizational efficiency and effectiveness, increasing public satisfaction, and strengthening public trust. Each subcomponent of commitment to jihadi values is analyzed below.

Sacrifice and selflessness mean prioritizing collective and organizational interests over individual ones. In the Social Security Organization, this means making continuous efforts to serve the public and advance organizational goals, even at personal cost. A study by Giacomelli et al. (2022) showed that sacrifice and selflessness in employees can increase organizational commitment and improve overall performance (Giacomelli et al., 2022). This research emphasized that an organizational culture based on sacrifice and selflessness fosters a sense of solidarity and employee motivation. Round-the-clock effort refers to continuous, uninterrupted work to achieve organizational goals. This component demonstrates deep commitment to the organization's success and public service. Sinha and Laghate's (2021) research examined the impact of round-the-clock effort on organizational productivity and showed that continuous effort and focus on organizational goals can improve efficiency and lead to better results (Sinha & Laghate, 2021). This is particularly important in organizations like the Social Security Organization, which need to respond quickly and effectively to public needs. Islamic knowledge-based approach refers to using modern knowledge and technologies within the framework of Islamic values. This component emphasizes the importance of innovation and using new sciences and technologies to improve processes and services.

Decisiveness and courage in decision-making refer to making decisive and courageous decisions when faced with challenges and obstacles. This component reflects the management's ability to implement policies and achieve organizational goals. A study by Roshanzadeh et al. (2021) showed that decisiveness and courage in decision-making can improve organizational efficiency and solve problems quickly (Roshanzadeh et al., 2021). This is particularly

important in the Social Security Organization, which deals with complex and extensive issues. Connection with the public refers to maintaining close relationships with the public and understanding their needs and problems. This component helps increase public satisfaction and improve service delivery. De Matteis et al.'s (2023) research showed that organizations that focus on close relationships with the public experience higher public satisfaction and better service delivery performance (De Matteis et al., 2023). This component is crucial in the Social Security Organization, which interacts with various segments of society. It helps increase public satisfaction and the organization's credibility. Hallencreutz and Palmer's (2021) study showed that focusing on service quality can increase customer satisfaction and reduce complaints (Hallencreutz & Parmler, 2021). This research emphasized that the Social Security Organization should focus on delivering quality services as a key priority.

High productivity is one of the fundamental components of an efficient administrative system, directly impacting organizational performance and stakeholder satisfaction. In the Social Security Organization, productivity refers to the optimal use of resources and increased efficiency, which are analyzed below. Optimal use of resources means the effective utilization of financial, human, and physical resources to reduce costs and maximize results. This component is particularly important in the Social Security Organization, as its resources are primarily derived from public payments and shared financial resources. A study by Mangipudi et al. (2019) showed that the optimal use of resources can reduce unnecessary costs and increase the organization's efficiency (Mangipudi et al., 2019). This research indicated that organizations that focus on resource management can provide better services at lower costs.

Increased efficiency means achieving better results with fewer resources and time. In the Social Security Organization, this component refers to improving processes, reducing bureaucracy, and increasing the speed and quality of service delivery. Burity's (2021) study examined the impact of increased efficiency on the performance of public organizations and showed that increased efficiency can improve customer satisfaction and reduce costs. This research suggested that by using modern technologies and optimizing processes, organizations can provide more services with the same resources (Burity, 2021). High productivity in the Social Security Organization, as one of the key components of an efficient administrative system, can improve organizational performance, reduce costs, and

increase public satisfaction. Optimal use of resources and increased efficiency are the two main subcomponents of productivity that help reduce costs, improve service quality, and increase responsiveness to public needs. Comparisons with other studies show that these components in the Social Security Organization can serve as effective tools for improving overall organizational performance.

Service quality is one of the fundamental components of an efficient administrative system, directly affecting public satisfaction and trust in the organization. In the Social Security Organization, service quality refers to delivering high-quality services and responding to public needs, which are analyzed below. Delivering quality services means providing services that meet or exceed customer expectations. This component includes the speed of service delivery, accuracy in task execution, and providing complete and accurate information to customers. A study by Nagassa and Japee (2023) examined the impact of responsiveness on customer satisfaction and showed that organizations that respond to public needs promptly and appropriately successfully build more trust and satisfaction among their customers (Negassa & Japee, 2023). This research indicated that quick and accurate responses to public needs can improve the organization's image in society. Service quality in the Social Security Organization, as one of the key components of an efficient administrative system, has a direct impact on public satisfaction and trust in this organization. Delivering quality services and responding to public needs are the two main subcomponents of service quality that, according to the research, can improve customer satisfaction, reduce complaints, and increase public trust. Comparisons with other studies show that focusing on these components can serve as an effective strategy for improving performance and increasing productivity in the Social Security Organization.

Transparency and accountability are key components of an efficient administrative system, playing a crucial role in enhancing public trust, reducing corruption, and improving service quality. In the Social Security Organization, these components specifically refer to providing transparent information, responding to public needs and questions, and maintaining honesty in interactions and decision-making. Transparent information refers to providing accurate, correct, and timely information to stakeholders and the public. In the Social Security Organization, transparent information may include announcing the organization's policies, processes, decisions, and financial performance. A study by Agu et al. (2024) showed that transparency in

information improves public trust and reduces corruption in public organizations (Agu et al., 2024). This research indicated that organizations that provide transparent and accessible information are more trusted by the public compared to organizations that withhold information.

Accountability refers to the organization's commitment to responding to the needs, questions, and complaints of the public. This component reflects the organization's responsibility to stakeholders and society. A study by Lee and Li (2021) showed that honesty in organizational interactions can increase public trust and improve the organization's relationships with society (Lee & Li, 2021). This research indicated that organizations that consider honesty as one of their core values succeed in building long-term relationships and higher trust among their customers and stakeholders.

Innovation and continuous improvement, as key components of an efficient administrative system, are highly important in increasing productivity, customer satisfaction, and adapting to environmental changes. In the Social Security Organization, these components refer to developing and implementing a culture of innovation, embracing change, and continuously striving to improve processes and services. Innovation culture refers to creating an organizational environment where employees are encouraged to present new ideas and implement innovative methods. This component for the Social Security Organization means using modern technologies, improving processes, and developing new methods of service delivery to the public. A study by Tang et al. (2020) showed that organizations promoting an innovation culture have not only higher productivity but also higher employee and customer satisfaction (Tang et al., 2020). This research indicated that fostering an innovation culture in large organizations like the Social Security Organization can lead to improved service quality and increased efficiency. Embracing change refers to the organization's flexibility in dealing with environmental, technological, and customer needs changes. In the Social Security Organization, this component reflects the organization's ability to adapt to social and economic changes and update its services and processes based on new needs. A study by Alzadjali et al. (2023) showed that organizations that view change as an opportunity for growth and improvement successfully maintain competitiveness and improve the quality of their services (Alzadjali et al., 2023). This research indicated that in organizations like the Social Security Organization, embracing change can lead to increased public satisfaction and reduced complaints.

Continuous improvement refers to the organization's focus on continuously improving processes, services, and overall performance. In the Social Security Organization, this component reflects the organization's commitment to providing better and more efficient services to the public.

Jihadi management, as a management approach emphasizing a spirit of effort, innovation, creativity, and teamwork, is one of the key components of achieving an efficient administrative system. This concept, rooted in revolutionary and cultural values, can play a key role in improving efficiency and effectiveness in organizations like the Social Security Organization. Each subcomponent of jihadi management is compared with other studies in this field. Jihadi commitment and motivation refer to having high motivation and adherence to organizational goals. This component plays a crucial role in environments that require rapid and effective changes. Studies have shown that organizational commitment and jihadi motivation are directly related to increased employee productivity and achieving organizational goals.

Similarly, innovation and creativity refer to the ability to offer new and effective solutions to organizational challenges. This component is particularly important in today's world, where changes are rapid and continuous. A study by Owolabi et al. (2019) showed similar results, indicating that organizations embracing innovation as a core value are better able to withstand environmental changes and perform better. Additionally, teamwork and participation refer to effective and coordinated cooperation among members of the organization to achieve common goals (Owolabi et al., 2019).

Governance, as one of the main components of an efficient administrative system, plays a crucial role in improving and increasing the effectiveness and efficiency of organizations, especially public organizations like the Social Security Organization. Governance includes three main subcomponents: relationship quality, effective management, and governance interaction management. Relationship quality in governance refers to the level of trust and interaction between stakeholders, employees, and organizational managers. Strong, transparent, trust-based relationships can create more effective collaboration between different parts of the organization and help improve the overall performance of the organization. Studies have emphasized the importance of transparency, trust, and accountability in improving relationship quality. A study by Yeniaras et al. (2021) showed similar results, indicating that organizations with trust-based and transparent relationships

experience higher employee productivity and satisfaction (Yeniaras et al., 2021). Effective management refers to the ability of managers to create and implement policies and programs that lead to achieving organizational goals. This type of management focuses on strategic and operational decision-making, optimal resource use, and creating performance evaluation mechanisms. Research shows that effective management, through the use of modern management systems and advanced technologies, can help improve organizational efficiency. A study by Walker (2013) showed similar results, concluding that data-based management and strategic decision-making play a crucial role in improving organizational efficiency and effectiveness (Walker, 2013). Similarly, governance interaction management refers to the interactions between the organization and oversight or higher-level institutions. This component includes regular, transparent communication and collaboration with governmental and regulatory bodies, which helps improve coordination and organizational accountability. Recent studies show that strong interactions with regulatory and policymaking institutions can help reduce conflicts and increase coordination. For example, a study by Virtanen and Vakkuri (2016) showed that organizations consistently interacting with regulatory institutions not only respond more quickly but also better implement laws and regulations (Virtanen & Vakkuri, 2016).

Fair laws, as one of the key elements of an efficient administrative system in organizations, help establish order and improve organizational performance. Organizations like the Social Security Organization, which are in constant interaction with the public and the government, require transparent, valid, and fair laws. The main components of fair laws include law enforcement, valid guidelines, valid circulars, clarity in laws, and legal changes. Law enforcement refers to the precise and proper implementation of laws and regulations. If laws are not properly enforced, not only will the organization's goals not be achieved, but it can also lead to administrative inefficiency. Proper enforcement of laws requires close oversight and appropriate control mechanisms. Additionally, valid guidelines and circulars, as legal infrastructures, establish the frameworks and guidelines needed for an organization's proper functioning. Guidelines and circulars that are transparent, accurate, and aligned with the needs of society can prevent ambiguity in execution processes. Attention to individuals with disabilities means ensuring access and appropriate services for disabled individuals in the organization.

Research shows that addressing the special needs of disabled individuals is not only a legal and ethical obligation but also helps improve the overall performance of the organization. In this regard, allocating appropriate resources and training employees to interact with individuals with disabilities is important. Kidd et al.'s (2023) study showed similar results, emphasizing the urgent need to reform and improve social systems to increase the inclusion of individuals with disabilities (Kidd et al., 2023). The study introduces pathways to enhance these systems and related policies. Similarly, honesty within the organization refers to transparency and truthfulness in communications and decision-making. Research shows that honesty is one of the key components of public and employee trust in the organization, and it can help reduce corruption and increase efficiency. Likewise, ethical behavior refers to adhering to ethical principles in all aspects of organizational activities. This behavior helps create a positive organizational culture and increases employee job satisfaction. Recent studies show that ethical behavior reduces stress and increases employee motivation. A study by Choi and Chun (2021) showed similar results, indicating that responsibility increases organizational efficiency and trust in management (Choi & Chun, 2021).

Fair evaluation plays a crucial role in an efficient administrative system. This evaluation must be transparent, fair, and based on accurate criteria to gain the trust of employees and service applicants. The main components of fair evaluation include self-assessment ability and employee evaluation. Self-assessment refers to employees' ability to evaluate their own performance. This component helps improve employee performance and increase accountability. However, this type of evaluation is only effective if there are precise and standard criteria for evaluation and employees are familiar with these criteria. Research shows that self-assessment increases self-confidence and improves work skills. Meanwhile, organizations that allow employees to evaluate themselves give employees a greater sense of ownership and independence, which, in turn, can improve organizational performance. A study by Rasheed and Byrd (2017) examined the impact of self-assessment on employee productivity in public organizations (Rasheed & Byrd, 2017). The results showed that employees who have the opportunity for self-assessment demonstrate higher job satisfaction and performance. This study also highlighted the importance of training employees for effective self-assessment.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

Acknowledgments

We would like to express our gratitude to all individuals helped us to do the project.

Declaration of Interest

The authors report no conflict of interest.

Funding

According to the authors, this article has no financial support.

Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

References

- Agu, J. C., Nkwo, F. N., & Eneiga, R. U. (2024). Governance and anti-corruption measures in Nigeria: Strategies for enhancing transparency, accountability and public trust. *International Journal of Economics and Public Policy*, 8(1), 1-15.
- Alzadjali, A. H., Adedeji, M. J., & Adwan, O. M. J. (2023). Adopting a learning organization perspective for improving human resources service quality during digital transformation. *Journal of Chinese Human Resources Management*, 14(3), 18-35. <https://doi.org/10.47297/wspchrmWSP2040-800502.20231403>
- Ambrose, M. L., & Schminke, M. (2004). Employee reactions to organizational justice: A meta-analysis. *Journal of Applied Psychology*, 89(5), 989-1007.
- Amirkhani, T. (2021). *Politicization of Iran's Public Administration Based on Institutional Perspective*. Springer Nature. https://doi.org/10.1007/978-3-319-31816-5_4235-1
- Bies, R. J., Barclay, L. J., Saldanha, M. F., Kay, A. A., & Tripp, T. M. (2018). Trust and distrust: Their interplay with forgiveness in organizations. In *The Routledge Companion to Trust* (pp. 302-325). <https://doi.org/10.4324/9781315745572-21>
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria of fairness. In *Research in Organizational Behavior*. JAI Press.
- Burity, J. (2021). The importance of logistics efficiency on customer satisfaction. *Journal of Marketing Development and Competitiveness*, 15(3). <https://doi.org/10.33423/jmdc.v15i3.4537>
- Chen McCain, S. L., Tsai, H., & Bellino, N. (2010). Organizational justice, employees' ethical behavior, and job satisfaction in the casino industry. *International Journal of Contemporary Hospitality Management*, 22(7), 992-1009. <https://doi.org/10.1108/09596111011066644>
- Choi, S., & Chun, Y. H. (2021). Accountability and organizational performance in the public sector: Analysis of higher education institutions in Korea. *Public Administration*, 99(2), 353-370. <https://doi.org/10.1111/padm.12683>
- Cobbinah, E., Ntarmah, A. H., Obeng, A. F., & Ewudzie, P. (2020). The effect of organizational culture on employee job performance in the public sector: do commitment and politics play a role? *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 10(3), 107-129. <https://doi.org/10.6007/IJARAFMS/v10-i3/7851>
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278-321. <https://doi.org/10.1006/obhd.2001.2958>
- Colquitt, J. A., Greenberg, J., & Scott, S. G. (2001). Social exchange and organizational justice: A meta-analytic review. *Journal of Applied Psychology*, 86(5), 1174-1189.
- De Benedetto, M. (2018). Effective law from a regulatory and administrative law perspective. *European Journal of Risk Regulation*, 9(3), 391-415. <https://doi.org/10.1017/err.2018.52>
- De Matteis, F., Striani, F., & Greco, R. (2023). The relevance of communication for the well-being of public personnel in local government: does it have an impact on citizen satisfaction? *International Journal of Public Sector Management*, 36(3), 216-235. <https://doi.org/10.1108/IJPSM-01-2022-0024>
- Delaram, J., Houshamand, M., Ashtiani, F., & Valilai, O. F. (2021). A utility-based matching mechanism for stable and optimal resource allocation in cloud manufacturing platforms using deferred acceptance algorithm. *Journal of Manufacturing Systems*, 60, 569-584. <https://doi.org/10.1016/j.jmsy.2021.07.012>
- Eichler, J. (2024). Equality Paradigms and Non-discrimination: Theoretical Approximations. In *An Interdisciplinary Journey from Non-Discrimination to Collective Rights: A Critique of Equality* (pp. 19-68). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-54618-1_2
- Farazmand, A. (2023). Global Encyclopedia of Public Administration, Public Policy, and Governance. In Springer International Publishing. <https://doi.org/10.1007/978-3-030-66252-3>
- Garson, G. D. (2006). *Public information technology and e-governance: Managing the virtual state*. Jones & Bartlett Learning.
- Giacomelli, G., Vainieri, M., Garzi, R., & Zamaro, N. (2022). Organizational commitment across different institutional settings: how perceived procedural constraints frustrate self-sacrifice. *International Review of Administrative Sciences*, 88(3), 702-720. <https://doi.org/10.1177/0020852320949629>
- Greenberg, J., & Colquitt, J. A. (2013). *Handbook of organizational justice*. Psychology Press. <https://doi.org/10.4324/9780203774847>
- Gunasekaran, A., Yusuf, Y. Y., Adeleye, E. O., Papadopoulos, T., Kovvuri, D., & Geyi, D. A. G. (2019). Agile manufacturing:

- an evolutionary review of practices. *International Journal of Production Research*, 57(15-16), 5154-5174. <https://doi.org/10.1080/00207543.2018.1530478>
- Hallencreutz, J., & Parmler, J. (2021). Important drivers for customer satisfaction-from product focus to image and service quality. *Total Quality Management & Business Excellence*, 32(5-6), 501-510. <https://doi.org/10.1080/14783363.2019.1594756>
- Kidd, S., Athias, D., & Seglah, H. (2023). Social security for persons with disabilities across low-and middle-income countries: an overview on lessons learnt and pathways toward greater inclusivity. *Handbook on Social Protection and Social Development in the Global South*, 417-437. <https://www.elgaronline.com/edcollchap/book/9781800378421/book-part-9781800378421-40.xml>
- Kumasey, A. S., Delle, E., & Hossain, F. (2021). Not all justices are equal: the unique effects of organizational justice on the behaviour and attitude of government workers in Ghana. *International Review of Administrative Sciences*, 87(1), 78-96. <https://journals.sagepub.com/doi/abs/10.1177/0020852319829538>
- Lanin, D., & Hermanto, N. (2019). The effect of service quality toward public satisfaction and public trust on local government in Indonesia. *International Journal of Social Economics*, 46(3), 377-392. <https://www.emerald.com/insight/content/doi/10.1108/IJSE-04-2017-0151/full/html>
- Latan, H., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., de Camargo Fiorini, P., & Foropon, C. (2020). Innovative efforts of ISO 9001-certified manufacturing firms: Evidence of links between determinants of innovation, continuous innovation and firm performance. *International Journal of Production Economics*, 223, 107526. <https://www.sciencedirect.com/science/article/pii/S0925527319303536>
- Lee, Y., & Li, J. Y. Q. (2021). The role of communication transparency and organizational trust in publics' perceptions, attitudes and social distancing behaviour: A case study of the COVID-19 outbreak. *Journal of Contingencies and Crisis Management*, 29(4), 368-384. https://onlinelibrary.wiley.com/doi/abs/10.1111/1468-5973.12354?casa_token=SRkpxVC05_8AAAAA:bkADVRTZJMtQt0IMIqSKT-OruNI-c3poTmgq7yqFqOT1WLyrR3S-cM5aUpo5w1K6aEqnvaw6KgaFBURt
- Leventhal, G. S. (1980). What is justice? In *The distributive justice: And equity theory* (pp. 19-60). Addison-Wesley. <https://www.scirp.org/reference/referencespapers?referenceid=1609013>
- Mangipudi, M. R., Prasad, K. D. V., & Vaidya, R. (2019). Optimization of human resources: Does human resource pooling in an organization help in improving capacity building and efficiency? A case study. *Journal of Human Resource and Sustainability Studies*, 7(3), 397-405. <https://doi.org/10.4236/jhrss.2019.73026>
- Martins, P., Nascimento, G., & Moreira, A. (2023). Leadership and turnover intentions in a public hospital: The mediating effect of organisational commitment and moderating effect by activity department. *Administrative Sciences*, 13(1), 18. <https://doi.org/10.3390/admsci13010018>
- Mirghani, T. (2021). *Politicization of Iran's Public Administration Based on Institutional Perspective*. Springer Nature. https://doi.org/10.1007/978-3-319-31816-5_4235-1
- Mohammad, J., & Quoquab, F. (2024). The role of mindfulness and frugality in mitigating food waste and enhancing social wellbeing. *Environment, Development and Sustainability*, 126. <https://doi.org/10.1007/s10668-024-04547-z>
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: A meta-analytic study. *Journal of Applied Psychology*, 76(2), 845-860. <https://doi.org/10.1037/0021-9010.76.6.845>
- Negassa, G. J., & Japee, G. P. (2023). The effect of bonding, responsiveness and communication on customer retention: the mediating role of customer satisfaction. *Journal of Relationship Marketing*, 22(2), 115-131. <https://doi.org/10.1080/15332667.2023.2191111>
- Onyango, G. (2019). Organizational trust and accountability reforms in public management: Analysis of inter-agency implementation relations in Kenya. *International Journal of Public Administration*. <https://doi.org/10.2139/ssrn.3207815>
- Owolabi, G. O., Oni, A. A., & Awotona, S. O. (2019). Effects of Innovations and Challenges in Nursing Education on Learning Outcomes: A Case Study of Oyo State College of Nursing and Midwifery, Eleye, Ibadan. *International Journal of Nursing Research and Health Care*, 166. <https://doi.org/10.4236/ijnrh.2019.173066>
- Rahimi, M., Mahdavi, S., & Mohammadi, A. (2018). The relationship between organizational justice and the performance of managers: The mediating role of spiritual leadership. *Journal of Management Development*, 37(7), 771-789. <https://iieshrm.ir/article-1-372-fa.pdf>
- Rasheed, E. O., & Byrd, H. (2017). Can self-evaluation measure the effect of IEQ on productivity? A review of literature. *Facilities*, 35(11-12), 601-621. <https://doi.org/10.1108/F-08-2016-0087>
- Rasul, I., Rogger, D., & Williams, M. J. (2021). Management, organizational performance, and task clarity: Evidence from Ghana's civil service. *Journal of Public Administration Research and Theory*, 31(2), 259-277. <https://doi.org/10.1093/jopart/muaa034>
- Raza Zaidi, S. M., & Siddiqui, D. A. (2021). Self-Sacrifice: The impact of Leader Self-Sacrifice on teams' effective work and leaders' work engagement, and their well-being: The mediatory role of Team Effective Commitment, and Leader Depletion, complemented by Leader's Competence. *SSRN*. <https://doi.org/10.2139/ssrn.3943072>
- Roshanzadeh, M., Vanaki, Z., Sadooghiasl, A., Tajabadi, A., & Mohammadi, S. (2021). Explaining courage in ethical decision-making by nursing managers: A qualitative content analysis. *Journal of Holistic Nursing And Midwifery*, 31(4), 254-262. <https://doi.org/10.32598/jhnm.31.4.2141>
- Salamzadeh, A., & Daraei, M. (2020). Administrative Justice: An Overview of Theoretical Foundations and Practical Implications. *Journal of Public Administration*. <https://ipom.journals.pnu.ac.ir/>
- Siami-Namini, S. (2020). The New Public Management: Administrative Reform in Iran. *SSRN*. <https://doi.org/10.2139/ssrn.3534437>
- Sinha, E., & Laghate, K. (2021). After-Hours Work Behavior: From Anytime-Anywhere to Round the Clock-Everywhere: Exploring the Antecedents. *Asian Journal of Advances in Research*, 1424-1439. <https://jasianresearch.com/index.php/AJOAIR/article/view/15>
- Tang, G., Park, K., Agarwal, A., & Liu, F. (2020). Impact of innovation culture, organization size and technological capability on the performance of SMEs: The case of China. *Sustainability*, 12(4), 1355. <https://doi.org/10.3390/su12041355>
- Törnblom, K., & Kazemi, A. (2015). Distributive justice: Revisiting past statements and reflecting on future prospects. In *The Oxford Handbook of Justice in the Workplace* (pp. 15-50).

<https://books.google.com/books?hl=en&lr=&id=UhLwBwAAQBAJ&oi=fnd&pg=PA15&dq=%5B1%5D%09T%C3%B6rnlom+K,+Kazemi+A,+Distributive+justice:+Revisiting+past+statements+and+reflecting+on+future+prospects.++The+Oxford+Handbook+of+Justice+in+the+Workplace2015.+p.+15-50.+&ots=C9gJodXQMT&sig=4kLRC1-NjDyFRcicxFzHGscXgNM>

- Virtanen, P., & Vakkuri, J. (2016). Searching for organizational intelligence in the evolution of public-sector performance management. *NISPA Journal of Public Administration and Policy*, 8(2), 89-99. <https://doi.org/10.1515/nispa-2015-0010>
- Walker, R. M. (2013). Strategic management and performance in public organizations: findings from the Miles and Snow framework. *Public Administration Review*, 73(5), 675-685. <https://doi.org/10.1111/puar.12073>
- Yeniaras, V., Di Benedetto, A., Kaya, I., & Dayan, M. (2021). Relational governance, organizational unlearning and learning: implications for performance. *Journal of Business & Industrial Marketing*, 36(3), 469-492. <https://doi.org/10.1108/JBIM-01-2020-0002>
- Zebari, M. R. Y. (2024). The Effect of Organizational Flexibility on Organizational Ambidexterity in Higher Education Institutions in Iraq. *International Review of Management and Marketing*, 14(2), 23-36. <https://doi.org/10.32479/irmm.15705>