International Journal of Digital Content Management (IJDCM)
Vol. 4, No. 7, Summer & Fall 2023; P 265-287
dcm.atu.ac.ir
DOI: 10.22054/dcm.2022.68585.1113

ATU PRESS

Original Research
Accept Date: 24 September 2022
Receive Date: 18 June 2022
eISSN: 2717-3313
ISSN: 2717-3305

Designing an Organizational Performance Model Based on the Digital Status of the Organization During the Covid-19 outbreak in the Ministry of Industry, Mine and Trade

Zohreh Namaki — Phd Candidate, Department of Mangement, Dehaghan Branch, Islamic Azad University, Dehaghan, Iran

Sayyed Mohammad Reza Davoodi * — Assistant Professor Department of Mangement, Dehaghan Branch, Islamic Azad University, Dehaghan, Iran

Saeed Aghasi — Assistant Professor, Cultural Planning Management - Cultural Management Decision Making and Policy Making Peasant unit, Dehaghan, Iran

Abstract

Purpose: The purpose of this study is to design an organizational performance model based on the digital status of the organization in the Corona pandemic with a theme analysis approach in the Ministry of Industry, Mine, and Trade (MIMT).

Method: This research was conducted with a qualitative approach. The research tool (data collection) was a semi-structured interview in which 27 elites and qualified specialists in MIMT (statistical population of this study) were selected using a purposive sampling approach to qualitative sampling.

Finding: The results of data analysis in the qualitative section in the open coding stage identified 79 codes, which finally through axial coding achieved 3 categories (main category) and 21 indicators (subcategory).

---

* Corresponding Author: smrdavoodi@ut.ac.ir

How to Cite: Namaki, N., Davoodi, S. M. R., Aghasi, S. (2023). Designing an Organizational Performance Model Based on the Digital Status of the Organization During the Covid-19 outbreak in the Ministry of Industry, Mine and Trade, *International Journal of Digital Content Management (IJDCM)*, 4(7), 265-287.

Conclusion: The main mission and goal of the managers of any organization is the effective and efficient use of various resources and facilities such as labor, capital, materials, energy, and information. Digital transformation, which has always been important as a fundamental and strategic action in organizations, has become more important in recent years following the outbreak of coronavirus; the pressures of the coronavirus epidemic have accelerated the efforts of organizations to create digital transformation

Keywords: Organizational Performance, Digitization, Theme Analysis, Corona, Ministry of Industry, Mine, and Trade (MIMT).

Introduction

As Corona or Covid 19 plunged our world into an unprecedented crisis; a world that had been evolving digitally, millions of people began telecommuting to prevent the spread of disease and maintain business continuity, and the development of virtual human resources and alternative work strategies helped organizations adapt to current challenges and prepare for future disruption (DeFilippis et al, 2022). Therefore, we should seek to analyze the role of human resource development in the crisis and transition to a new era, which in case of disruption and change can always help their organizations not only to escape from this crisis but also in a new era of work transformed by technology, they can progress and increase their performance (Bennett et al., 2021). It is clear that the set of efforts made in an organization is reflected in organizational performance and performance improvement is one of the most important goals of any organization. That is why most organizations try to improve their performance by using various mechanisms (Engidaw, 2022).

In general, organizational performance is an indicator that measures the extent to which an organization achieves its goals. The process of digital transformation is one of the new tricks in the field of human resource management, which has recently become doubly important with the outbreak of the Coronavirus in our country and among some governmental organizations and businesses in the field of digital and technology. The use of information technology increases the knowledge and awareness of employees and also enriches the content of jobs. Achieving high performance and level of competition in an organization may be strongly influenced by organizational entrepreneurship (Drobyazko et al, 2019).

Digital transformation is a journey, and every journey requires a roadmap. The digital transformation plan can be considered as a roadmap for organizations for a comprehensive transformation about digital changes in the ecosystem that governs the organization's space (Bieńkowska et al, 2022). According to Gartner, digital transformation consulting services are services provided to leaders, stakeholders, and senior executives of the organization to help upgrade digital technologies to create new opportunities and innovate throughout the business and change components of all operations and business models. (Gartner, 2018). In fact, in the age of digitization, innovations are shaped by advances in information and communication technology

(Napitapulu et al., 2018). Active leadership and investment are key determinants of a company's potential to become a digital organization. The Impact of Organization Type on Innovation Response Time in the Covid-19 pandemic crisis has created a changing environment and posed many challenges that lead to changing perspectives on innovation and innovative solutions (Ebersberger and Kuckertz, 2021). However, the huge amount of digital data that is provided to organizations can be a new source of value generation in organizations. As a result, it is a mechanism through which organizations can use digital technologies to increase performance (Martínez-Caro et al., 2020) that we are dealing with.

If you extrapolate the term organizational culture in the digital realm, it can be argued that in the age of the digital workforce, an organization's culture must expand its own digital work practices (Duerr et al., 2018). Organizations need to be active in reinterpreting their organizational culture around the digital aspects of the workplace. Having a digital culture that leads employees and teams in organizations to share and create knowledge is essential (Richards et al., 2019). Employees' willingness to use and share knowledge to generate new and valuable ideas or work in an innovative and appropriate way enables the organization to use digital technologies (Dubey et al., 2019). Digital culture can stimulate behaviors among members of the organization that lead them to embrace digital technologies as a source of value to the organization and can strengthen the commitment to them (Wilman and Rajaunka, 2019). Numerous studies have focused on the fact that digital technologies can affect organizational performance (Richards et al., 2019).

Due to the Coronavirus challenge in 2020, many citizens became homeless for fear of outbreaks, schools and universities were closed, and most companies and organizations chose to pursue a new style of running their business, such as telecommuting. However, the corona outbreak is still strong these days(not now in 2023), and in our country, successive waves have begun and it is still unclear when it will end. (Mohammadi, 2020).

Considering the important role of the staff of the MIMT and the purpose and mission of this organization which is to promote human resources; it is also responsible for the management of the sector in line with the superior documents of the MIMT through policy-making, planning, monitoring, and support of production and trade in the

country. Moreover, to achieve the first economic and technological position in the region it follows to emphasize the continuous economic growth and value-added growth of the sector based on investment and export-oriented production, promoting the capability and competence of human capital, permanent job, effective market management, value chain management, encouraging the establishment of large and capable private manufacturing and commercial enterprises, development of balanced investment by the capabilities of land-based regions, development of industrial, mining, and commercial capacities and technologies to improve the welfare of the society.

Furthermore, according to the final document of the 20-year vision of economic and social development, the Islamic Republic of Iran should be promoted to the first economic, scientific and technological status in the region in 2025. Achieving the goals of this vision is a responsibility in all public and private sectors because the basis of economic and social development is the development of human resources and the training of specialized human resources. Undoubtedly, in addition to transmitting culture and transcending the values of social ethics, and developing the frontiers of knowledge, the development of human capital and training of specialized personnel are also among the most important missions and functions of human resource management. But in the past decades in our country, unfortunately, due to some economic, political, managerial, cultural, and educational factors, the function of training specialized human resources in interaction with work and working has n been neglected. The results of this research can provide a model based on which it is possible to review and reform the administrative system of the country, especially in the ministry under study. Given the above, the following questions are posed ‘Does the digital situation affect the performance of the organization during the Corona?’ ‘ What is the presentation and explanation of a model for organizational performance based on the digital status of the organization during the Corona pandemic in the MIMT?

Literature Review

Given the importance of the issue, researchers have tried to examine this issue from different perspectives.

For example, Bennett et al. (2021) in their article entitled "The Role of Virtual Human Resource Development in the Covid-19

Crisis" (accelerated digital transformation skills) stated that human resource development helps the organization not only to survive the crisis but also to develop a new era of work that is transformed by technology. Ebersberger and Kuckertz (2021) in an article entitled "The effect of organization type on innovation response time in COVID-19 crisis" shows the importance of cooperation between start-ups and open innovation, especially after the crisis. In their paper, COVID-19 Crisis and the Organizational Commitment of Senior Hotel Managers, Filimonau, et al. (2020) state that organizational resilience must be strengthened to protect senior management teams in the face of future catastrophic events.

Lee et al. (2020) examined digital convergence innovation in the era of integration (CI) in an article entitled "Convergence Innovation in the Digital Age in the COVID-19 Epidemic Crisis". Martínez et al. (2020) in an article entitled "Digital Technologies and Corporate Performance: The Digital Organizational Role" stated that business digitalization can enhance the development of value activities, but companies will only use this potential if they use digital organizational culture. Rahul De & Pal (2020) in an article entitled "The Impact of Digital Enhancement during the Covid-19 Outbreak: A Perspective on Research and Practice" state that increasing digitalization is driving companies and educational institutions to work from home. Pishnamazzadeh et al. (2020) in a study entitled "An evaluation model for hospital resilience considering key performance indicators: a dynamic approach to the globalization system" stated that human-resource-related factors have a significant impact on hospital flexibility and their changes can lead to reduced performance. Kontić & Vidicki (2018) in their article entitled "Strategy for a digital organization" stated that active leadership and investment are the key factors that determine the company's potential to become a digital organization.

Nwankpa & Datta (2017) in their article entitled "Balancing the Exploration and Exploitation of IT Resources: The Impact of Digital Business Intensity on Organizational Performance" stated that companies that use existing IT capabilities to drive the growth of digital commerce are skilled in providing performance returns. Charles et al. (2017) in an article entitled "Digital Organization Design" provided a conceptual framework for designing effective digital organizations. Sung and Choi (2014) in an article entitled

"Multiple dimensions of human resource development and organizational performance" stated that human resource development improves employee commitment and competence and affects organizational performance.

Rahmati Karherud et al. (2021) in their article entitled "Providing a framework for explaining the competencies of digital leaders in a hybrid way" stated that digital transformation has basically changed the nature of work, organizational boundaries, and responsibilities of business leaders. Koushki Jahromi (2021) in his research entitled "Identifying the competencies of human resource managers to succeed in the corona crisis with a digital business approach" stated that this study is qualitative in terms of purpose, explanation, and method and for data analysis theme analysis method was employed. Nazimi et al. (2021) in a study entitled "Explaining the pattern of human resource performance management with a digital age approach" stated that this study was conducted to explain the pattern of human resource performance management in Tehran Municipality according to the requirements of the digital city. Qaidar and Shami Zanjani (2021) in a study entitled " Pattern of factors affecting the formation of employees' digital experience" stated that digital transformation plays a key role in the way organizations do business. Fani et al. (2020) in their paper entitled "Introducing a Strategic Model of Web-Based Analysis to Measure the Performance and Optimize Digital Marketing of Web-Based Companies", came up with an idea which led to the development of a theory in the field of digital marketing of Web-based companies. Background, intervening factors, strategy, and outcome were found in the form of a theoretical model based on data theory and the results were explained. Nozari et al. (2020) in their article entitled "Identifying the challenges facing the telecommuting plan and providing solutions for its effective implementation - a case study of the Ministry of Industry, Mines and Trade" showed that information and communication technology is a key component of telecommuting. The research backgrounds in Tables (1) and (2) are as follows:

Table 1. Summary of domestic literature Review

No.	Researcher	Research Methods	Research results
1	Rahmati Karroudi et al. (2021)	Metha-synthesis method	The findings showed that the identified dimensions are: "emotional intelligence, social intelligence, harmonization of socio-technical resources, competitive insight, organizational learning leadership and innovation, technological intelligence, user-centered and cultural insight." Findings can help organizational managers and researchers in this field to understand the different angles of competencies of digital leaders and provide a platform for cultivating and improving them and equipping them with new competencies.
2	Nazimi et al. (2021)	Structural equation method	The results of the research led to the explanation of the human resource performance management model in Tehran Municipality according to the requirements of the digital city including five dimensions and sixteen components and the hypothetical relationships of the model in a large community were tested and confirmed.
3	Koushki Jahromi (2021)	Qualitative theme analysis	The results showed that digital human resources are one of the most important factors in the development of digital business acquisitions. To succeed in the digital realm, human resource managers need to equip themselves with competencies that can be divided into soft and hard. To be successful in the field of digital human resource management, changes must be made to the human resource management subsystems, including recruitment, performance appraisal, development, and service compensation, to better deploy and develop a coordinated digital human resource management model; And with the help of technology, the crisis caused by the corona can be managed with maximum efficiency.
4	Qaidar and Shami Zanjani (2021)	Qualitative method	The result of this study is to provide a definition and a framework with 8 components and 70 sub-components on the concept of the digital experience of employees. This study guides organizations to enhance employees 'digital experiences in the

No.	Researcher	Research Methods	Research results
			workplace and to reconsider employers' relationships with their employees to survive in today's competitive business environment.
5	Qaidar and Shami Zanjani (2020)	Descriptive survey with a two-stage qualitative method	Improving the current situation of the factors affecting the formation of a pleasant digital experience for employees in the organization is essential. The model presented in this research can be used as a basis in this field.
6	Fani et al. (2020)	Qualitatively based data foundation theory	The results of the interviews in the coding process led to the development of theory in the field of digital marketing of web companies, based on which causal factors, contextual, intervening factors, strategy, and outcome in the form of a theoretical model based on data theory has found meaning. Finally, the results were described.
7	Nozari et al. (2020)	Survey	The results showed that information and communication technology is the main component of telecommunications, so without its infrastructure, it is almost impossible to implement this plan. It should be noted that communication infrastructure is not limited to communication tools such as computers and communication lines such as high-speed Internet, and the possibility of access to the organization's internal automation system and employees' work portfolio is also part of it.

Table 2. Summary of Foreign Literature Review

No.	Researcher	Research Methods	Research results
1	Bennett et al. (2021)	Descriptive	Human resource development helps the organization not only survive the crisis, but also progress in a new era of work that is being transformed by technology.
2	Ebersberger and Kuckertz (2021)	Regression and QML method	The result shows the importance of cooperation between start-ups and open innovation, especially after the crisis.
3	Filimonau et al. (2020)	pls	To protect senior management teams in the face of future catastrophic events, they must strengthen their organizational flexibility and invest in corporate social responsibility.

No.	Researcher	Research Methods	Research results
4	Lee et al. (2020)	Quantitative - pls	In the age of integration (CI), digital convergence innovation was explored.
5	Shaker (2020)	Descriptive	It discusses how international entrepreneurs operate and the emerging global order.
6	Martínez et al. (2020)	Quantitative - Structural equations	Business digitization can enhance the development of value activities, but companies will only use this potential if they use a digital organizational culture.
7	Rahul De & Pal (2020)	Descriptive	This study examines possible scenarios for increasing digital space and the research issues that arise. Increasing digitalization is driving companies and educational institutions to work from home.
8	Lee et al. (2020)	Quantitative - Modeling the structural equations of partial least squares	Conceptual development and improvement of internal trends have a positive effect on perceived service innovation. Finally, innovative service outcomes, through the use of service design, lead to customer satisfaction, which in turn affects the performance of the organization.
9	Joosky (2020)	Analytical descriptive	The research identifies the marketing and management implications of the COVID-19 crisis and offers suggestions for the appropriate allocation of resources in terms of digitization.
10	Pishnamazzadeh et al. (2020)	System dynamics	Factors related to human resources have a significant impact on the flexibility of hospitals and their changes can lead to reduced performance. In addition, the number of boards can change the flexibility.
11	Lee et al. (2019)	Experimental with survey	Organizations based on digital transformation are likely to build more digital technology infrastructure.
12	Kontić & Vidicki (2018)	Quantitative	Active leadership and investment are key factors that determine a company's potential to become a digital organization. Digital strategy is based on practices, talent empowerment, data access, and collaboration tools.

No.	Researcher	Research Methods	Research results
13	Nwankpa & Datta (2017)	Experimental	Companies that use existing IT capabilities to drive the growth of digital commerce are more adept at delivering performance returns.
14	Charles et al. (2017)	Quantitative	Provides a conceptual framework for designing effective digital organizations.
15	Westerman et al. (2014)	Quantitative	It identified four key commonalities in digital organizations: mindset, practice, workforce, and digital resources.
16	Sung and Choi (2014)	Quantitative	Human resource development improves employee commitment and competence and affects organizational performance.

Method

This study is a fundamental research aiming to provide an organizational performance model based on the digital status of the organization during the corona pandemic in the MIMT. It is also survey research based on how the data is collected. This research has been done according to the type of data obtained from qualitative methods (content analysis). The statistical population of this research in the qualitative and model presentation section includes elites and qualified specialists of the MIMT who have at least ten years of management experience. The sample size in qualitative studies and interviews is usually recommended between 5 and 25 people. In general, the interview process in qualitative analysis kept on until the theoretical saturation was reached (Babaei et al., 2015). Using the purposive sampling method, 27 people (Table 3) participated in this study. The main tool for collecting research data was the interview. The interview was conducted in a semi-structured manner. Theme analysis was used to identify the underlying categories of the research.

Interview with questions such as "What are the factors influencing performance in terms of digital status and also structure and content?", "What features distinguish current performance status from digital status?", "What are the barriers to the increasing performance given the digital status of organizations?"

After the coding process, 79 codes for basic themes, 21 organizing codes, and finally 3 comprehensive codes were extracted.

Then, ATLASTI.8 software was used to design the initial model of data analysis in the qualitative phase.

Table 3. Demographic characteristics of the participants

Row	Field of study and degree		Work experience	Position	Gender	Age
1	Human resources management	PhD	27 years	Head of Office	Man	47
2	Public Management - Transformation	PhD	14 years	Senior Expert	Female	40
3	Governmental Management	PhD	12 years	professor	Female	44
4	Psychology	PhD	25 years	Senior Expert	Female	52
5	Industrial Management	PhD	17 years	Head of Organizational Transformation Group	Man	42
6	Human Resources Management	PhD	22 years	Security guard	Man	57
7	Strategic Management	PhD	16 years	Director General of the Office of Policy and Planning	Man	43
8	Governmental Management	PhD	20 years	Deputy of Renovation Center	Man	42
9	Economic systems Planning	PhD	20 years	Head of Business Improvement	Man	47
10	Strategic Management	PhD	24 years	Head of Renovation and Transformation Department	Man	49
11	Executive Management	PhD	20 years	Group leader	Man	48
12	Governmental Management	PhD	12 years	Vice President of Advanced Industries	Man	32
13	Rights	PhD	15 years	Deputy Director General of Legal	Man	40
14	Industry	PhD	20 years	Deputy Minister of Investment	Man	41

Row	Field of study and degree		Work experience	Position	Gender	Age
15	Governmental Management	PhD	20 years	Deputy General Manager	Man	45
16	Economy	MA	25 years	Deputy General Manager	Man	47
17	Governmental Management	MA	14 years	Head of Planning Department	Man	42
18	Industrial Engineering	MA	15 years	office boss	Man	43
19	Industry	MA	26 years	Office manager	Man	46
20	Governmental Management	MA	15 years	Head of Cereal Products	Man	44
21	Electronic	MA	17 years	Responsible for information technology	Man	42
22	Agriculture	MA	23 years	Head of Renovation and Transformation Department	Man	49
23	Business Management - Transformation	MA	18 years	Head of the follow-up group	Man	42
24	Strategic Management	MA	20 years	Chief Executive Officer	Man	43
25	Governmental Management	MA	28 years	Head of Dumping Group	Man	51
26	Business Management	MA	29 years	Head of Performance Management Group	Female	45
27	Statistics	MA	19 years	Head of Planning, Statistics and Information	Female	42

Findings

To provide a model for the organizational digitalization of the MIMT, semi-structured specialized interviews were conducted with the elites and experts of the MIMT. At this stage, the interview starts and during the interview process, it is expected that new questions will be asked. To get acquainted with the depth and scope of the data content, the researcher has repeatedly and actively read the data (searching for meanings and patterns). The results of the interviews were analyzed

by the thematic analysis method. Thematic analysis is based on the method proposed by Attride-Stirling (2001) which includes basic, organizing, and comprehensive themes. The text of the interviews was studied and reviewed several times before entering the software as a text file, and their key points were entered into the ATLAS TI8 software as codes.

The data was then broken down into semantic units in the form of sentences and paragraphs related to the main meaning.

The semantic units were reviewed several times and then the appropriate codes of each semantic unit were written and the codes were classified based on the semantic similarity. The analysis process was repeated in the same way with the addition of each interview. The interviews continued until the theoretical saturation was reached. The criterion for achieving theoretical saturation was to achieve repetition in the extracted codes. In the open coding stage, 79 codes were identified. Finally, through axial coding, 3 categories (main category) and 21 indicators (subcategory) were achieved. The indicators of the organizational digitalization model of the Ministry of Silence extracted from the interviews by content analysis method are presented in Table 4:

Table 4. Organizational digitization of the MIMT based on content analysis

pervasive	Organizer	Basic themes
Organizational strategy	Leadership factors	Trust- Building
		Paying attention to lower level managers and front line employees
	Digital security	Increasing the level of security in the digital space
	Improving the organization's infrastructure	Equipping physical and technological facilities in accordance with the needs of employees
		Proportion of work environment with work activity
		Shaping new business infrastructure
		Systematic analysis of technology development process
		Using technology to fundamentally improve the performance or achieve the goals of organizations
		Equipping modern technology

pervasive	Organizer	Basic themes
		Creating a digital work environment
		Workplace intelligence
	Education and knowledge management	Rich learning culture
		Integrate absorbed digital talent
		Enhancing knowledge
		Enriching the content of jobs
		Creating digital awareness
		Knowledge of how employees work
	Participatory Management	Dynamics and mobility of technology
		Development of interpersonal skills
		Utilizing digital talent
	Management and supervision	Digital leadership
		Organizational supervision
	Productivity management	performance management
	Online leadership	Leadership and management styles in the digital field
		Choosing the right and logical integrated software system
		Creating digital values, goals and norms
		Attention to all employees
		Information based decision making
		Systematic analysis of technology development and innovation process
		Analyzing the gap between current and desired staff skills
		Cooperation and interaction
		Fluent in digital science and skills
		Utilization of data for decision making through digital technologies
		Creating methods of communication, interaction and receiving information
		Smartly select the portfolio of digital technologies in the organization
	Customer Orientation	Optimization of processes that directly affect the customer experience
		Personalization of digital communication with customers
	Digital Innovation	Creativity and ideation
		Culture of innovation
		Discovering new digital technologies
		Ability to understand and realize opportunities to use digital technologies

pervasive	Organizer	Basic themes
		Supporting different ideas about digital technologies
		Innovation in the design and development of digital products and services
		Increasing the competitive atmosphere
	Digital culture building	Valuing digital beliefs and norms
		Creating value at the new frontiers of the digital business world
		Acceptance of digital technologies as a source of value for the organization
		Communication with the organization, partners and stakeholders through communication technology
Management strategy	Digital structural change management	Proportion of work environment with work activity
		Changing the face of a traditional business with modern technology
		Building or modifying a business model
		Digital vision
		Discovering and using new digital technologies
		Transformation in digital information
		Developing simple and efficient ways to use digital information
		Creating value in the new frontiers of the business world
	strategic Management	Implementing a digital transformation roadmap
		Long-term strategies
		Strategic pillars focused on employees' digital experience
		Perspectives, cultures and individual values
		Creating core capabilities that support the entire business
	Management (digital)	Information based decision making
	Data management	Continuous digital transformation
	Changing Management	Dynamic digital management
		Transcendence
		Changing digital values
		Data classification
	Data management	Metadata analysis
		Exploitation of data
		Focus on accessing new data

pervasive	Organizer	Basic themes
		Human resources management
	Work productivity	Common understanding of organizational goals in the digital environment
		Proper selection of digital technology in the organization
Individual strategy		Ability to use technology to fundamentally improve the performance of organizations
		Finding opportunities to use digital technologies
	Employee self-efficacy	self-learning
		Use of social media and mobile devices
		Application of digital technologies as a skill resource for the organization
	Updating digital features	Preventing human error

The basic pattern of organizational digitization of the MIMT is shown in Figure 1.

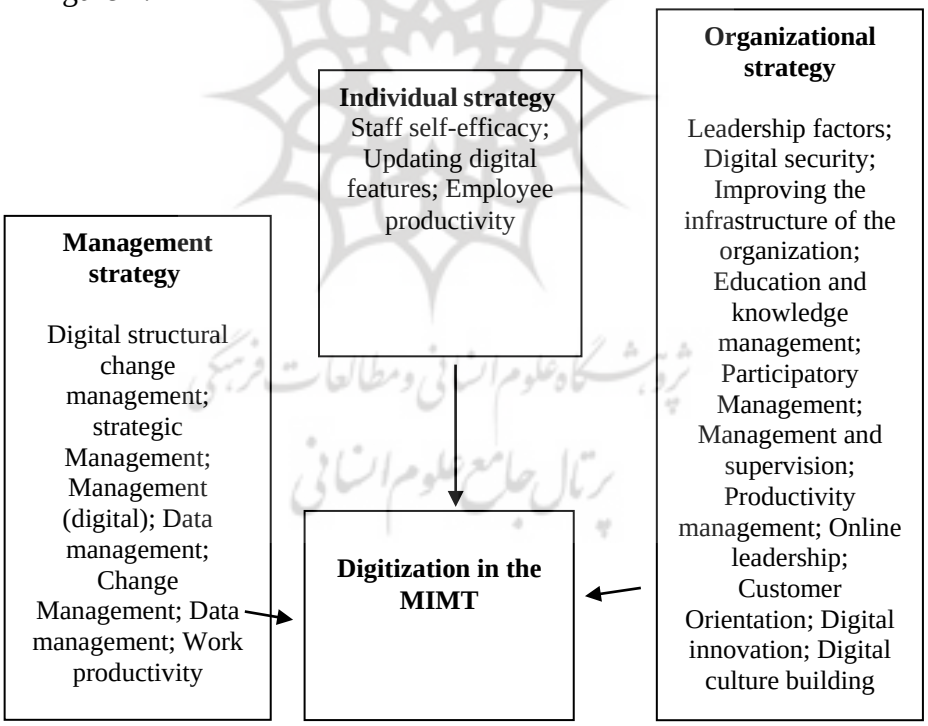

Figure1. The basic pattern of organizational digitization of the MIMT

Finally, 79 indicators were identified to validate and present the final model based on the Theme analysis of specialized interviews. The fuzzy Delphi method has been used to screen and ensure the importance of the identified indicators and to select the final indicators. At this stage, the definitive value of all factors is higher than 0.7. So no factor was removed. Then the Kolmogorov–Smirnov test was used to test the normality of the data. If the data distribution is normal, inferential statistical tests can be used. To check the normality of the data, the null hypothesis is that the data distribution is normal. This test is tested at an error level of 5%. If a greater value equal to the error level of 0.05 is obtained, there will be no reason to reject the null hypothesis. The results show that in all cases a significant value greater than the error level (0.05) was obtained. Therefore, the distribution of data is normal.

A questionnaire was used to measure the research variables. Therefore, to test the research hypotheses based on this scale, the accuracy of the scale used must first be confirmed. Therefore, confirmatory factor analysis in AMOS software was used to measure the relationships of hidden variables with their measurement items. The results of factor analysis are presented in Figure 2. This scale includes 3 hidden variables and 21 visible variables. The observed factor load in all cases is greater than 0.3, which indicates that the correlation between the hidden variables (dimensions of each of the main structures) with the observable variables is acceptable. Once the correlation of the variables has been identified, a significant test should be performed. The t-value statistic is used to evaluate the significance of the relationship between the variables. Because significance is checked at the error level of 0.05, if the t-value test statistic is greater than the critical value of 1.96, the relationship is significant. Based on the results of the measurement indicators of each of the scales used at the 5% confidence level, the value of the t-value statistic is greater than 1.96, which shows that the observed correlations are significant.

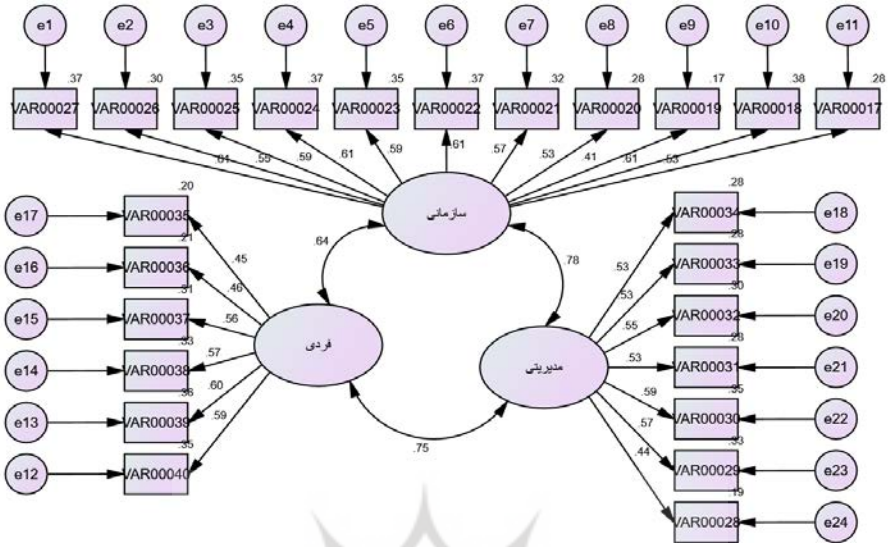

Figure 2. Confirmatory factor analysis of digitization pattern in the MIMT

All factor loads are above the error level of 0.3. To express the acceptability of the model, Bentler-Bount standardized fit indices, relative fit, incremental fit, adaptive indices and full square have been used. Therefore, the model has a good fit. The results obtained from the model are shown in Table 5.

Table L5. Indicators of fit of the general research model

AGFI	SRMR	RFI	IFI	GFI	CFI	NFI	RMSEA	X2/df	Model
8/0<	09/0<	9/0<	9/0<	9/0<	9/0<	9/0<	1/0>	1-3	Acceptable rate
88/0	26/0	94/0	98/0	95/0	97/0	94/0	094/0	699/1	Calculated

Discussion and conclusion

A digital transformation plan can be considered as a roadmap for organizations with a comprehensive transformation concerning digital changes in the ecosystem governing the organization's space. Accordingly, qualitative research (content analysis method) identified factors including 3 categories (main category) and 21 indicators (sub-categories) have been identified.

The organizational strategy includes online leadership, customer orientation, digital innovation, digital culture building (required by any organization) and management strategy encompasses digital

structural change management, strategic management, technical (digital) management, information management, organizational transformation management, and data management. Work ,digital facilities, and employee productivity. Therefore, it comes into fruition for the organization, the individual, and the community that can help improve digitization in organizations.

The obtained results, despite the lack of background and detailed study on the digitization of the organization, are consistent with the studies of Qaidar and Shami Zanjani (2020). Strategy, brand, technology, physical environment and individual factors and improving the current situation are factors influencing the formation of a pleasant digital experience for employees in the organization. Nouri et al. (2019) stated that in the digital age due to the emergence of new technologies, traditional business beliefs have changed fundamentally so organizations have only one way forward and that is to keep pace with the changes, otherwise they will be eliminated from the competition and also the results of this research are in agreement with the results of Bennett et al. (2021), Martínez et al. (2020), Rahul De & Pal (2020), Kontić & Vidicki (2018), Charles et al. (2017), Nwankpa & Datta et al. (2017), Westerman et al. (2016) and Ardakani and Rostami (2015) .

Suggestions

1. Providing technological facilities for the digital transformation of the organization to use the capabilities of employees more effectively.
2. Appropriate training courses for employees of different occupations should be held based on the results of the organization's job analysis.
3. Promoting the culture of telecommuting and communication with the organization, partners, and stakeholders through communication technology.
4. Developing simple and efficient methods for using digital information.
5. Providing permanent access to digital portals for the organization's employees and stakeholders.

Given the circumstances and the location of the infamous Coronavirus pandemic, this research is useful, fruitful, and up-to-date, so the use of its results can be considered practical for organizations. Also, since the present study has been conducted only qualitatively and with a content analysis approach, it is suggested that it be analyzed and tested in other government organizations with different methods.

Reference

Andalib Ardakani, D., Rostami, K. (2017). Teleworking and improving organizational performance. *Business Management Explorations*, 8 (16), 159-141. [In Persian].

Babaei Zakliki, M., Hassanzadeh, H., Alvani, M., Zarei M., Rastegar, A. (2015), Designing an efficient implementation model of performance management system in service organizations. *Public Management Research*, 8(28), pp. 31-35. [In Persian].

Bennett, E. E., & McWhorter, R. R. (2021). Virtual HRD's Role in Crisis and the Post Covid-19 Professional Lifeworld: Accelerating Skills for Digital Transformation. *Advances in Developing Human Resources*, 23(1), 5–25.

Bieńkowska A, Koszela A, Sałamacha A, Tworek K (2022) COVID-19 oriented HRM strategies influence on job and organizational performance through job-related attitudes. PLoS ONE 17(4): 266-364

Carr, N. (2003). IT doesn't matter. Harvard business review. Retrieved from https://hbr. org/2003/05/it-doesnt-matter. Carr, N.G., 2003b. IT doesn't matter. *Harv. Bus.* Rev. 81 (5), 41–49.

Charles C., Øystein Devik F., and Arthur M. (2017). Designing the digital organization. *Journal of Organization Design*, 6.1, 7.

DeFilippis, E., Impink, S.M., Singell, M. (2022). The impact of COVID-19 on digital communication patterns. Humanit Soc Sci Commun **9,** 180.

Drobyazko, Svetlana;Barwińska-Małajowicz, Anna;Ślusarczyk, Bogusław: Zavidna, Liudmyla;Danylovych-Kropyvnytska, Marta (2019). Innovative entrepreneurship models in the management system of enterprise. *Journal of Entrepreneurship Education*, 22(4),1-6.

Dubey, R., Gunasekaran, A., Childe, S.J., Roubaud, D., Fosso Wamba, S., Giannakis, M.(2019), Examining the effect of external pressures and organizational culture on shaping performance measurement systems (PMS) for sustainability benchmarking: Some empirical findings. *International Journal of Production Economics.*

Duerr, S., Holotiuk, F., Beimborn, D., Wagner, H., Weitzel, T., (2018). What is digital organizationalculture? insights from exploratory case studies. *Proceedings of the 51st Hawaii International Conference on System Sciences.*

Ebersberger, B., & Kuckertz, A. (2021). Hop to it! The impact of organization type on innovation response time to the COVID-19 crisis. *Journal of Business Research*, 124, 126-135

Engidaw, A.E. (2022). Small businesses and their challenges during COVID-19 pandemic in developing countries: in the case of Ethiopia. J Innov Entrep **11,** 1.

Fani, Jalali, Vahabzadeh, Shadan. (2021). Provide a strategic model of web-based analysis to measure the performance and optimization of digital

marketing of web companies. *Journal of Strategic Management Research*. [In Persian].

Filimonau, V., Derqui, B., & Matute, J. (2020). The COVID-19 pandemic and organisational commitment of senior hotel managers. *International Journal of Hospitality Management*, 91, 102659.

Kontić, L., & Vidicki, Đ. (2018). Strategy for digital organization: Testing a measurement tool for digital transformation. *Strategic Management*, 23(1), 29-35.

Kontić, L., & Vidicki, Đ. (2018). Strategy for digital organization: Testing a measurement tool for digital transformation. *Strategic Management*, 23(1), 29-35.

Koushki Jahromi, A. (2021). Identifying the competencies of human resource managers to succeed in the corona crisis with a digital business approach. *Journal of Resource Management in Law Enforcement*, 9 (1), 207-238. [in Persian]

Lee, J. (2001). *A Grounded Theory: Integration and Internalization in ERP Adoption and Use. Unpublishe Doctoral Dissertation. University of Nebreska*, In Proquest UMI Database.

Martínez-Caro, E., Cegarra-Navarro, J. G., & Alfonso-Ruiz, F. J. (2020). Digital technologies and firm performance: The role of digital organizational culture. *Technological Forecasting and Social Change*, 154(C).

Martínez-Caro, E., Cegarra-Navarro, J. G., & Alfonso-Ruiz, F. J. (2020). Digital technologies and firm performance: The role of digital organizational culture. *Technological Forecasting and Social Change*, 154(C).

Napitupulu, D., Syafrullah, M., Rahim, R., Abdullah, D. and Setiawan, M.I. (2018). Analysis of user readiness toward ICT usage at small medium enterprise in South Tangerang. *Journal of Physics: Conference Series*, 1007 (1), 328-53.

Nazimi, Y., Teymournejad, K., Daneshfard, K. (2021). Explaining the human resource performance management model with the digital age approach. *Quarterly Journal of Urban and Regional Development Planning*, 6 (18), 165-191. [in Persian]

Nouri, Shah Hosseini, Shami Zanjani, Abedin, Babak. (1398). Designing a conceptual framework for digital transformation leadership in Iranian organizations. *Management and Planning in Educational Systems*, 12 (2), 242-211. [In Persian].

Nozari, Hamed, Sadeghi, Mohammad Ibrahim, Manjumzadeh, Seyed Saeed. (1399). Identify the challenges facing the telecommuting plan and provide solutions for its effective implementation - a case study of the Ministry of Industry, Mines and Trade. *Innovation Management and Operational Strategies*, 1 (2), 171-186. [In Persian].

Nwankpa, J. K., & Datta, P. (2017). Balancing exploration and exploitation of IT resources: the influence of Digital Business Intensity on perceived organizational performance. *European Journal of Information Systems*, 26(5), 469-488

Pishnamazzadeh, M., Sepehri, M. M., & Ostadi, B. (2020). An Assessment Model for Hospital Resilience according to the Simultaneous Consideration of Key Performance Indicators: A System Dynamics Approach. *Perioperative Care and Operating Room Management*, 20, 100118.

Qaidar, Yasman, Shami Zanjani. (2021). Pattern of factors affecting the formation of employees' digital experience. Journal of Human Resources Studies, 10 (3), 50-23. [In Persian].

Rahmati Karhoroodi, S., Shams Morkani, G., Shami Zanjani, M., Abolghasemi, M. (2021). Providing a framework for explaining the competencies of digital leaders in a hybrid way. *Human Resource Management Research*, 13 (1), 9-42. [in Persian]

Rahul De, N. P., & Pal, A. (2020). Impact of Digital Surge during Covid-19 Pandemic: A Viewpoint on Research and Practice. *International Journal of Information Management*.

Strauss, A., & Corbin, J. (1998). Grounded theory methodology. Handbook of qualitative research, 17, 273-85.

Strauss, Anselm L., & Corbin, J. (1990). Basics of Qualitative Research: Grounded Theory Procedures and Techniques,Sage.

Sung, S. Y., & Choi, J. N. (2014). Multiple dimensions of human resource development and organizational performance. Journal of Organizational Behavior, 35(6), 851-870.

Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading digital: turning technology into business transformation*. Harvard Business Review Press

How to Cite: Namaki, N., Davoodi, S. M. R., Aghasi, S. (2023). Designing an Organizational Performance Model Based on the Digital Status of the Organization During the Covid-19 outbreak in the Ministry of Industry, Mine and Trade, *International Journal of Digital Content Management (IJDCM)*, 4(7), 265-287.
DOI: 10.22054/dcm.2022.68585.1113