

THE NEW DEVELOPMENT OF THE PUBLIC ADMINISTRATION IN THE MIDDLE EAST

Mortaza CHAYCHİ SEMSARİ*

Geliş Tarihi: 22.09.2023

Kabul Tarihi: 16.12.2023

Abstract

Although public administration has made a place for itself in various fields in the world in recent years, today the applied part of public administration; affects the application areas and many current situations of countries. One of the most important and difficult of these are the laws that ensure order in the inner workings of countries and facilitate everyday life practices. The validity of these laws is felt in many places, such as the situation in the functioning of countries and the effect in the public and private spheres. It is the laws of these countries and the public administration law that can organize the personnel working in the public or private sector in any country in the world and will have an impact on the development and growth of the countries. While everything is changing to a great extent all over the world (technology, informatics, political conjuncture, etc.), it is a fact that new systems and laws are also a necessity for the countries of the Middle East. This situation is aimed at increasing the productive capacity of the country to gain a competitive advantage in the countries that are marketed, taking advantage of the skills and characteristics of the employees and managers, with the correct implementation or regulation of the public administration law in the countries; thanks to the correct use of information technologies, it goes in the same direction with the rapid progress of the countries in the global world. This state of necessity manifests itself in the discovery of laws, strategies, and new policies to be developed in public administration. Therefore, the introduction of laws for the needs of the world, more specifically the Middle Eastern countries, leads to changes that may or may not have a direct effect on the purpose of eliminating all undesirable problems at the management levels. If the changes are not made, the public administration in the future of the Middle East will certainly have responsible recruitment, payment of wages, and social rights. In fact; Irish, aims to

* İstanbul University, Department of Political Science and Public Administration, Doktor, alimortezacaycisemsari@gmail.com, Orcid ID: 0000-0001-6639-8945.

identify the problems in public administration by asking eight questions to the participants. The study also uses the Delphi technique to identify the problems facing public administration in Middle Eastern countries. This problem can lead to the clogging up of the government systems of the countries and even to the emergence of political crises. On the other hand, in this study; research has been made on the development of public administrations of countries in the Middle East by applying some techniques to eliminate/reduce the problems between the situation in the management structure system of public administration, which is the current state, and the desired situation. The results, that is, according to the results, showed that the conditions studied in terms of general characteristics such as the lack of a system in the main administration or administrative law and heavy bureaucracy were ignored. factor can be divided into main reinforcement and procurement management rights. One of the weaknesses of the country's administration; is the inconsistency between components of the system, therefore, before the adoption of administrative law in the country, there were legal laws that affected the public administration body. Other aspects of the rights of the public administration include the neglect of working conditions despite extensive communication. This is due to the lack of management systems for hiring qualified people and tools, and the lack of competitiveness in the Iranian public sector. In the private sector, the review of public administration rights is a matter of public administration law. On the other hand, in both the public and private sectors, employees in the workplace try to adapt to the working environment inside and outside the environment, that is, in principle, employees without skills and knowledge adapt to the external environment; and develop. One of the critical problems in the management of unconventional labor demand for foreign markets arises from the imbalance in the state management system and the depreciation of the country's currency against other countries. In the public and private sectors, on the other hand, employees in the workplace try to adapt to the working environment inside and outside the environment, that is, in principle, employees without skills and knowledge adapt to the external environment; and develop. The national management law is concerned with the inflexibility and inconsistency of the subsystem, the lack of dependency and interaction of the subsystem, etc. Thus, for various reasons, it leads to the required results in the input and output ports of the system. Thus, it is the administrative system of the governing bodies of the state.

Keywords: Development Of Public Administration Law In The Middle East, Public Administration Laws, And Regulations, Systemic Approach, Public Administration Strategies.

ORTADOĞU'DA KAMU YÖNETİMİ'NİN YENİ GELİŞİMİ

Özet

Kamu yönetimi son yıllarda dünyada çeşitli alanlarda kendine yer edinmiş olsa da günümüzde kamu yönetiminin uygulama kısmı; ülkelerin uygulama alanlarını ve birçok güncel durumunu etkilemektedir. Bunların en önemlilerinden ve zor olanlarından biri de ülkelerin iç işleyişlerinde düzeni sağlayan ve gündelik hayatın pratiklerini kolaylaştıran yasalardır. Bu yasaların geçerliliği, ülkelerin işleyişindeki durum, kamusal ve özel alandaki etkisi gibi birçok yerde hissedilir. Dünyanın herhangi bir ülkesinde kamu veya özel sektörde çalışan personeli organize edebilecek ve ülkelerin gelişip büyümesinde etkisi olacak olan bu ülkelerin kanunları ve kamu yönetimi kanunudur. Tüm dünyada her şey büyük ölçüde değişirken (teknoloji, bilişim, siyasi konjonktür vb.) Ortadoğu ülkeleri için de yeni sistem ve yasaların bir gereklilik olduğu bir gerçektir. Bu durum, ülkelerdeki kamu yönetimi hukukunun doğru uygulanması veya düzenlenmesi ile çalışanların ve yöneticilerin beceri ve özelliklerinden yararlanarak, pazarlanan ülkelerde rekabet avantajı elde etmek için ülkenin üretken kapasitesini artırmak; bilişim teknolojilerinin doğru kullanımı sayesinde ülkelerin küresel dünyadaki hızlı ilerleyişi ile aynı doğrultuda gitmektedir. Bu zorunluluk hali, kamu yönetiminde geliştirilecek yasaların, stratejilerin ve yeni politikaların keşfedilmesinde kendini göstermektedir. Dolayısıyla dünyanın, daha özede Ortadoğu ülkelerinin ihtiyaçlarına yönelik yasaların çıkarılması, yönetim kademelerinde istenmeyen tüm sorunların ortadan kaldırılması amacına doğrudan etki edebilecek ya da edemeyecek değişikliklere yol açmaktadır. Değişiklikler yapılmazsa, Ortadoğu'nun geleceğindeki kamu yönetiminin sorumlu işe alım, ücretlerin ödenmesi ve sosyal haklara sahip olacağı kesindir. Aslında; İrlanda, katılımcılara sekiz soru sorarak kamu yönetimindeki sorunları ortaya çıkarmayı amaçlamaktadır. Çalışma ayrıca Ortadoğu ülkelerinde kamu yönetiminin karşı karşıya olduğu sorunları belirlemek için Delphi tekniğini kullanıyor. Bu sorun, ülkelerin hükümet sistemlerinin tıkanmasına ve hatta siyasi krizlerin ortaya çıkmasına neden olabiliyor.

Öte yandan bu çalışmada; mevcut durum olan kamu yönetiminin yönetim yapısı sistemindeki durum ile arzu edilen durum arasındaki sorunların giderilmesi/azaltılması için bazı teknikler uygulanarak Ortadoğu'daki ülkelerin kamu yönetimlerinin geliştirilmesi üzerine araştırma yapılmıştır. Sonuçlar, yani sonuçlara göre, ana idarede bir sistemin olmaması veya idare hukuku ve ağır bürokrasi gibi genel özellikler açısından incelenen koşulların göz ardı

edildiğini göstermiştir. faktörü ana takviye ve ihale yönetimi hakları olarak ayrılabilir. Ülke yönetiminin zayıf yönlerinden biri; sistemin bileşenleri arasındaki tutarsızlıktır, bu nedenle ülkede idare hukukunun kabul edilmesinden önce kamu yönetimi organını etkileyen yasal kanunlar vardı. Kamu yönetimi haklarının diğer yönleri arasında, kapsamlı iletişime rağmen çalışma koşullarının ihmal edilmesi yer almaktadır. Bu durum, nitelikli insan ve araçların işe alınmasına yönelik yönetim sistemlerinin eksikliğinden ve İran kamu sektöründe rekabet gücünün olmamasından kaynaklanmaktadır. Özel Sektör Kamu idaresinin haklarının gözden geçirilmesi kamu idaresi kanunudur.

Öte yandan, hem kamu hem de özel sektörde, işyerindeki çalışanlar iç ve dış ortamdaki çalışma ortamına uyum sağlamaya çalışırlar, yani prensip olarak beceri ve bilgisi olmayan çalışanlar dış ortama uyum sağlar; ve gelişirler. Dış piyasalara yönelik konvansiyonel olmayan işgücü talebinin yönetimindeki kritik sorunlardan biri, devlet yönetim sistemindeki dengesizlik ve ülke para biriminin diğer ülkelere karşı değer kaybetmesinden kaynaklanmaktadır. Kamu ve özel sektörde ise işyerinde çalışanlar iç ve dış ortamdaki çalışma ortamına uyum sağlamaya çalışmakta, yani prensip olarak beceri ve bilgisi olmayan çalışanlar dış ortama uyum sağlamak ve gelişmektedir. Ulusal Yönetim Yasası, alt sistemin esnek olmaması ve tutarsızlığı ile alt sistemin bağımlılık ve etkileşim eksikliği vb. ile ilgilidir. Böylece, çeşitli nedenlerden dolayı, sistemin girdi ve çıktı portlarında gerekli sonuçlara yol açar. Dolayısıyla, devletin yönetim organlarının idari sistemidir.

Anahtar Kelimeler: Ortadoğu'da Kamu Yönetimi Hukuku'nun Gelişimi, Kamu Yönetimi Kanunları ve Düzenlemeleri, Sistemik Yaklaşım, Kamu Yönetimi Stratejileri.

Research Questions

1. Is it enough to fill the legal gaps in the insolvency of the problems in the Iranian public administration?
2. Should the centralist approach to legislation be abandoned in the distribution of powers in the development of public administration?

Aims And Goals

This study aims to review the prevailing legal attitudes towards different areas of administration in government organizations by emphasizing the prevalence of legal attitudes in the country's administrative law. In fact; the general idea of the study is to identify the

weak and inefficient aspects of classical administrative law with a systematic management approach and provide appropriate solutions in the new public administration law and law and public and private organizations.

Method

Firstly; interview with a statistical sample, then; according to their characteristics as a system in seven categories, the classification in national administrative law was made using the three-stage Delphi method and exploratory factor analysis.

Introduction

Public administration law is the most important factor in the movement and axis of organizations. In particular, all government agencies with the mission to prepare and face any change that may be significant must devote the most time and program to human development in various dimensions. The basis of public administration; For the success of organizations, it is the use of the most qualified people in government departments and organizations, as well as the use of the most appropriate new management methods in business positions (Shum., 2018). In general; departments and institutions are social phenomena that can form a relatively clear boundary with the environment and consciously coordinate with the rights and laws of public administration to achieve goals and objectives (Arman & Joshaghani, 2015). In the application part of public administration; One of the most important and challenging laws implemented in the country and affecting many current situations of the country is the "New State Administration Law or Public Administration Law". This law consists of 15 chapters and 128 articles; based on national management principles. It discusses the framework of public administration and the application of the salary and benefit system for new employees, performance and social security, and pension assessment and management system. Therefore; referring to various aspects of the issues, including examining the problems of the rules and regulations of the previous system, as well as the overlap of some new laws with previous regulations, Article 44 of the Constitution; general policy implementation; its relationship with the law (adopted in 1987) in various areas; in particular; the scope of the executive branch and its relationship to the consumption model reform, and productivity and work efficiency in human resources jobs in the public and private sectors, in particular; on how to develop the employment model. Individuals; the provisions of the law, which is a behavior that needs to be reformed in organizations and the public sector, aim to review the governing and elected principles and change them in terms of new government administration laws and

regulations (Ronaq, 2009). Moreover; this issue is evident in the areas of employment and performance of human resources in public administration law; because with the help of knowledge and experience in the new field of public administration law, it has now been proven that most of the difficulties faced by organizations and managers are directly or indirectly related to human resource problems. Therefore; in evaluating the behavior of individuals in government institutions, Iranian; problems in the current state of government institutions can be identified from the unmodified government law, which is governed by a systemic approach and designs pathways to the desired state in government offices. It is worth noting that if these systems are not replaced by the new Public Administration Law, business efficiency will be much more problematic for two-tier organizations and even the government system. In the process of reviewing unmanaged government laws and regulations, these rules will then be fully applicable, which can be comprehensive. In the organizational pathology study; in the first stage, in the implementation of public administration law; through the realization of some new management systems in the recognition of organizational problems in various sectors, which can be considered as organizational problems in the behavior of individuals in organizations; and in the next steps in the implementation of the diagnosis of organizational problems of government agencies, their structure in relevant government administration law; solutions and corrective versions and state administration law; can be created and used to reform such corrective diagnosis. Being organizational and productive brings positive effects of thinking to society and organization; creating balance in the system and increasing efficiency (Pouras and Berg, 2008). In any country; for all governments, private institutions, and organizations; it is the laws and administrative law that can organize human resources and play a role in the development of the country; and to develop and advance the country's ability to gain competitive advantage by correctly implementing or amending this public administration law, defining common knowledge and skills in the entire public and private sector, using the talents and characteristics of the employees and managers of the institution; and information in the world; goes in parallel with paying attention to its rapid progress. While everything is changing drastically in the world, new systems and laws are needed in Iran; Among these needs; in fact, the management sector takes place in the development of laws, strategies, and new capacities; Unfortunately; While important laws are needed for the needs of the country; minor changes have been made in the management sector and all efforts have been made; It has led to small and non-systematic changes in solving all complex problems of organisations and

management departments, as well as cross and purposeful and non-objective changes. For these reasons; Updating the management system in Iran is an important necessity. For example; The new management law should be used effectively and in general, the intertwined and interacting system of the society; specifically, it must be integrated in such a way that it is not included in the administrative system (Mirsabaşı and Qahramani, 2011). In general, if we want to recognize the crises in the organizational system, according to Peter Singh, we must scientifically know the teaching of a child that problems must be found and eliminated (1998); however, this action seems to cause something else in general. Complex problems are easier to deal with and lead to hidden costs. Therefore; in the area of management that is obvious to everyone; we will not be able to see the sequence of our actions in our life system and we will lose the sense of inner connection with the greater whole. Moreover, at the beginning of the 21st century, we may be lagging behind the new management system; however, given the events of great historical importance, we may be faced with an increasing emphasis on the importance of a comprehensive systemic perspective in the new administrative law. (Castells, 2006). Reforming organisational system structures; is one of the constant actions of governments around the world. In most developed or developing countries; governments; It is making fundamental changes in the structure and general reform of the government to cope with the threats to the development of the country and ensure capital satisfaction, as well as increase the productivity of citizens. In addition to work efficiency and productivity in both public and private sector work (administrative organization); It is important to fundamentally change the governance structure to increase efficiency in the use of models and new governance laws (Kheirandish et al, 2016). Iran; making these changes as it is a developing country as a whole; reforming its administrative system; to recognising problems and administrative and structural damage, it is necessary to solve them and build a new dynamic. For this, an efficient system is needed; an efficient system where the current rules and fundamental revisions are followed and can be applied to all existing norms and institutions (Barati et al., 2013). Some measures have been taken to change the administrative law, and one of the measures is the implementation of the new administrative law. In 2007, to correct the structural problems in the management system, the Iranian law, which was approved by the parliament, was sent to the state institutions for implementation. Unfortunately, this law has not been properly implemented; because the traditional sector gives more role to the traditional management system, many provisions of this law have not been implemented or have not been seen or have been incomplete years

after the announcement of the new management system (Daneshfard, 2018). The Iranian administrative law has been applied to integrate and unify the structures of the administrative system in all executive bodies; although there are shortcomings in its implementation; due to the shortcomings, biases in the country's administrative systems, balance and uncertainties in practice; although the country is developing, it has gradually disappeared and lost its integrity because the traditional part of the country's authorities has not been accepted with it (Shahlae, 2017). Expanding the country's administrative system; and in all ministries - public and private organizations and public non-governmental organizations; the law on reforming the structure of the administrative and management system, which is expected to cause changes - in state-owned companies and organizations with public enterprises; all agencies required by law; they have become ineffective legal structures (Maliki et al., 2016). Therefore, in this research article, management and the purpose of administrative law; entering service in both the public and private sectors; to perform systematic tasks based on parts of management law, such as recruitment, appointment, and promotion. Structure and law; salary and benefits laws - rights and duties of employees and managers - performance evaluation training and improvement system at all levels of management and personnel, as well as in strengthening the management and administrative structures in the system of middle and operational care in social security; In 2017; In the years Qitani and colleagues observed this structure (2015), some issues were addressed by Mohammadi and colleagues. Among them; the management system is not properly designed; in this field; not selecting managers and employees carefully and based on merit; or at least the appointment of those who are not suitable for the needs of the day; insisting on the continuation of traditional administrative law in the entire administrative structure of the country; there is no difference between good and bad performance; even if an appropriate evaluation system is not designed; motivation of useful activities; and considerable efforts naturally subside; manpower and organizational efficiency and productivity will be diverted to stagnation and daily life. Giurian and Rabiee (2002); in connection with such research, at different levels and locations; policy making and the policies made and formulated in legislation; however; demonstrated how effective it was during the implementation phase. It will encounter obstacles and problems such that another problem may arise that may create an obstacle in the implementation of policies that do not have the necessary efficiency and lack of holistic thinking in understanding the administrative structure. Even considering the current situation in the country, any policy or decision made

by traditionalists that leads to an incomplete result in practice may neglect some negative aspects (Dana Esfahani & Taherpour, 2012).

Theoretical Foundations Of The Research

- ✓ Departments and institutions; public administration law, which is one of the important sections in the pathology; the issue of vulnerability; axis and basis of competitive advantage in the organization at all levels of the administrative structure; sustainable as well as high efficiency; the formation of an organization; is the department of public administration law. type of creativity and innovation; and good quality of life; to exchange efficiency and smart efficiency; it depends on reforming the traditional administrative law structure (Nadler and Tashman, 2006). Therefore; recognizing the managerial weakness in the most sensitive structures of the management levels at these stages by applying some policies based on the programs with the appropriate algorithm for understanding and recognizing organizational problems; to collect information; it is important to analyze and provide feedback to managers and employees on important issues (Harvey & Brown, 1988). In each of the studies carried out in this research, some questions and research are conducted in this area to reduce the gap between the current situation and the desired situation within the management structure system. In light of the pathological studies of the public administration law system on this issue; some public and private consultants; In terms of new management structures, can argue that there is a need for change in the following situations that we used in this study (Howard, 2004):
- ✓ At all administrative levels; the sense of change in all strategic objectives in public administration and management system law
- ✓ In all members of the structures of organizations, and institutions; Changing skill views and attitudes
- ✓ To feel the change in the processes related to public administration; and management; to examine the relationships between individuals and groups at all levels
- ✓ Change must occur in all structures at the organizational and administrative levels.
- ✓ To increase the development of the country; Make changes in management with the need to use technology at management levels

In general; public administration law has been discussed with consultants and thinkers at some level and they are in this field, perhaps at a cross-sectional level; they believe that there

are a wide variety of interventions that management and employees can work with to achieve. It was recognized from the outset that they could suggest several dissatisfaction changes in this intervention. For the successful implementation of the new Public Administration Law, which has been approved by the Iranian Parliament but has not been fully implemented due to specific reasons; First of all, we need to diagnose the pathology in the parts of the traditional Public Administration Law in all administrative structures of the management levels. Therefore, during the process of pathology, some basic considerations should be taken into account. One of the most important criteria in this process; is the estimation of the pathology diagnostic programme based on appropriate examples or opinions and theories, and then correctly segmenting the information obtained for accurate diagnosis in pathology. This situation; forms the core of the organisational processes. On the other hand; these pathological information processes should be able to compare with each other with criteria and reference points (Kolb & Fromman, 2012).

Theoretical Foundations Governing Public Administration Law

- ✓ In 2005 The basic structure of the Public Administration Law prepared by the Administration and Planning Organisation; was based on the theoretical model of good governance and the modern state. Programme; Although it has been prepared from the perspective of modern public administration; in other words, although it has been prepared from the perspective of good governance on the axis of justice; emphasizes the reduction of the size of the state by combining the modern public administration model (Hadavand and Kazemi, 2013). In principle; the first consideration in the preparation of such a law for the realization of a government of proportionate size; directing the government with justice and policymaking in state administration; and attention to the approach that focuses on the principle of supervision. Actually; this is also; It is a model chosen by using different management and development models from the point of view of traditional Iranian society (Parliament Research Center, 2007). According to this view; to establish a system of religious meritocracy based on the ideas and rights of people, using appropriate and indigenous management technology to optimize and improve work efficiency; new management approaches such as decentralization of administrative work to have an efficient and rational government; and useful experiences of other countries; taking into account the Constitution and Islamic principles; effective and efficient

management and new types of government; based on the new management indicators of the world; It has been dealt with by making the relevant decisions and studies have been carried out at these stages. (Forouzandeh Dehkordi, 2008). Purkiani et al. (2014); The lack of desirability of the law of public administration; on the law of public administration; They examined the problems of harm in the implementation and the priority of these obstacles. Analysis of the studies; and group discussions; based on its content for full disclosure; in the law of public administration; seven factors as obstacles to harm; and identifiability have emerged. In order of priority of the state administration of the country, these are:

- ✓ Consistency and realism; in terms of general; problems of logic: the contradiction between the wording in the text of public administration law and the extremist interpretations between the traditional levels of government of the country, and the contradiction between the law and other laws of the country; lack of realism; lack of community and preparation and the collection of cross-border legal cases targeting the government rather than the administrative system, and the lack of connection between the definition of concepts and the purpose of the law - improper diversion despite the opportunity to circumvent the law - generalization - lack of support systems and injustice.
- ✓ With structure and resources Other related barriers: Lack of an appropriate and correct system and mechanisms; also the lack of necessary instructions and making differences, Lack of meritocracy, and lack of executive tools. Between the organization that prepared the draft and other organizations insufficient and weak interaction and inflexibility of structures at the management level; lack of a policy development strategy in departments and institutions; lack of integrated management, as well a lack of pragmatism in freedom of action; lack of human resources no need for a specific management plan; not using new technologies; lack of proper statistics and information system.
- ✓ Another obstacle is the law enforcement environment: the dominance of a traditional and systematic view of public administration law in managing institutions and departments in adverse economic conditions, and the presence of relationalism instead of normativity and inappropriate managerial culture in managers. Lack of management at all levels. The prerequisites of this law are the problems experienced by the employees and the lack of attention to the rights of the target audience.

- ✓ Concept and spelling problems in law: Inaccurate and inappropriate expression of ambiguous words and concepts, inaccurate and inconsistent with the subject and meanings of words, unspecialized expressions, ambiguity in writing on more than one subject in a single article, inconsistencies with the wrong literature on the use of terms and practices
- ✓ Barriers to audit review: preventing a fundamental review of public administration law; the absence of an accurate and identifiable control system in the structures of the country's administrative levels; and also; lack of evaluation criteria in the implementation of the audit. lack of laws and regulatory authorities.
- ✓ Barriers to the employment of human resources and management: Law enforcement's lack of commitment to strict enforcement of the law - the profitability of the organization's employees - and lack of mental order in enforcement, lack of motivation in business life, and illegality. Lack of training and awareness of non-compliance and implementation of the spirit of the law in practice, as well as determining the qualifications of performers.
- ✓ Theoretically; Problems with support: The ambiguity of the theoretical basis, the interference of different theoretical principles, and the lack of scientific support for some false theoretical statements and assumptions.

Social, Technical, And Ecological Views In Public Administration Law

- ✓ In the studies of Qaytani et al; (2017); They stated that human capital and some kind of ecology at the social level in any organization are the main assets of the organization, and from a logical point of view, any organization should try to make the most of all its resources. However; the use of these assets cannot be maximized at the same time; because; paying too much attention to one element can lead to indifference to the other. At best, institutions or structures use their organizational assets to serve the interests of the organization. That's why; Issues that are not adequately addressed in the law:
 - ✓ Estimating the required expertise and knowledge
 - ✓ Forecast supply or adjustment methods
 - ✓ Key indicators in the recruitment task from the experts' point of view
 - ✓ Indicators taken into account in the appointment
 - ✓ In the field of performance management

- ✓ According to the understanding of Islamic management, the duty of compensation for service
- ✓ Insurance and Retirement
- ✓ In welfare service
- ✓ In the field of guidance and leadership
- ✓ In the field of communication and motivation

Systemic Views And Attitudes

Many categories have been proposed for dominant approaches to a systemic idea and they can be classified into five categories (Qaracheh Daghi, 2011):

- ✓ General Systems Theory: The general theory of systems is the beginning of systemic thought in its modern form, such that inspired by biology, Ludwig van Bertalanffy proposed views for the study of natural systems. This theory; is used more than practical research to understand systems in general and to provide a basic idea of the ratio between components within them.
- ✓ Solid systems theory: In this theory, branches such as operations research, systems engineering, and systems analysis arise; all emphasize relations and the explicit goal of quantification. On the other hand; this approach provides a simplification of soft dimensions systems and a technical picture of reality.
- ✓ System dynamics and cybernetic theory: This theory emphasizes the role of timing and control using feedback loops and the concept of reliability. Behavioural theory; emphasizes behavioural patterns and cybernetic self-regulation despite some improvements, previous criticisms of the rigid systemic perspective can still be seen here.
- ✓ Soft systems theory: By accepting pluralism and moving away from monotheism, it reflects the complexity of reality and proposes it in response to previous criticisms. In this branch, ideas of culture and politics are emphasized, pointing to the process of learning and understanding other worlds. Submitting to the dominant and formal image of reality is one of the criticisms of this view.
- ✓ Critical Systems Thought Theory: This theory; assumes positive assumptions and adopts a critical perspective to challenge the dominant and formal relations of systems and make room for alternative perspectives. This view is about values such as democracy, participation, emancipation, and egalitarianism.

Research Methods

With an emphasis on providing a systematic approach and appropriate methods to management areas; It is concluded that this study on the diagnosis of the pathology of public administration law, finally, presents a practical model, which is fundamental research in this study. Also, in this way, in all Iranian universities; At the level of the State Administration Employment Organization and the Administrative Affairs Organization; from a religious point of view; It has been tried to make a multi-dimensional and comprehensive approach according to various ideas. Iran University of Medical Sciences; and Iranian Administration; including the Planning Organization and the Social Office of the Islamic Consultative Assembly; theoretical methods obtained from the data; In the real context of the pathology of public administration law and different types of qualitative research strategies were used. In this study; for the pathology of public administration law, Iran University of Medical Sciences; From the data containing the officials of the Administrative Affairs Institution Employment Agency; and concerning theory derived from the statistical population; Face-to-face and in-depth interviews were conducted. In this study, sample selection, which is a combination of purposeful judgment methods and the snowball method, came to the fore. This method; is unlikely. Therefore, according to the criteria requested by the researcher; in addition to the expert criteria, except for the first few directly selected; other experts were selected by other experts. In this method, sampling; about the research topic of the researcher; the most information; and knowledge of the phenomenon; to perform this operation; continuing until you use it; requires simultaneous selection and sequential data selection and analysis.

Table (1): Is the Statistical example

Organizational And Administrative Unit For Reviewing Management Levels		Gender	Education		Age		
1	Country's Employment And Administrative Affairs Organization	8	Male	1	License	1	25-35
2	Country's Administrative Affairs And Education Organization			3	Master	4	36-45

3	Iran University Of Medical Sciences	1	Woman	5		4	55-46
4	Islamic Consultative Assembly Social Department				55	Above	
5	Management And Planning Organization				Doctorate1		
6	National Employment Law Designer						

Steps To Form Pathology Of Public Administration Law From A Systemic Perspective

1- The first question asked to the participants in the face-to-face interview was: "What are the disadvantages of public administration law from a traditional point of view, emphasizing the prevalence of generalization in traditional state administration departments in Iran? According to the participants, in recruiting qualified human capital; To provide and maintain administrative and organizational divisions, four areas were touched upon and examined in terms of general features such as damages and shortcomings of administrative law. The system, rigid bureaucracy, and insensitivity to the environment. Generalization: In principle, it can be divided into several factors, four categories of recruitment - employment and provision and maintenance of public administration law in organizations and departments. However, some institutions and departments that approve it, basically general law, where the Board of Trustees of the administrative organization and institutions are much more effective than public administration law in attracting and retaining human resources; It is perceived with a general attitude in public administration and one of the disadvantages of traditional public administration law is the neglect of the environment despite intense communication.

Table (1): Results are the holistic feature of the management system

Attributes	concepts	Indicator	Indicator code
	Current state	absorption system	CE8
		recruitment system	CE24

Generalization		supply system	CE16
		human resources maintenance system	CE37
		education system	CE41
	use	immune system deficiency	ST3
		Lack of health system	ST67
		Lack of qualification system	ST8
		Strict bureaucracy to respond to the client	ST86
		Ignore the environment despite extensive communication	ST57

2- The second question asked to the participants at the meeting; in Iran; What were the damages in public administration law by emphasizing the quality of coordination between the components of the system in the absence of conflict in public institutions and organizations in the fields of public administration? From the participants' point of view, the answer to this question is that there is a clear inconsistency between the public administration law and the field of public administration. Heterogeneity: One of the weaknesses of the Public Administration Administration Law is the inconsistency between the components of the system. Therefore, before the adoption of the Management Law in the country, there was a national labor law and after that, the payment system was created. Civil Service Management Law; consists of two parts, the first part of which is the Public Administration Law and the other part is the field of human resources. The main idea of the formation of the governing law of the country is influenced by the word modern state administration. Creating the keywords of the first two sections in its content; assignments, customizations, etc. there are roots; There is no coordination between these two main departments in the field of public administration. Based on modern state management; Managers must be empowered if they want to act. They are also part of management and we want responsiveness, including the authority to hire the manager and provide services. Because it is necessary to dominate the management. Another disadvantage is the lack of coordination between the compensation

system and the competency system. One of the disadvantages of public administration law is the neglect of information management in state law.

Table (2): Consequences are the inconsistency and coordination features in administrative sector systems

Features	Concepts	Indicators	cod
Heterogeneities and Coordination	(Inconsistency between the Ministry of Public Affairs and the field of public administration)	Do not outsource administrative tasks	MT3
		No performance-based payment system	MT5
		Lack of transparency of central justice in the attraction system	MT18
		Lack of authority to managers in the field of recruitment	MT21
		Lack of motivational incentives to serve deserving people	MT29
	Current state	Career promotion based on the education system	MS5
	(Coordination between the Ministry of Public Affairs and the field of public administration)	In line with the payment with the education system	MT11

3- The third question asked to the participants at the meeting was “In the field of administration of the Law on Public Service Management; What are the drawbacks that emphasize the nature of interdependence and interaction between the components of the

unified system of thought?is in the form. In response to this question and based on this theory, the participants observed a lack of balance and interaction between the components.The principle of Unified thinking comes to the fore in the dependence on the interaction and balance between the components of the system.Accordingly, one of the disadvantages of the Law of Management is that it is the lack of attention to detail that leads to interaction and dependency among the components of the system.With the slightest change in the execution processes of the administrative law; The lack of a schematic and unified picture in public administration departments confuses people, which leads people to make decisions based on experience.Government officials believe that the interaction of the ingredients does not create synergy, but causes many problems.

Table (3): Results are the dependency and interaction characteristics between components of management systems

Features	Concepts	Indicators	cod
Dependency and interaction between system components (principle of hybrid thinking)	(Independent and interaction between components)	Mental perceptions of managers of management concepts	KT4
		Lack of a schematic and unified picture of the execution processes of the Public Administration Law	KT6
		Do not anticipate changes	KT14
		Individual experiences in the face of change	KT13
		Lack of care for talented people due to the weakness of the compensation system	KT15
	Current state (Dependency and interaction between components)	Restrictions and simplifications across the law	KT24
		Interaction between system components through board decisions	KM8

4- The fourth question asked to the participants at the meeting was, "What are the disadvantages of the public administration law, which emphasizes getting feedback from the

performance of system components in the areas of administration in the Iranian state organization?" is in the form. In response to this question and based on the opinions of the participants, there is no feedback on the performance of the system to amend the governing law. Feedback on the performance of system components: In each of the organizations, different indicators are defined to measure managerial performance. According to performance scores; rewards are evaluated for employees. However, managerial productivity and effectiveness can be attributed to the performance of the Public Administration Services Law, although it is not included in the Public Administration Services Law. The lack of mental order in the employees and executives of the organizations was expressed as the main reason for the feedback on the performance of the components in the management law.

5. The fifth question asked to the participants in the interview was "What are the disadvantages of administrative law, which emphasizes the emphasis on dynamic system processes instead of static processes in the field of public administration in Iranian state institutions?" In response to this question and based on the opinions of the participants, they expressed the weaknesses of static processes and dynamic system solutions. In dynamic system processes instead of static processes, all officials of government agencies believe that static system processes are caused by imitation of developed countries and not paying attention to the working environment and the characteristics of the employed person. For this reason, generalizations are addressed in most of the issues, and the uniformity of job description is addressed in the same way for all organizations, regardless of the specialty working hours and the job type of the individual. For this reason, the processes of the state management system are completely static and uniform and have created/created many problems due to this feature.

Table (4): Characteristic results is attention to dynamic system processes

Features	Concepts	Indicators	cod
Beware of dynamic system	(weaknesses of static processes)	Entry of unworthy persons due to the weakness of the governing law	AC1
		Perception of law enforcement based on self-interest and resources	AC9

processes (rather than static processes))		Uniformity of job descriptions for all government agencies	AC15
		Modelling processes from developed countries according to Iran's environmental conditions	AC19
		The certainty of the law regardless of time	AC23
	Current state (Dynamic solutions)	flexibility	AC25
		System Dynamics Tool Adjustments	AM3
		Digital technologies as dynamic network structures	AM6

6- The sixth question asked to the participants at the meeting was "What are the disadvantages of the administrative law, which emphasizes the nature of the environmental relationship of the system in the field of public administration in Iranian state institutions?" In the previous question, it was stated that the human resources system is not dynamic and interactive. This has affected the nature of environmental communication. Officials of government agencies consider the issue from the perspective of customer service, the perspective of underlying factors, internal and external workforce, adaptability or non-adaptability; discussed from the perspective of the conflict of authorization to organizations about the environment.

Table (5): Results are the environmental communication feature of management systems

Features	Concepts	Indicators	cod
System perimeter		Not helping to improve the country's business environment	EC5
		Lack of appropriate regulations for the preparation of the labor market	EC8
		Improper implementation of labor market	EC13

communication	Customer service perspective	education law	
		Labor market training regulations do not comply with state government law	EC15
	Perspectives of Underlying Factors	Lack of attention to a worthy artist	EC18
		Lack of competition with the private sector in administrative law	EC19
		Lack of proper maintenance tools	EC23
	Internal and external workforce	High labour demand to enter foreign markets	EC28
		Reduction of skilled forces	EC31
	Adaptability or non-adaptiveness	Lack of willingness of employees to improve their knowledge and skills	EC32
		Law enforcement officers regardless of individual merit	EC36
	Conflict view of delegating tasks to organizations	Assign tasks from one organization to another	EC38
Duties assigned to organizations	Uncertainty in the execution of tasks due to the presence of more than one executor	EC41	

7 / 8. The seventh and eighth questions asked to the participants at the meeting were "What are the disadvantages of administrative law and organizations, with an emphasis on the characteristics of the inputs and outputs of the system outputs in the field of administration in the Iranian government?" System Inputs and Outputs: Inputs of the public administration system include recruitment, the merit of individuals, retention of human capital, and compensation for services. The output of the human resources system is related to job performance and the pension system. Thus, the Civil Service Management Law has led to various results in the input and output ports of the system due to various reasons such as inflexibility, uncoordinated subsystems, static, non-dependency, and interaction of the

subsystem. The consequences of entering the system include not recruiting qualified manpower, centralized behavior in employment, inability to retain manpower, lack of performance-based wages, and lack of job and job characteristics. Moreover; Among the consequences of the system are the increase in the unemployment rate of society, low job performance, the inefficiency of the system, the lack of attractiveness for retirement, the lack of job satisfaction, the inefficiency and efficiency of the human resources system, the lack of certain promotion processes to managers.

Table (6): Results in System Inputs And Outputs

Features	Concepts	Indicators	cod	
System inputs and outputs	Damage to system entries	Lack of qualified manpower	IN5	
		Central flavor in attracting valuable people	IN8	
		Lack of ability to retain manpower	IN12	
		Lack of efficiency and effectiveness-based pay	IN16	
	Damage to the system center		Job shortage and job characteristics	IN18
			Increasing community unemployment rate	OU6
			poor job performance	OU8
			Inefficiency due to the inefficiency of the system	OU9
			Lack of attractiveness for retirement	OU11
			lack of job satisfaction	OU16
			Lack of performance and efficiency of the management system	OU18
			Disallowing administrators	OU21
			Belirli bir yükseltme işlemi yok	OU23

After establishing the final, list of violations of the governing law, executives of government agencies were asked to provide their views on the effectiveness of each of the identified components in identifying benefits, based on a five-point Likert scale systemic perspective.

Delphi Stage Results

In the first round of the Delphi method, in the management sector in terms of systemic features; A list of pathological components of public administration law has been determined. In addition to the existing activities and components in the list, they were asked to add and suggest the components they wanted, the latter added. At all stages; For each factor, in the form of the likelihood spectrum at each round, the determination of the importance of the factors, the average responses of the panel members in the previous rounds, and the response of each person were reported to the participants separately. In this study, a five-point scale and a Likert scale were selected that included very high and very low impact options. In this study, the Kendall coordination coefficient was used to determine the degree of consensus among panel members. This is a comparative coefficient for determining the degree of coordination and agreement of the various orders regarding the object or person. The value of this scale is between 0 and 1. Nine members of the Delphi panel completed the survey. Finally, Kendall's coordination coefficient, after three periods; has improved significantly.

Table (7): Calculations are the Kendall coefficient for statistical results in the first to the third phase of Delphi

Components	First semester		Second term		third term	
	Number	Kendall coefficient	Number	Kendall coefficient	Number	Kendall coefficient
Generalization-related injuries	9	0/43	9	0/51	9	0/67
Disorders related to inconsistencies	9	0/50	9	0/59	9	0/68
Coordination related injuries	9	0/61	9	0/73	9	0/75
Environmental damage from a customer service perspective	9	0/62	9	0/68	9	0/70
Harms related to the law enforcement environment	9	0/50	9	0/54	9	0/68

Injuries related to internal and external labor	9	0/71	9	0/73	9	0/80
Adaptability or non-adaptiveness	9	0/53	9	0/64	9	0/73
inconsistency	9	0/61	9	0/72	9	0/76
Damages related to dynamic processes	9	0/53	9	0/64	9	0/67
Feedback from the performance of system components	9	0/52	9	0/61	9	0/67
Harms caused by interdependence	9	0/61	9	0/67	9	0/73
Disadvantages of no interdependence between components	9	0/63	9	0/65	9	0/69
Injuries related to input features	9	0/65	9	0/63	9	0/74
Related Damage Characteristics of Outputs	9	0/62	9	0/73	9	0/77

Solutions and Recommendations

Legal challenges in the field of public administration in the Middle East, from the issue of employment; cannot be remedied in performance or in other areas of public administration. Bu nedenle; yapılması gerekenlerden bazıları; kamu idaresi hukukunun maaş ve yan haklar, alanındaki meseleleri ve sorunları, kanunun bireyler tarafından yorumlanması, maaş ve menfaatlerin farklı algılanması, çalışanların ödeme kanunu tartışmalarına aşına olmaması uygulamanın belirsizliği, ve çalışanların soru ve itirazlarına cevap verilmesidir. In addition, the lack of bylaw mechanisms and enforcement instructions regarding the salary and benefits required for the implementation of the law 55 statutes; The irregular payment of wages, the difference in payment between different occupational groups despite the same conditions, discrimination in the interpretation of the salary and benefits law, inadequacies by the administrators should be eliminated. System State; Government; recruitment and employment; including maintenance and training and improvement; In three areas, Public Administration has problems in implementing its Act's policy. In the recruitment system, due to the current political and administrative practice structure, it is usually done in a top-down order. Managers

of state institutions have argued that a meritocracy system should take place in this area. In the field of maintaining the state, organizational differences and social contexts of organizations are ignored and flexible application; removed from government agencies. It is suggested that the government organize human resources in a way that builds mutual trust in order to motivate individuals to achieve organizational goals. Management: Section 11 of the Public Administration Law is entitled Performance Evaluation. Feedback on the performance of components of the management system, from factors such as lack of fundamental review of the law; Lack of a clear monitoring system; Failure to determine the evaluation criteria at the law enforcement stage; Non-appointment of regulatory authorities; The failure of the executives to adhere to the strict implementation of the law and the profitability of the employees of the institution in the implementation of the law have emerged. The title of the performance management section needs to be changed. In addition, the personnel performance management system of the executive bodies, the first goal of the course, to provide employees with performance indicators; Throughout the course, employees should be asked to provide as an annual performance improvement period, the goal of which is to continuously guide, support, guide, and evaluate performance. Types of Activity: Damages such as static principle of management system processes, uniformity of job descriptions for all government agencies, modeling processes from developed countries regardless of Iran's environmental conditions, time-independent final law and law enforcement based on personal interests and resources; followed. In order to increase flexibility between the components of the management system, authorization should be offered to the managers of government institutions so that they can design and implement various activities that may be, for example, in the area of the payment system, according to the needs of the day. Bazı kuruluşlar bu yasaya güveniyor. Hizmet sunumuna değer katkıları ve bu gelirden personel maaşlarının ve ikramiyelerinin durumunu iyileştirdi. Moreover; the quality of working life of employees for employee empowerment; working relations, the flexibility of the system, the flexibility of the management system; and in order to give serious importance to indicators based on employee discipline; 64 to 80 of the Civil Service Act. substances as well, amendments are recommended. Digital technologies should be considered as semi-dynamic structures. Education, according to administrative law; from the harms of the public administration system; lack of outsourcing in administrative matters in accordance with their coordination and inconsistency characteristics; The lack of motivational incentives to provide services to deserving people is based on the career promotion education system and is eligible to be paid through the education system. Including

a human resources system based on hands-on training to increase creativity; It is recommended in all management systems. Consideration should be given to the encouragement of individuals based on training and payment of skills-based welfare services to establish the effectiveness of the human resource system. Transfer of authority to managers: According to the Public Administration Law, the management system, main disadvantages; It is the inability of qualified manpower to be employed, the inability to retain sufficient manpower, the non-payment of performance-based wages, and the lack of qualifications of the job and the job. It is recommended that the managers of public institutions and organizations employ qualified personnel with the decisions of the board of trustees, give employees rewards based on efficiency and effectiveness, and increase employee motivation. Public participation in the creation and implementation of the law: management system; one of the main disadvantages is the existence of conflict in over-interpretation; beyond the effect of contradiction, lack of realism, lack of comprehensiveness (required interpretation) between the law and other laws of the country; law, drafting (targeting government rather than administrative system), lack of connection between the definition of concepts and purpose of the law, improper direction; the possibility of circumventing the law; generalization, lack of design injustice in support systems. With the participation of different organizations and the cooperation of employees at different levels, it is recommended to design and implement solutions in the fields of recruitment, maintenance, improvement, training, and remuneration for services in a pilot environment. Implementation of dynamic assessment systems with an emphasis on flexibility: Management system damage in the estimation of required or excess manpower depending on education, experience, and size of the organization (Government Services Act 70). It is recommended to establish a network based on knowledge, experience, and knowledge management system in order to make the best use of the information network (Article 55) and experience (Article 54, paragraph A) capacities of the Civil Service Law. The index of providing a suitable working environment and health and safety conditions for employees is accepted as "Article 68". According to the organizational conditions, it is recommended to provide appropriate management (appropriate materials, ventilation, heating, and cooling equipment, library, considering working hours in weather conditions, etc.) for employees in environments based on group participation.

Suggestions For The Future

1. Current legal issues in the Middle East public administration system; without hiring staff with loopholes; One of the things he will do until he gets performance is to gain the ability to act together with competent people from all business lines, expanding around a single law, by repealing the laws that have been made so far.
2. The coercive power of the center should be utilized for a certain period in the effective implementation of social consensus to support the delegation of authority with public participation.
3. Today, the global system, the Middle East with its own legal and authority confusion; public administration can't attract investment. In this context, public administration should be focused on a refreshing and global public administration approach.

Conclusion

Government agencies and organizations face many problems in the areas of recruitment, retention, salaries and benefits, empowerment, performance appraisal, and IT efficiency. Regarding entering the service and determining the employment qualifications of individuals; The lack of operational criteria in Article 41, the implementation of top-down laws, Recruitment and employment problems in Civil Service Law, including education and experience in article 70 of the Civil Code, and Service Law; recruitment; choice; ethnic; religious; to political and personnel relations; in accepting based persons; effective role of managers; non-compliance with the principle of equal opportunity for women and religious ethnic origins, increasing entry conditions indefinitely, Article 43 of the Law on personal interpretation of the voluntary age, the existence of the condition of not being convicted of corruption in certain professions such as uncertainty in university education, prison professions and security and educational measures, contrary to the principle of equality, the uncertainty of the condition of adherence to the law of the Islamic Republic of Iran according to article 42, and the need to unilaterally amend its regulations and review labor laws on most employment-related complaints of the Administrative Court of Justice. Issues raised in recruitment and employment are consistent with research by Salajeqeh (2014). The problems of public administration law in the organizational sector are the ignorance of direct government influence, organizational differences, and social contexts of organizations in the implementation of organizational processes. Uncertainty in the law on the provision of unemployment insurance for employees of executive bodies who are faced with a probationary period, revocation or non-renewal of the contract, uncertainty in the

qualifications of employees according to article 45, Article A "Executive body, competence, creativity, expertise, interest in work, innovation, 12 competencies should be aware of the existence of qualifications such as lack of merit due to uncertainty in the category, neglect of employee career path and changing values.and promoting the lack of talent management and retaining talent." The points mentioned in the care section are Lotfi. (2012), and Salehi (2018); consistent with their research.Issues and problems in the field of authorization of public administration law, the one-sidedness of the personnel training system index as authorization and the lack of attention to other indicators of employee empowerment, not paying attention to the two dimensions of the individual and the organization in authorization, paying attention to the personality-job fit index, paying attention to general skills in the career path and job not measuring relevant skills, ignoring the risk index in employee empowerment, ignoring and disregarding the responsibility index in employee empowerment. The impact of higher education on future employee empowerment. Topics raised in the Authorization section are those of Attarian. (2016), and Salehi (2018); consistent with their research.The increase in salaries with the inflation rate and the cost of living index, creating a legal gap among retirees, failure to comply with the law on the coordinated payment of salaries of civil servants, a decrease in the purchasing power of retirees; Dissatisfaction among retirees of the Armed Forces.Issues raised in the chapter on assistance law are those of Barati et al (2013), Mohammadi et al (2017), Najabatkhah Vafiqeh Larijani (2016), and Shahlaei (2017); consistent with their research.Problems of public administration law in performance evaluation, including the lack of comprehensive reporting of internal problems and problems of organizations and the lack of action plans by government agencies, weakness in individual performance management, lack of motivational indicators, lack of functional skills development program in the administrative system according to the requirements of the executive body in the evaluation of employee performance lack of attention according to the roadmap criteria for transformation,Lack of logical relationship between organizational strategy and human capital strategy, not considering the level of accountability and responsibility, taking into account the individual characteristics of the employees in the evaluations, paying attention to the maturity of the information management system, paying attention to the lack of reward systems and punishment and not paying attention to the education system and empowerment of government employees. lack of indicators to measure (logical intelligence, emotional intelligence, cultural intelligence, and spiritual intelligence); lack of readiness and adaptability to progress; with the executive positions of the personalities

of job candidates; The lack of measurement of suitability for management positions, the lack of simulation tests to measure readiness and ability, are among the important issues raised in the decision-making and performance evaluation section. Barati et al. (2013), Attarian et al. (2016), and Mohammadi and Sharifzadeh (2017); are consistent with their research. Problems with Public Administration Law and poor use of information and communication technologies systems have led to problems such as not being able to integrate the services offered to the public, making improvements through internet portals, the existence of documents, and long-term use. processes in the delivery of services, availability of information; to making correct and sufficient decisions; the limitation of the provision of management services to a certain level due to the lack of training in the use of government services, and lack of infrastructure; This is Khairandish et al. (2016); consistent with his research. This research is not unlimited like other studies and research. One of the main limitations of this study has been the breadth of public administration law. Government agencies have had many interpretations of the law, although they have made use of management law in the organizational sectors. Another limitation of the study was the large number of injuries that led to collection and classification over 6 months. Also, open-source selection, categories, question design, survey, ability to communicate and interact with others, etc. business analysis. The research is not far from these effects and naturally, the characteristics, knowledge, and interests of the researcher also affected this research and should be considered as a limitation of this research.

References

- Arman, Mani; Joshaghani, Hassan (2015). Designing and validating a model for analyzing the status of the human resource management system. Quarterly Journal of Human Resources Management Research, Imam Hossein University, 7th year, No. 4. (in Persian)
- Attarian, Firoozeh; Mirsapasi, Nasser; Musikhani, Morteza (2016). Pathology of amending the Civil Service Management Law with the approach of empowering the employees of government executive bodies. Quarterly Journal of Public Management Mission, Year 7, No. 22. (in Persian)
- Brown, D. R.; Harvey, D. (1988), An Experiential Approach to Organization Development, Upper Saddle River, NJ: Pearson Prentice Hall.

- Castells, Manuel. (2006). *Information Age: Economy, Society, and Culture (The Rise of a Network Society)*, Translated by Ahad Aliqlian and Afshin Khakbaz, Tarh-e No Publications, Tehran, Fifth Edition. (in Persian)
- Dana Isfahani, Zohreh; Taherpour, Habibaullah. (2012). Identifying the effective factors on the implementation of Chapter 9 of the Civil Service Management Law (Employee Empowerment) in government organizations, *Quarterly Journal of Development and Transformation Management*, No. 11. (in Persian)
- Forouzandeh Dehkordi, please. (2008). Investigating the role of new management theories in the Civil Service Management Law. *Tomorrow Management Magazine*, No. 19. (in Persian)
- Giurian, Hassan; Rabiee, Mohammad Reza (2002). *Decision Making and Determining Government Policy*, Yakan Publications: Tehran.) in Persian(
- Hadavand, Mehdi; Kazemi, David. (2013). A reflection on the modern principles of administrative law in the Civil Service Management Law. *Strategy Quarterly*, Year 22, No. 67.) in Persian)
- Harisinejad, Kamaluddin; Jangjo, Farzad; Lotfi, Akbar. (2012). An analysis of the probationary period of employment in the Civil Service Management Law. *Administrative Law Quarterly*, First Year, No. 4. (in Persian)
- Howard, A. (2004). *Diagnosis for Organizational Change: Methods and Models*. New York, NY: The Guilford Press.
- Kheirandish, Mehdi; Shakeri, Gholamreza; Ghanizadeh, Abdul Reza (2016). Pathology of the effectiveness of the use of information technology and administrative services in the Civil Service Management Law. *Quarterly Journal of Management of Government Organizations*, Third Year, No. 14.(in Persian)
- Kolb, D. A. & Frohman, A. L. (2012). An Organization Development Approach to Consulting. *Sloan Management Review*, 12, 51-65.
- Mirsapasi, Nasser; Qahramani, Massoud (2011). The necessity of adapting the approach of a fundamental change (macro implementation and based on systemic attitude) to the transformation plan in the administrative system of Iran to improve and enhance the

- capability and capability of the government. quarterly Journal of Management Research. Issue 88.) in Persian(
- Mohammadi, Mohammad; Sharifzadeh, Fattah (2017). Designing a performance management model with a human resource development approach in the public sector. Quarterly Journal of Human Resources Education and Development, Fourth Year, No. 15. (in Persian)
- Nadler, D. A. & Tushman, M. L. (2006). A Model for Diagnosing Organizational Behavior. *Organizational Dynamics*, Autumn, 35-51.
- Porras, J. I. & Berg, P. O. (2008). The Impact of Organization Development. *Academy of Management Review*, 3, 249-266.
- Purkiani, Massoud; Salajeqeh, Sanjar; Fezollah zarepoor (2014). Explaining barriers to policy implementation using centralized group discussion (Case study: Civil Service Management Law). *Quarterly Journal of Management of Government Organizations*. In the third year, number 9. (in Persian)
- Qitani, Alborz; Memarzadeh, Gholamreza; Mirsapasi, Nasser. (2017). Designing a human resource management model with a socio-technical and ecological approach for the Iranian public sector. *Public Management Perspectives*, No. 30. (in Persian)
- Ronaq, Yusuf. (2009). Civil Service Management Law regulates the relationship between government, people, and employees. *Journal of Human Resources*, No. 2. (in Persian)
- Salehi, Sajjad; Daneshfard, Karmaleh; Mirsapasi, Nasser; Goodarzvand, Mehrdad. (2018). Model of human resources supply and adjustment system (research in the Civil Service Management Law). *Quarterly Journal of Human Resource Management Research*, Imam Hossein University, 10th year, No. 2. (in Persian)
- Shahlaei, Nasser (2017). Pathology of the legal system and benefits of the armed forces. *Defense Strategy Quarterly*, Year 15, Issue 59. (in Persian)
- Shum, C., Gatling, A., & Shoemaker, S. (2018). A model of hospitality leadership competency for frontline and director-level managers: Which competencies matter more? *International Journal of Hospitality Management*, 74, 57-66.

Singe, Peter. (2008). Fifth Commandment: Creating a Learning Organization. Translated by Hafez Kamal Hedayat and Mohammad Roshan. Tehran: Industrial Management Organization Publications, Tehran. (inPersian)

Tips on the system of payment of salaries and benefits of managers in the public sector. Research Center of the Islamic Consultative Assembly, serial number 14993. (in Persian)

Key Terms

Middle East: The region of the world that has not lost its importance since ancient times.

Public Administration: Organizational structure of the state

Public Law: The area of law that regulates relations between the state and citizens or the state's institutions

General Systems Theory: Integrity between interrelated parts

Performance System: Systematic measurement made by comparing all the characteristics of the personnel with the others.

Recruitment: The overall process for identifying suitable candidates for jobs within the organization

Law: It is the rules of law created by the authorized bodies.

Management: Determining the strategy of institutions or organizations and coordinating employees