




Designing a Paradigmatic Model of Organizational Civilization with an Approach to Achieving Good Governance in Service-Oriented Government Organizations of Tehran

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ABSTRACT

The present study aims to design a paradigmatic model of organizational civilization with an approach to achieving good governance in service-oriented government organizations in the city of Tehran. The research methodology employed is mixed-method, incorporating both qualitative and quantitative approaches. In the qualitative section of the study, semi-structured interview questions were developed to collect data. Subsequently, the fuzzy SWARA questionnaire was used to prioritize the research indicators. The statistical population consisted of 15 experts (including professors in public and urban management from universities and managers with more than five years of experience in service-oriented government organizations in Tehran), selected through purposive sampling. In-depth and semi-structured interviews were conducted with them. The interview texts were analyzed using grounded theory through qualitative data analysis and MAXQDA software. Following this, the research indicators were prioritized using the fuzzy SWARA method. The findings indicated that causal conditions (such as the need for transparency and accountability in government organizations, increasing public participation in decision-making and governance processes, and legal and regulatory requirements governing state institutions) influence the central phenomenon (organizational civilization). The central phenomenon, contextual conditions (including the structure and performance of oversight institutions and the culture and communicative norms within organizations), and intervening conditions (such as the lack of transparency in decision-making processes) affect strategies and actions (strategic approaches toward realizing organizational civilization). Ultimately, these strategies and actions lead to outcomes (such as increased public satisfaction with government services and the realization of good governance).

Keywords: Organizational Civilization, Good Governance, Service-Oriented Government Organizations in Tehran, Grounded Theory Method.

1. Introduction

In contemporary public management, the pursuit of good governance has become a foundational pillar in enhancing public trust, ensuring transparency, and achieving sustainable development in service-oriented government organizations. Amid rising expectations from citizens, urban complexities, and global shifts in governance ideologies, designing models that facilitate organizational transformation is both a necessity and a strategic imperative. In this regard, the concept of “organizational civilization” has emerged as a comprehensive framework that encompasses cultural, structural, and ethical elements within organizations to support the realization of good governance principles. Particularly in megacities such as Tehran, where bureaucratic challenges intersect with public service expectations, there is a pressing need to conceptualize and implement paradigmatic models that align administrative practices with governance ideals (Namazian et al., 2022; Parmehr et al., 2022).

The integration of organizational civilization with good governance reflects a shift in organizational theory from mechanistic, rule-based management toward more adaptive, ethically grounded, and participatory models. Organizational civilization—characterized by accountability, mutual respect, strategic orientation, and ethical behavior—provides the cultural and procedural infrastructure necessary for governance to thrive (Baradaran Khaniyan et al., 2024). When applied in public organizations, particularly service-oriented ones, this integration contributes to the promotion of transparency, responsiveness, and citizen engagement, all of which are critical components of good governance (Chien & Thanh, 2022).

In the context of service-oriented government organizations, the realization of good governance requires more than administrative reforms—it demands a paradigmatic transformation of internal systems and values. Public administration scholars argue that the effectiveness of governance is contingent upon the cultural maturity of the organization, the integrity of its processes, and its responsiveness to public needs (Imawan et al., 2024; Karimi et al., 2022). The deployment of organizational civilization as a framework supports this transformation by cultivating shared norms, facilitating ethical decision-making, and institutionalizing accountability mechanisms (Alfayez et al., 2024).

A critical insight from the literature is that urban governance is particularly sensitive to the alignment between institutional culture and governance frameworks. For instance, studies on smart urban governance highlight the necessity of interdepartmental coordination, technological adoption, and ethical leadership in enhancing decision-making and service delivery outcomes (Arghan et al., 2024; Barati et al., 2024). In cities like Tehran, where public sector complexity is amplified by socio-economic disparities and administrative centralization, the challenge of achieving good governance is compounded. Here, the concept of organizational civilization offers a viable solution by fostering communication between departments, promoting inclusive participation, and standardizing public values across all organizational layers (Dangal, 2025).

One of the core tenets of good governance is accountability, which is intricately tied to institutional transparency and public oversight. Sindelo and Cronje (2024) emphasize that accountability mechanisms are indispensable in building public trust and deterring bureaucratic corruption (Sindelo & Cronje, 2024). Within the framework of organizational civilization, accountability is not just a procedural requirement but a cultural expectation. Ethical leadership, adherence to professional codes, and systematic evaluations form the backbone of an accountable organizational culture (Mathobo et al., 2024). Moreover, this approach facilitates the translation of abstract governance principles into practical organizational behavior, thus enhancing service delivery outcomes (Mehrabani et al., 2023).

Organizational civilization also plays a pivotal role in fostering inclusive governance. In a pluralistic urban society, policies and services must reflect cultural diversity and equity. Zerbian and Romero (2023), in their study of urban food strategies in Madrid, emphasize the importance of local inclusivity in policy design to ensure food security and participatory governance (Zerbian & de Luis Romero, 2023). Applying this logic to Tehran’s public institutions implies that governance models should be embedded with inclusivity values at both strategic and operational levels. Organizational civilization, through its emphasis on human dignity, social justice, and respect for diversity, becomes an essential enabler of such inclusive systems (Afshar et al., 2024).

Health governance, especially during public crises such as the COVID-19 pandemic, further underscores the need for civilized organizational behavior. As Afshar et al. (2024) highlight in their study of Tehran’s pandemic response,

coordination between governmental and non-governmental actors, citizen engagement, and ethical responsibility were vital to maintaining public health standards (Afshar et al., 2024). Such coordination depends heavily on the internal maturity of public organizations—an outcome of institutionalized organizational civilization. These organizations are more likely to act ethically under pressure, share accurate information, and support public needs without political bias or administrative inertia.

The implementation of effective governance also relies on measurable indicators and feedback loops. Barati et al. (2024) argue for the identification of financial health indicators as part of a broader good governance evaluation system in government organizations (Barati et al., 2024). Organizational civilization enhances this evaluative capacity by embedding reflective practices, encouraging performance monitoring, and supporting transparent reporting processes. Similarly, Frahsa et al. (2023) present in their review of urban health governance that the presence of clear accountability indicators, civic participation platforms, and intersectoral collaboration are essential to successful governance initiatives (Frahsa et al., 2023).

Strategic alignment also constitutes a major pillar in both governance and organizational civilization. Rizky et al. (2023) underscore the role of sustainability disclosures in promoting transparency and ethical performance in public institutions (Rizky et al., 2023). From this viewpoint, organizational civilization is not merely about internal cultural refinement but also about how institutions present themselves to the public and remain accountable to societal expectations. By integrating sustainability, strategic foresight, and ethical reporting into their operational model, public organizations fulfill both internal and external governance responsibilities (Parmehr et al., 2022).

Research further supports that the successful implementation of good governance principles—such as meritocracy, fairness, and citizen-centeredness—depends on reforming recruitment and selection processes (Imawan et al., 2024). Organizational civilization contributes to this reform by shaping values that resist nepotism, reinforce professional competencies, and elevate the merit-based ethos in personnel decisions. These reforms are vital in Iranian urban contexts where public dissatisfaction often stems from perceived inefficiencies and favoritism in government hiring practices (Chien & Thanh, 2022).

In terms of administrative systems and institutional design, the alignment between strategy and governance structures is essential. Karimi et al. (2022) propose that

dynamic and responsive structures significantly enhance public service outcomes and overall satisfaction (Karimi et al., 2022). This responsiveness is cultivated through an organizational culture that encourages openness, agility, and continuous learning—key elements of organizational civilization. Moreover, when such culture is codified and institutionalized, it supports the long-term sustainability of governance improvements (Namazian et al., 2022).

It is also important to note the role of psychological and social factors in institutional performance. Bikasad (2022) points to the importance of psychological climate, HR maturity, and information literacy in fostering organizational civilization within oil sector organizations—a finding that holds relevance for other public institutions seeking governance reform (Bikasad, 2022). As public organizations evolve to meet modern governance challenges, their success will increasingly depend on their internal social architecture, including how they manage stress, nurture ethical climates, and support professional development (Alfayez et al., 2024).

Finally, good governance cannot be sustained without a deliberate, model-driven effort to civilize institutions and align them with the public good. This requires not only policy initiatives but also a paradigmatic shift in how organizations define their mission, build trust, and cultivate a governance ethos. As Dangal (2025) aptly notes, governance in developing societies demands tailored frameworks that reconcile administrative heritage with modern public values (Dangal, 2025). This vision underpins the design of a paradigmatic model of organizational civilization in Tehran's service-oriented government organizations, where institutional transformation is both a strategic goal and a moral obligation.

In sum, the convergence of organizational civilization and good governance offers a transformative approach for modern public institutions seeking legitimacy, efficiency, and public trust. Drawing on a rich corpus of interdisciplinary literature, this study aims to design a paradigmatic model that operationalizes this convergence within the context of Tehran's service-oriented government sector.

2. Methods and Materials

This study is an applied-developmental research conducted with the aim of designing a paradigmatic model of organizational civilization with an approach to achieving good governance in service-oriented government organizations in the city of Tehran. Based on the method of

data collection, it is a non-experimental (descriptive) study that was carried out using a cross-sectional survey method.

The qualitative participants included theoretical experts (university professors) and practical experts (managers of service-oriented government organizations in Tehran). Five criteria were used to select participants: centrality, prominence, theoretical knowledge, diversity, and motivation to participate. The sampling method employed was theoretical sampling, which is an appropriate approach for determining sample size in grounded theory methodology. Theoretical sampling is the process of data collection for theory generation, through which the researcher simultaneously collects, codes, and analyzes data. In this study, service-oriented government organizations in Tehran were considered the research population. Accordingly, the qualitative participants included professors of public and urban management from universities and managers with more than five years of experience in service-oriented government organizations in Tehran. They were selected through purposive and non-random sampling, and a total of 15 individuals participated in the study.

The data collection tools in the qualitative section were semi-structured interviews and a questionnaire. The interview included six initial questions, with the anticipation that additional questions would be posed if necessary. Coding was conducted throughout the entire analysis process and was defined in advance, meaning that coding was performed after each interview, and the analysis process was repeated with each subsequent interview. This process continued until theoretical saturation was reached, which occurred after the thirteenth interview, when no new codes or constructs emerged from the data. Nevertheless, to avoid

false saturation, two additional interviews were conducted, resulting in a total of 15 expert interviews.

The validity of the qualitative section was evaluated and confirmed based on Lincoln and Guba's four criteria: credibility, transferability, confirmability, and dependability, as assessed from the perspective of relevant experts. To assess the reliability of the qualitative section and the coding of the interviews, Holsti's method was used. Coding was performed twice, and the "observed agreement percentage" obtained was 0.812, which exceeds the threshold of 0.60. Therefore, the qualitative analysis possesses sufficient credibility.

For data analysis, grounded theory and MAXQDA software were used. At the final stage, in order to determine the weight of the research indicators, the Step-wise Weight Assessment Ratio Analysis (SWARA) method was employed. SWARA is a relatively recent multi-criteria decision-making method introduced by Violeta Kersuliene, Zavadskas, and Turskis in 2010. In the SWARA method, experts first rank the criteria in order of importance, with the most important criterion placed first and assigned a score of one. Then, the relative importance of each criterion compared to the preceding ones is determined. Ultimately, the existing indicators are ranked based on the average relative importance scores.

3. Findings and Results

In this qualitative study, 15 experts participated. The demographic characteristics of the experts are presented in the table below:

Table 1

Demographic Characteristics of the Experts

Demographic Characteristics	Frequency	Percentage
Gender	Male	10
	Female	5
Age	Under 45 years	1
	46 to 50 years	6
	Over 51 years	8
Education	Master's degree	2
	Ph.D.	13
Work Experience	Less than 10 years	2
	10 to 20 years	4
	More than 20 years	9
Total	15	100%

Interview analysis was conducted in MaxQDA software using the grounded theory qualitative data analysis method

based on Strauss and Corbin's (1997) systematic approach, which includes open coding, axial coding, and selective coding.

Step 1) Open Coding:

In line with designing the paradigmatic model of organizational civilization with an approach to achieving good governance, the first stage of data analysis was devoted to open coding. To implement this phase, the texts of the semi-structured interviews were read and reread carefully multiple times to gain a deeper understanding of the data content. In this stage, the data were divided into specific semantic units; these units included sentences and paragraphs containing key concepts related to the phenomenon under investigation. Each semantic unit was reviewed multiple times to ensure semantic consistency and accuracy, after which suitable initial codes were extracted for each unit. These codes were then categorized into homogeneous groups based on conceptual similarities. With each new interview, the same process was repeated, and new codes were compared and merged with previous ones.

Subsequently, all interview transcripts were converted into text files and imported into MaxQDA software. After correcting typographical and editing errors, the data were analyzed thoroughly within the software environment. At this stage, key points from each interview were identified and coded. In total, 628 initial codes were extracted. After removing duplicates and merging synonymous codes, 60 open codes were finalized as the output of the open coding phase. These codes served as the foundational input for the subsequent axial and selective coding stages.

Based on the analysis results in MAXQDA software, theoretical saturation was reached in interview number 13. At this point, the review of conducted interviews revealed

that the codes, concepts, and main categories were repeatedly emerging, and no new information or conceptual patterns were being added to the theoretical framework. In other words, the thirteenth interview marked the point at which the data had reached a level of repetition that assured the analyst that the core concepts related to the studied phenomenon had been fully covered. Achieving theoretical saturation at this stage indicated the adequacy of the sampling and the structural validity of the data for advancing to subsequent stages of qualitative analysis, including axial coding and the development of the paradigmatic model.

Step 2) Axial Coding:

At this stage, axial coding was employed as a systematic process to integrate and consolidate open codes into broader conceptual categories. Within the framework of this study, the central phenomenon was identified as "organizational civilization," and efforts were made to organize the extracted codes into meaningful and overarching constructs. The key strategy identified was the "strategic approach to realizing organizational civilization," which plays a significant role in enhancing public satisfaction with government services and achieving good governance.

Step 3) Selective Coding:

In this stage, based on the systematic grounded theory approach, the constructs obtained from axial coding were categorized into six key components: causal conditions, contextual conditions, intervening conditions, central phenomenon, strategies and actions, and outcomes. This process aimed to integrate the concepts and develop the final model. As a result, using the systematic approach, a total of 6 selective codes, 10 axial codes, and 56 open codes were identified. A summary of the coding results of this study is presented in Table 2.

Table 2

Axial Coding of the Study

Selective Coding	Axial Coding	Open Coding
Contextual Conditions	Structure and Performance of Oversight Institutions	1. Independence and executive authority of oversight institutions
	Organizational Culture and Communication Norms	2. Support and endorsement from government officials 3. Impact of economic and social conditions on the performance of government organizations 4. Prevention of interference from political or economic bodies in decision-making 5. Documentation and meticulous follow-up of oversight processes 6. Capability to utilize modern oversight tools 7. Utilizing media to foster a civilized organizational culture 8. Personal development and continuous learning 9. Changing human resource attitudes toward organizational civilization 10. Accountability and responsibility

Causal Conditions	Need for Transparency and Accountability in Government Organizations	11. Commitment to the organizational charter and professional conduct 12. Reducing corruption and mismanagement in government processes 13. Public oversight of government performance 14. Quick and effective response to complaints and objections 15. Disclosure of information and regular reporting
	Increased Citizen Participation in Decision-Making and Governance	16. Establishment of consultative mechanisms and dialogues with citizens 17. Use of technology to gather opinions and ideas 18. Participation in policy and developmental program design 19. Strengthening public awareness and civic education
	Legal Requirements and Regulations Governing Public Institutions	20. Rule of law and fair enforcement of regulations 21. Regulations related to human rights and social justice 22. Regulations concerning stakeholder participation and consultation 23. Regulations related to human resource management and recruitment
Central Phenomenon	Organizational Civilization	24. Anti-corruption laws and prevention of abuse of power 25. Effective communication among government sectors and citizens 26. Respect for diversity and inclusion (cultural, social, racial, and gender-based) 27. Development of accountability and transparency culture in public organizations 28. Realization of social justice 29. Participatory and democratic decision-making processes 30. Commitment to ethics and human values 31. Enhancing public trust in governmental institutions 32. Welfare policies and support for human resources
		33. Corruption and abuse of power
		34. Weakness in oversight and auditing 35. Injustice and discrimination in opportunities 36. Lack of public access to performance reports 37. Confidentiality of information and key decisions 38. Non-transparent recruitment and promotion processes 39. Use of modern technologies to enhance governance and transparency 40. Establishment of justice and equality in employment opportunities 41. Development of training programs for public sector HR on good governance 42. Promotion of organizational innovation and creativity 43. Creation of transparent and fair structures for performance evaluation 44. Implementation of anti-discrimination policies in recruitment and promotion 45. Adherence to ethical principles in dealings with clients, partners, and HR
Intervening Conditions	Lack of Transparency in Decision-Making Processes	
Strategies and Actions	Strategic Approach to Realizing Organizational Civilization	
Outcomes	Increased Public Satisfaction with Government Services	46. Maintaining social cohesion and stability at the urban level 47. Standardization of service delivery processes 48. Conducting regular public surveys to assess performance and gather feedback 49. Expanding education and public awareness 50. Providing services to remote and underserved areas 51. Continuous information dissemination via media and social networks
	Good Governance	52. Organizational empowerment and development of managerial capacities 53. Strong internal oversight and control capability 54. Reinforcement of social accountability and transparency in actions 55. Expansion of innovative initiatives in public service delivery 56. Establishment of environmental sustainability

In the selective coding phase, which is the third and final stage in the grounded theory theorization process, the focus of the study was on integrating and consolidating the categories derived from axial coding. In this step, the main and sub-categories previously identified during axial coding were categorized and organized into six key components using Strauss and Corbin's (1998) paradigmatic model. These six components include:

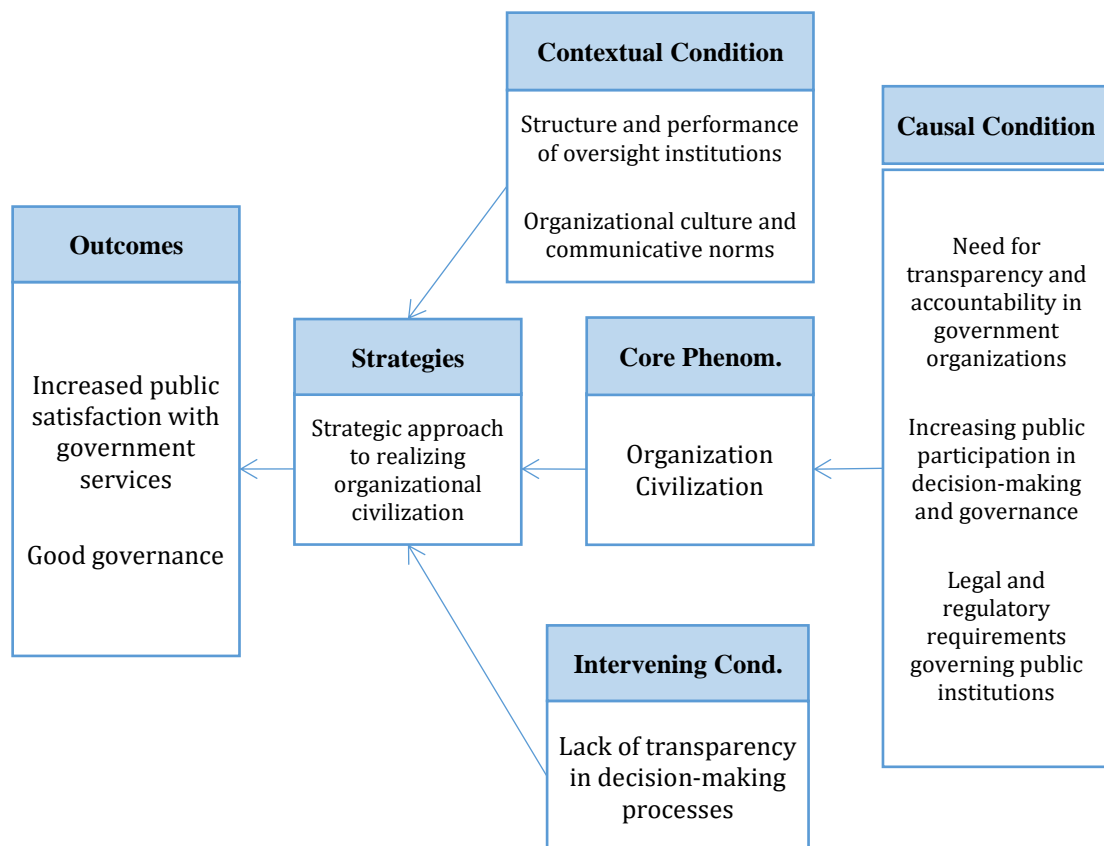
- **Causal Conditions:** Factors that directly lead to the emergence of the central phenomenon.
- **Contextual Conditions:** The contexts and environments that shape or intensify the phenomenon.

- **Intervening Conditions:** Mediating factors that affect the interaction between strategies and the phenomenon.
- **Central Phenomenon:** The core concept around which other components are structured.
- **Strategies:** Actions and approaches taken in response to the central phenomenon.
- **Outcomes:** The results and effects of implementing the strategies and actions in relation to the phenomenon.

Based on these results, the paradigmatic model of the study is illustrated in Figure 1.

Figure 1

Paradigmatic Model of the Study.



To determine the weights of the research indicators, the Step-wise Weight Assessment Ratio Analysis (SWARA) method was used. According to this method, selected experts first ranked the criteria in order of importance, such that the most important criterion was placed first and assigned a score of 1. Then, the relative importance of each criterion

compared to the previous one was determined. Finally, the existing indicators were ranked based on the average relative importance values. These values are listed under the "Average Relative Importance" column in Table 2 and are denoted as S_i .

In the third step of the SWARA method, the coefficient K_i was calculated. The value of K_i is used to estimate the initial weight of each criterion using the following equation:

$$Q_i = Q_{i-1} / K_i$$

$$Q_1 = 1$$

$$Q_2 = Q_1 / K_2 = 1 / 1.09 = 0.917$$

$$Q_3 = Q_2 / K_3 = 0.917 / 1.24 = 0.740$$

These values are presented under the “Initial Weight” column in Table 3. To calculate the final weight, the linear normalization method was applied using the following formula:

$$W_i = Q_i / \sum Q_i$$

Thus, the final weights of the research indicators were estimated.

Table 3

Priority Ranking of Research Indicators

Indicator	Average Relative Importance (S_i)	K_j	Initial Weight (Q_i)	Normalized Weight (W_i)
Effective communication among different parts of government and citizens	1.00	1.00	1.000	0.1262
Welfare policies and support for human resources	1.00	1.00	1.000	0.1226
Preventing interference of political or economic institutions in decision-making	0.09	1.09	0.917	0.1158
Respect for diversity and inclusion (cultural, social, racial, and gender)	0.09	1.09	0.917	0.1124
Developing training programs for public sector HR in good governance	0.24	1.24	0.740	0.0934
Disclosure of information and regular reporting	0.24	1.24	0.740	0.0907
Creating transparent and fair structures for performance evaluation	0.05	1.05	0.705	0.0889
Implementation of anti-discrimination policies in recruitment and promotion	0.05	1.05	0.705	0.0864
Regulations on human resource management and recruitment	0.19	1.19	0.592	0.0747
Anti-corruption laws and abuse of power prevention	0.19	1.19	0.592	0.0726
Regulations on human rights and social justice	0.27	1.27	0.466	0.0588
Regulations on stakeholder participation and consultation	0.27	1.27	0.466	0.0571
Adherence to ethical principles in dealings with clients, partners, and HR	0.11	1.11	0.420	0.0530
Maintaining social stability and cohesion at the urban level	0.05	1.05	0.400	0.0505
Participatory and democratic decision-making processes	0.09	1.09	0.367	0.0463
Commitment to ethics and human values	0.12	1.12	0.328	0.0414
Rule of law and fair enforcement of regulations	0.21	1.21	0.271	0.0342
Provision of services in remote and underserved areas	0.18	1.18	0.230	0.0290
Continuous communication through media and social networks	0.25	1.25	0.184	0.0232
Organizational empowerment and development of managerial capacity	0.18	1.18	0.156	0.0196
Standardization of service delivery processes	0.31	1.31	0.119	0.0150
Environmental sustainability	0.04	1.04	0.114	0.0144
Accountability and responsibility	0.11	1.11	0.103	0.0130
Commitment to organizational charter and professional behavior	0.21	1.21	0.085	0.0107
Establishing justice and equality in job opportunities	0.09	1.09	0.078	0.0098
Strong internal monitoring and control capability	0.013	1.013	0.077	0.0097
Competence in using modern oversight tools	0.09	1.09	0.071	0.0089
Use of media to promote a civilized organizational culture	0.12	1.12	0.063	0.0080
Expanding education and public awareness	0.22	1.22	0.052	0.0065
Corruption and abuse of power	0.31	1.31	0.039	0.0050
Weakness in monitoring and auditing	0.07	1.07	0.037	0.0047
Injustice and discrimination in opportunities	0.011	1.011	0.036	0.0046
Participation in policy and development planning	0.09	1.09	0.033	0.0042
Enhancing public awareness and civic education	0.21	1.21	0.028	0.0035
Regular public surveys for performance evaluation and feedback	0.04	1.04	0.027	0.0034
Strengthening public trust in government institutions	0.06	1.06	0.025	0.0032
Non-transparency in recruitment and promotion processes	0.16	1.16	0.022	0.0027
Use of modern technologies to enhance governance and transparency	0.31	1.31	0.017	0.0021
Establishment of consultative mechanisms and citizen dialogues	0.05	1.05	0.016	0.0020

Use of technology to collect opinions and ideas	0.19	1.19	0.013	0.0017
Impact of economic and social conditions on government performance	0.27	1.27	0.010	0.0013
Independence and executive authority of oversight institutions	0.05	1.05	0.010	0.0013
Support and endorsement from government officials	0.19	1.19	0.008	0.0011
Enhancing social responsibility and transparency in actions	0.27	1.27	0.007	0.0008
Reducing corruption and mismanagement in public processes	0.11	1.11	0.006	0.0007
Public oversight of government performance	0.05	1.05	0.006	0.0007
Quick and effective response to complaints and objections	0.09	1.09	0.005	0.0007
Promoting transparency and accountability culture in public organizations	0.08	1.08	0.005	0.0006
Realization of social justice	0.12	1.12	0.004	0.0005
Personal development and continuous learning	0.06	1.06	0.004	0.0005
Changing HR perspectives toward organizational civilization	0.06	1.06	0.004	0.0005
Documentation and follow-up of oversight processes	0.21	1.21	0.003	0.0004
Lack of public access to performance reports	0.18	1.18	0.003	0.0003
Confidentiality of key information and decisions	0.08	1.08	0.002	0.0003
Expanding innovative initiatives in public service delivery	0.12	1.12	0.002	0.0003
Promoting organizational innovation and creativity	0.12	1.12	0.002	0.0002

The indicator “Effective communication among different parts of government and citizens” ranked first with a weight of 0.1262. The indicator “Welfare policies and support for human resources” ranked second with a weight of 0.1226. The indicator “Preventing interference of political or economic institutions in decision-making” ranked third with a weight of 0.1158. The indicator “Respect for diversity and inclusion (cultural, social, racial, and gender-based)” ranked fourth with a weight of 0.1124. The indicator “Developing training programs for public sector HR in good governance” ranked fifth with a weight of 0.0934.

4. Discussion and Conclusion

The purpose of this study was to design a paradigmatic model of organizational civilization aimed at achieving good governance in service-oriented government organizations in the city of Tehran. Grounded theory methodology, enriched by expert interviews and the SWARA technique for indicator prioritization, revealed a comprehensive framework composed of six central dimensions: causal conditions, contextual conditions, intervening conditions, the core phenomenon (organizational civilization), strategies and actions, and outcomes. This model highlights the interconnection between internal organizational structures and the broader governance ecosystem, suggesting that without an internal civilizational ethos, the external realization of good governance remains fragmented.

The results underscore that among the causal conditions, the most prominent drivers of good governance were the need for transparency and accountability, increasing public participation in decision-making, and compliance with legal-regulatory frameworks. The prioritization of these indicators

aligns with findings by Alfayez et al. (2024), who emphasize the critical role of ethical work climates in building a culture of accountability and transparency in public sector organizations (Alfayez et al., 2024). The high ranking of indicators such as “disclosure of information and regular reporting” and “public oversight of government performance” indicates that the foundational expectations of citizens are centered around access to information and active involvement—both of which are essential tenets of modern governance (Sindelo & Cronje, 2024).

The analysis also identified organizational civilization as the core phenomenon, deeply influenced by contextual and intervening factors such as organizational culture, oversight mechanisms, and systemic transparency. Effective communication between different sectors of government and citizens, as well as respect for diversity and inclusion, emerged as the most critical indicators, demonstrating the growing importance of inclusivity and dialogue in public service design. These findings are consistent with Zerbian and Romero’s (2023) study of food security governance in Madrid, which emphasizes how urban strategies rooted in inclusivity contribute to governance legitimacy and citizen trust (Zerbian & de Luis Romero, 2023).

Moreover, the research revealed that contextual conditions—including the structure and performance of oversight institutions and the communicative norms within organizations—play a significant role in shaping the efficacy of governance strategies. These structural and cultural variables, as shown in previous studies, function as mediators between leadership intent and public perception. For instance, Baradaran Khaniyan et al. (2024) highlight the influence of smart urban infrastructures and institutional

coordination on the realization of good governance in urban areas, underlining the necessity of coherent internal systems (Baradaran Khaniyan et al., 2024). In this study, institutional capacity, particularly the ability to use modern oversight tools, also received notable importance, reaffirming the assertion made by Arghan et al. (2024) that digitalization and intelligent urban management are catalysts for better governance outcomes (Arghan et al., 2024).

In the realm of strategies and actions, the strategic approach to achieving organizational civilization was articulated through multiple practices: deployment of innovative technologies, development of fair performance evaluation systems, ethical hiring and promotion practices, and HR training programs on governance principles. These findings corroborate Rizky et al.'s (2023) work, which emphasizes that sustainability disclosures and technological integration into governance frameworks can significantly bolster transparency and efficiency in public institutions (Rizky et al., 2023). Furthermore, Parmehr et al. (2022) demonstrated that organizations that document internal knowledge and create strong social networks within their structure enhance both their image and governance functionality—an insight echoed in the importance this study places on learning-based and ethical organizational cultures (Parmehr et al., 2022).

Among the outcomes identified, two key results were “increased public satisfaction with government services” and the broader realization of “good governance.” These results point to the dual internal-external impact of a civilized organizational system. Chien and Thanh (2022) found that in Vietnam, citizens’ satisfaction with public administration was positively correlated with the extent to which good governance practices were visible and experienced at the citizen level (Chien & Thanh, 2022). The current model affirms this by showing that improving the internal civilization of organizations—through accountability, inclusiveness, responsiveness, and fairness—directly contributes to external indicators of legitimacy and satisfaction.

The prioritization analysis using the SWARA method further validated these relationships by ranking “effective communication between government and citizens” as the top indicator, followed by “welfare policies for human resources,” “preventing external interference in decision-making,” and “respect for diversity.” These findings are consistent with the emphasis placed by Dangal (2025) on the importance of participatory governance models tailored to specific sociopolitical contexts such as Nepal and Iran

(Dangal, 2025). Importantly, the ranking of internal welfare and HR development policies also resonates with the argument by Bikasad (2022), who modeled how psychological climate and HR maturity serve as mediators in cultivating organizational civilization in the oil industry (Bikasad, 2022).

In addition, the study’s coding process highlighted how intervening conditions—such as a lack of transparency in hiring, corruption, and restricted access to performance data—can derail the impact of otherwise well-designed strategies. These negative drivers reflect the need for systematic reforms, not only at the policy level but also at the operational level, echoing the challenges noted by Mathobo et al. (2024) in their assessment of ethics committees and the barriers they face in implementing accountability measures (Mathobo et al., 2024).

Finally, the alignment of this study’s findings with those of Namazian et al. (2022), who argue that institutionalization of civilization principles enhances resilience and adaptability in public organizations, underscores the generalizability of the proposed model (Namazian et al., 2022). Moreover, the high emphasis on training and performance evaluation structures found in this study reinforces the practical insights of Karimi et al. (2022), who assert that dynamic, service-oriented public management must rest on both structural agility and cultural integrity (Karimi et al., 2022).

Despite its valuable contributions, this study is subject to certain limitations. First, the qualitative methodology and theoretical sampling approach, while ideal for exploratory modeling, limit the generalizability of findings to all public institutions in Tehran or beyond. The sample consisted of 15 experts with specific profiles, and while saturation was achieved, the perspectives remain bounded by their professional experiences. Second, while the SWARA method provides a structured prioritization framework, it relies heavily on subjective judgment and expert ranking, which may vary under different socio-political circumstances. Third, the study focused exclusively on service-oriented government organizations, leaving out sectors such as regulatory bodies or enforcement agencies, which may exhibit different dynamics.

Future research could benefit from employing a mixed-method approach, including quantitative surveys across multiple public sectors to test the validity and applicability of the proposed model. Comparative studies involving other major cities within or outside Iran would also provide insight into the contextual dependencies of organizational

civilization and governance dynamics. Furthermore, longitudinal studies could examine how the implementation of the paradigmatic model over time influences key performance indicators such as citizen trust, staff turnover, and policy compliance. Expanding the model to incorporate emerging trends such as digital governance and artificial intelligence would also align it with evolving administrative realities.

Practitioners in public administration should use this model as a strategic framework to embed civilizational values into organizational routines and structures. Priority should be given to enhancing transparency mechanisms, such as regular public reporting and accessible feedback platforms. Training programs should be tailored to promote ethical sensitivity, cultural awareness, and participatory practices among civil servants. Moreover, integrating welfare and HR development policies into governance strategies can enhance staff motivation and organizational loyalty. Institutional reforms should focus on creating transparent, inclusive, and performance-oriented environments that reflect the core principles of organizational civilization and support the attainment of good governance.

Authors' Contributions

Authors contributed equally to this article.

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.

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Declaration of Interest

The authors report no conflict of interest.

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Ethics Considerations

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

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