

PROPOSING A FRAMEWORK FOR IDENTIFYING THE FACTORS CAUSING ORGANIZATIONAL TRAUMA AND THE CHARACTERISTICS OF AFFECTED GOVERNMENT ORGANIZATIONS

¹Seyede Fateme Ghane, ^{*2}Hamidreza Rezaee kelidbaree, ³Davood Kiakojoree, ⁴Behzad Farokhsersht

¹Phd Candidat, Department Of Management, Chalous Branch, Islamic Azad University, Chalous, Iran

²Assistant Professor, Department Of Management, Rasht Branch, Islamic Azad University, Rasht, Iran
Hrzaee@iaurasht.Ac.Ir

³Associate Professor, Department Of Management, Chalous Branch, Islamic Azad University, Chalous, Iran

⁴Assistant Professor, Department Of Management, chalous branch, Islamic Azad University, Chalous, Iran

Abstract

This paper is the report of a research aimed at designing a model for identifying the factors causing organizational trauma and the characteristics of affected government organizations on the basis of mixed methodology through descriptive-exploratory approach. The statistical population of the qualitative phase included experts from the ministry of Gilan province Industry, Mining and Trade Organization and for the quantitative phase, it includes all employees of organizational. In the qualitative section, the sample was selected through targeted judgment method including 10 people, and in the quantitative section, random stratified method was used resulting in the selection of 317 people. In the first stage, the data were collected by semi-structured interviews with experts and two stage Delphi (closed questionnaire), and in the second stage, through a 55-item questionnaire whose validity was confirmed by face-to-face method, and whose reliability was confirmed by Cronbachs alpha (0.897). The qualitative data analysis was carried out using content analysis method and MAXQDA software, and the quantitative data were analyzed confirmatory factor analysis method in Smart PLS3 software. The results revealed that the qualitative section, 27 indicators and 3 components of traumatic factors and 11 indicators and 2 components of the characteristics of affected organizations have been identified. Also, in the quantitative part, the research model has been approved based on the results of the second-order factor analysis.

Keywords: organizational trauma; affected organizations; government organizations.

INTRODUCTION

Today, organizations are facing fast multidimensional environmental changes and they have to work more than before to increase efficiency and effectiveness (Ahmadi et al., 2015: 216). If an organization wants to grow and have a good interaction with its environment, it must improve along with the changes and it must have innovations (Gaston,

2021: 25). Certainly, as time passes, with the advancement of science and technology and the emergence of new needs, organizations become more complex and managing them becomes more difficult (Sepahvand, 2021: 252). A group of organizations that are active in societies are government organizations. These organizations in Iran, with the increase in the number of employees with low education, the facilitation

of the conditions for obtaining government jobs, the increase in government tenure in society and so on, along with the formation of the concept of modern government management caused the organizations and government management in Iran to be more complex than the foreign ones (Mohammadzadeh Soltanmoradi et al., 2019: 95).

In such conditions, the presence of employees who are happy and, thus, have a greater sense of humor, will be more necessary for organizations (Davies, 2019: 321). Organizational employees experience trauma where there is the ground for potential physical, psychological and emotional threat. Organizations, like employees, understand these experiences and show them with outcomes such as reduced performance (Messina, 2019: 158). As these injuries occur, the individual's performance ability does not return to its previous amount before the trauma. Organizational trauma is a significant process that can create various effects on the organizational members (Ellis, 2019: 102). Usually, people who suffer from these traumas become unable to control their emotions and exhibit aggressive or defensive behaviors (Strand, 2018: 33). Scientific studies in recent decades show clear evidences of the consequences of not paying serious attention to organizational traumas, including anxiety, depression, mental and physical disorders, dysfunction, stress, and so on (De Soir & Kleber, 2017: 57).

The point here is that organizations, like their members, may suffer this trauma. All over the world, resistance leadership at all management levels is a way to fight these traumas (Agradi, 2021: 36). Organizational trauma reflects the collective experience of employees from the stresses and traumas occurring for the organization, as a result of which the protective and defensive structures of an organization are broken and the organization becomes temporarily or permanently vulnerable and frustrated and significantly injured (Kolivand and Sarlak, 2015: 49). Organizations facing traumas are usually in a state of recession, bankruptcy, and fall of financial resources;

because of the lack of using proper technology, their performance is in a state of decline and results in stress and anxiety, sadness and restlessness in employees and they do not trust their colleagues and the organization (Dolati and Deihimpour, 2017: 17).

The Theory of Organizational Trauma is one of the newest theories in the field of organizational behavior and management, which is examined aiming to explain the psychological and physical side effects of trauma on an individual or group in an organization. This phrase has been adapted from medical sciences and has entered the sciences of management and organization (Ebrahimi and Baki Hashemi, 2018: 108). Organizational trauma is a phenomenon that occurs widely in organizations, and this is while it has not been well understood. Lack of the required control and management in this regard causes destructive consequences for the organization (Sepahvand and Zare, 2017: 43). However, various methods have been introduced to fight these injuries (Gelber, 2019: 282). One of these methods that can help the organization is the sense of humor of employees. The sense of humor is a type of treatment or soothing for the individuals and organizations that have internal problems (Uca, 2019: 95). Scientific studies in recent decades have provided a clear explanation based on evidences about the serious consequences of trauma-related experiences. Post-Traumatic Stress Disorder (PTSD) and other mental disorders (including anxiety, depression, and mental disorders) may be a result of trauma in the organization (Brunet-Thornton, 2017: 48). Organizational trauma influences not only those who are directly involved in its related incidents, but also those who are indirectly involved, such as witnesses and employees who have survived the trauma (Phillips & Allred, 2006: 159). In fact, organizational trauma is an unresolved emotional trauma that imprisons the essential capacity of individuals in organizations (Byrd-Poller, Farmer & FordPoeller, 2017: 218). Appropriate, timely and scientific response of organizational leaders to traumas is one of the main factors of

success in trauma management in organizations (Steinkamp, 2014: 25).

Many researchers have understood the importance of organizational trauma in organizations and have pointed out the issue that traumas lead to the occupational burnout experience; through various theories, the researchers have found that the impact of traumas in organizations is contagious and it can be transferred easily through empathy processes (Venugopal, 2016: 63). Most of the studies on organizational trauma have pointed to the structure of indirect trauma, that is, the changes that occur in the internal experience (inner feelings) of employees through empathy with colleagues. These studies show that occupational burnout is not directly related to the injured people, but being around the injured people and communicating with them creates this problem (Suwer et al., 2017: 68). Therefore, it is necessary first of all to have a correct understanding of the factors causing organizational trauma in order to be able to provide the necessary solutions to fight and also prevent it.

In this regard, a review of the structure of the Gilan province Industry, Mining and Trade Organization shows that this organization, like many government organizations, is consisted of knowledgeable employees but with a damaged spirit. However, the researchers' careful study of the mental status of the employees showed that the psychological issues in this organization are at a low level and not much attention has been paid to the spirit of the employees. As a result of this, not only not much success has been achieved in realization of the organizational goals, but also the resistance of experienced employees in not expressing their mental states has created many challenges for the organization in recent years. Accordingly, in order to resolve these challenges, the researchers have attempted to provide a model of the components causing traumas and the characteristics of the organizations affected by the lack of attention to psychological issues. This has not been much studied in previous research. Therefore, the study begins with the question that what are the components causing traumas and the

characteristics of affected organizations in the Mining Industry and Trade Organization?

Theoretical foundations and review of literature

In today's information world, the stakeholders of organizations have demands from them that sometimes are in conflict with the spirit and feelings of employees and will put psychological stress on employees and the organization as a whole. Therefore, it is necessary to pay attention to mental health and to create an appropriate mechanism to provide it in the organization (Switzer, 2001: 75). Individuals may suffer severe psychological and physical injuries under working and environmental stresses, or they may become involved in ineffective working and social patterns and fight with some problems that have resulted from following those patterns. In this case, the occurrence of psychological and even physical trauma in the individuals will be inevitable. Like individuals, organizations also may suffer trauma (Vivvan & Hormann, 2005: 163). In the 21st century, organizations are facing rapid environmental changes and in order to increase their efficiency and effectiveness, they have to display new and diverse faces. Organizations' success in the age of the Internet depends on moving toward new faces and development and implementation of new strategies in order to achieve their several changing goals (Ahmadi et al., 2015: 214). Today, having efficient human resources with a happy mind and spirit is considered one of the most important assets of an organization. Providing the necessary conditions for more vitality and implementation of strategies to prevent psychological stress is much more important for organizations (Vivvan and Hormann, 2005: 165).

Organizational trauma

Organizational trauma is a major barrier to employee performance which is the result of the sense of threat by a physical phenomenon or the psychological anxiety resulted from feeling it. Experts often consider organizational trauma as the result of organizational change.

Making any changes that employees are not ready for them and as a result of which, they will lose their attachments and everything they are used to, is called organizational trauma (Ahmadi et al., 2015: 214).

Structural factors

The structural factors causing trauma are the content and process factors of the organization. For example, inappropriate behaviors of managers, inappropriate atmosphere governing the organization, working process, organizational change, merging the departments and reducing the number of employees can be considered as the structural factors causing trauma (Greenberg et al., 2010: 21).

Behavioral factors

Trauma in behavioral level affects and reduces individual skills of employees in the workplace. If these traumas last for a long time, they can also affect the efficiency of the organization (Sarлак and Kolivand, 2015: 46), and can entangle the organization in a poisonous pond

of employees and toxic internal and external environment. In this case, the commitment and loyalty of employees are reduced and it may even lead the organization toward death (Fourbess, 2011: 91).

Environmental factors

The environment includes factors outside the organization. The industry, government, customers, suppliers and other organizations are the most important environmental factors affecting the organization (Daft, 2007: 211).

Affected organizations

Organizations that have suffered trauma often show primary characteristics that can be an alarm for organizational managers to pay more attention to the organization's symptoms and show an appropriate response to neutralize the effects of these traumas (Ahmadi, 2015: 216).

Since trauma has emerged as an influential element in the organizational area, many different definitions have been provided in this regard, all of which somehow express a general view. Some of them are presented in Table 1.

Table 1: Some definitions provided for organizational trauma

No.	Researcher	Year	Definitions
1	Pena	2017	Organizational trauma is actually the reduction of the organization's adaptability and flexibility in the face of crisis.
2	Kleinberg	2016	Organizational trauma while causing problems in the process of participation and solving problems faced by the organization may cause the phenomenon of organizational paranoia (pessimism).
3	Vivan & Hormann	2015	Organizational trauma is a phenomenon that, if it occurs, enters much stress to all individuals, organizational groups and even the families of employees and breaks the defense structures of the organization and a sense of despair and hopelessness will govern the organization.
4	Springel	2008	He defines organizational trauma as a disorder in which the individual loses control; in other words, it is the mental effects and frightening experiences that sometimes cause the individual to lose control over some parts of his/her mind, identity, memory, and awareness.
5	Picell	2007	Trauma is a combination of extreme anxiety, complete disorder and loss of control, and he refers to it as a toxic situation.
6	Hormann	2007	He considers organizational trauma as the inefficient changes in behavioral patterns that occur at the organizational level and believes that these inefficient behavioral patterns, which originate from useless activities in the workplace, have negative effects on the long-term development of the organization and adverse effects on the image and identity of the system and are a potential threat for the existence of the organization.
7	Corsiney	2002	He considers trauma to be the result of painful physical and mental events that rapidly damage the individual's body or mind and have lasting effects on the individual's personality.
8	Ebram	1996	Organizational trauma is the severe anxiety of the individual about

			experiencing a catastrophic event that is beyond the scope of his/her current or common experience.
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In simple terms, trauma can be expressed as stress or a change in an individual's normal state that affects the individual's performance and the person will have lower performance (Venugopal, 2016: 65). Organizational trauma not only affects those who are directly involved in its related incidents, but also those who are indirectly involved, such as witnesses and survivors (Phillips and Adler, 2006: 159). In most cases, those who have experienced trauma are referred to as victims. Victims are those who have endured trauma and have remained in the same situation; and in such circumstances, organizations are expected to provide necessary care for the affected employees (Bill & Taylor, 2011: 6). Employees of all organizations, both private and public, are exposed to trauma. Managers and employees of government organizations are more prone to stress and trauma due to the need to comply with government laws and regulations, and to be accountable to government supervising bodies, compared to private sector organizations that operate more freely (Sarлак et al., 2015: 68). However, few studies have attempted to address the factors causing traumas. Table 2 shows some of the factors of trauma reported by other researchers.

Table 2: Variable factors of trauma from the viewpoint of researchers

Extracted factors of traumas	Researchers in the field of traumas	Number of studies
Individual factors	Declar & Sassole (2007); William A. Khan (2003); Sarлак (2015)	3
Environmental factors	Bazulli (1998); Ahmadi (2015)	2
Organizational factors	Vivan & Hormann (2015); Ahmadi (2015); Valingass (2009); Switzer (2001)	4

In general, a review of the literature of the behavioral issues shows that although attempts have been made in previous studies to point out some of the dimensions and components of the factors causing traumas, however, there is no comprehensive classification of the internal components of traumas. In this regard, it is necessary to provide a comprehensive model about the components causing traumas and the characteristics of the affected organizations to while covering the research gap in this area, to provide a favorable behavioral model for managers of government organizations so that using it, many existing challenges in individual-organization field can be reduced.

Method

The present study is applied in terms of purpose and descriptive-exploratory in terms of research strategy. In terms of data collection method, the study has been done in the form of library and field studies (using semi-structured interviews and questionnaire method). In terms of data type, the present study is a mixed study (qualitative-quantitative). In terms of the time period, the study is a one-time study in both qualitative and quantitative sections. Also as the study is non-experimental, the amount of researcher intervention in the research process is minimal.

The statistical population of the study in the qualitative phase is consisted of academic experts specialized in the field of governmental management. Sampling in the qualitative section was done with a purposeful judgmental approach, to the point of information saturation, and 10 experts were identified as the statistical sample of the qualitative phase and participated in the Delphi method process. Using this method, first the data collected from the review of literature, such as Table 3 (according to Quivy and Campenhout Reading Table) was developed in the form of a questionnaire and was provided to the statistical sample as the first round Delphi questionnaire; and then, a semi-structured interview was done with the members of the

statistical sample and finally, after confirmation, they entered the closed questionnaire of the second stage and then the third. The researcher's purpose in the first round interview was to introduce the new components of the factors causing organizational traumas and the characteristics of the affected organizations by experts; and in the second and third rounds to saturate the information. Also, the statistical population for the quantitative stage included all employees of

the Gilan province Industry, Mining and Trade Organization, which is a limited type. 318 people were considered as the statistical sample. Data collection tool in the quantitative phase was a 55-item questionnaire containing operational indicators of the study variables that after performing validity and reliability steps was distributed among the employees of the Industry, Mining and Trade Organization through random available method. Finally, 317 questionnaires were returned.

Table 3: Quivy and Campenhoudt Reading Table (a sample of the review of literature used in this study)

The ideas contained in the text	Structural signs in the text	Source
Imagine an employee who has worked in the organization for many years and has become accustomed to the environment and the communication space and his/her colleagues. Now he/she has to leave the organization due to downsizing.	Downsizing is one of the reasons for creation of organizational trauma.	Ahmadi et al. (2015)
As a result of traumas, employees' loyalty to the organization will be severely reduced and employees will leave the organization.	Organizational trauma leads to a decrease in employee loyalty.	Switzer (2001)
Organizations that suffer from trauma produce different results one of which is the depression of the organization's employees.	Organizational trauma causes depression in employees.	Noorin Tehrani, (2002)
The environment is seen as an enemy or hostile force. In this case, feedback with little external information is accepted.	Causing trauma in the organization leads to closing the border between the organization and the environment.	Vivan & Hormann, (2015)
In order to establish security and support employees, internal relations (within the organization) are emphasized and externals are viewed with suspicion.	Trauma in the organization leads to a focus on internal relations.	Vivan & Hormann, (2015)

As mentioned, the present study has been done in two general phases. In the first phase, with a qualitative approach and using the Delphi method (semi-structured and closed questionnaire), the internal components of the factors causing trauma and the characteristics of the affected organizations have been identified. Also, in the second phase, with a quantitative approach and using a questionnaire tool, the trauma patterns have been assessed and validated in the first stage of the study with a confirmatory factor analysis approach. Qualitative data analysis has been performed by content analysis method using MAXQDA software, and the quantitative data collected from the questionnaire has been analyzed by structural equation modeling with confirmatory

factor analysis approach through Smart PLS3 software.

Acceptance and verification criteria have been used to ensure the validity of the interview results and content analysis. In order to increase the acceptance, the method of review by the participants in the interview has been used. Also, for verification in the final stage, the obtained classes have been returned to three of the initial participants for review and approval, and the suggested comments have been applied. The retest method has also been used to calculate reliability of the interviews. In this regard, 3 interviews have been selected among the others and each of them has been coded twice in a time interval of 14 days by the researchers.

After that the indicators and components related to the variable were extracted based on the content analysis method (qualitative phase) and the visible and latent variables of the measurement model were explained, then, based on the visible variables identified in the measurement model, the research questionnaire was explained for testing the measurement model by confirmatory factor analysis method. In this regard, the research questionnaire consists of 55 measurement indicators whose validity was confirmed by formal method. For this purpose, the question items designed to measure the model and its components were provided to a number of university teachers and academic experts, and the ability of each question to measure its related variable and component was formally confirmed by experts. The reliability of the questionnaire was also

tested by Cronbach's alpha method. For this purpose, a sample of 30 questionnaires was distributed among the employees of the Industry, Mining and Trade Organization, and finally, Cronbach's alpha of the whole questionnaire (0.897) was calculated which confirms the reliability of the data collection tool. In the following, the study results are analyzed.

Results

Demographic results of experts

The results related to the demographic information of research experts about the human resources of prominent employees who have participated in the qualitative phase process are presented in Table 4.

Table 4: Demographic results of experts

No.	Demographic criterion of the qualitative phase	Options	Number	Frequency percentage
1	Gender	Male	6	%60
		Female	4	%40
2	Education	PhD	6	%60
		PhD student	3	%30
		MA	1	%10
3	Job	Faculty member	8	%80
		Senior manager	2	%20
4	Working experience	1-10	3	%30
		10-20	6	%60
		20-30	1	%10

The demographic results show that the demographic composition of experts is relatively balanced in terms of gender. However, most experts have MA and PhD degree, which increases the validity of the study results.

Qualitative phase results (content analysis)

As stated in the research process, content analysis method has been used in this study to analyze the qualitative data such that first, the researcher after studying the literature and achieving some variables has developed a basic model and through designing a semi-structured questionnaire has conducted an interview with experts in the field of government management. During the interview process, the researcher has summarized the verbal expressions of the interviewees and after several stages of

studying and immersing in the data has gained relative familiarity with them (first stage: familiarity with the data). In the second stage, an attempt was made to extract the concepts during the process of classification of verbal phrases, and then the concepts were coded manually (second stage: initial coding). In the third stage, which is known as selective coding, an attempt was made to identify selective concepts by examining the initial codes given to each of the concepts and removing similar, incomplete and irrelevant concepts. In the fourth stage, by reviewing the selective codes, an attempt was made to categorize the selective concepts (based on content and appearance). Then, by reviewing the nature and content of each of the main and sub themes, they were named appropriately. A final report was also

provided in the final stage. The final results of the content analysis are presented in Table 5.

Table 5: Identifying the inclusive, organizing and basic concepts (the extracted concepts)

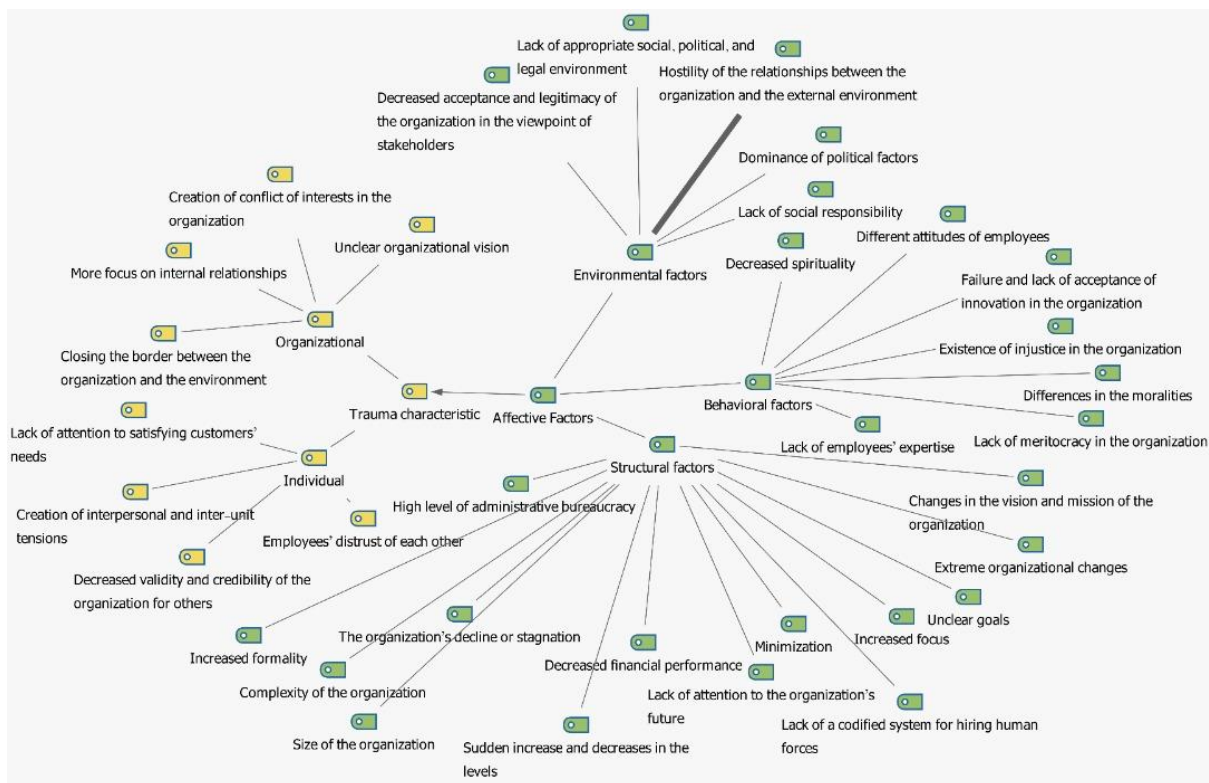
Basic concepts	Organizing concepts		Inclusive concepts
Excessive use of CCTV cameras and security factors to control the employees	Extremism in creating security factors in the workplace	Physical factors	Structural factors
Having excessive levels and human resources and organizational complexity	Organizational complexity		
	Organizational size		
Sudden and successive changes in vision and organizational missions	Changes in the vision and mission of the organization		
High level of paperwork and excessive rules that reduce the authority of employees in the organization	High level of bureaucracy in the organization		
Lack of proper and permanent systems for selecting and hiring employees in organizations	Lack of a codified system for hiring employees		Behavioral factors
Selecting the managers or offering positions in the organization using immoral behaviors	Emergence of immoral behavior	Human factors	
Lack of a healthy environment for expressing the opinions and ideas of employees in the organization	Organizational silence		
Lack of knowledgeable and specialized workforce in the organization	Lack of expertise in employees		
If the external environment of the organization is not calm and the organization is in conflict with the environmental factors, it cannot easily adapt to the environment.	The hostility of the relationships between the organization and the external environment		Environmental factors
Trauma causes conflict and contradictions between employees in one unit or between different units.	Occurrence of interpersonal and inter-unit tensions		Characteristics of the affected organizations
Employees do not trust each other.	Employees' distrust of each other		
Employees try to be less present in the organization and to justify their excessive absences by taking sick leave.	Excessive absence of staff by providing false sick leave		
Employees are not satisfied with their job.	Lack of job satisfaction		
The identity of the organization decreases.	Decreased organizational identity		
The credibility and validity of the organization among other organizations decreases.	Decreased credibility and trust of others in the organization		
The interests of the individual and the interests of the organization are in conflict.	Creation of a conflict of interests in the organization		

After identification of the components and categorizing them in the first stage, the closed questionnaire of the second stage called "Organizational Trauma Pattern Design" questionnaire which was prepared using nine-point Likert scale (from very low to very high) was provided to the statistical sample consisting of 10 experts. In this stage, a number of components were added to the model and a number of components whose average score

was lower than 6 were removed from the model. Then, the second stage process was continued for the third stage too and again by adding and removing the components obtained in the previous stage, the questionnaire of the third stage was designed and provided to the experts. Given that no more components were introduced by the experts, the Delphi method was stopped at this stage through the experts'

consensus and the final research model is presented according to Figure 1.

Figure 1: The extracted model of research



[Affective Factors:

Environmental factors:

Lack of social responsibility

Dominance of political factors

Hostility of the relationships between the organization and the external environment

Lack of appropriate social, political, and legal environment

Decreased acceptance and legitimacy of the organization in the viewpoint of stakeholders

Trauma characteristic:

Organizational:

Unclear organizational vision

Creation of conflict of interests in the organization

More focus on internal relationships

Closing the border between the organization and the environment

Individual:

Employees' distrust of each other

Decreased validity and credibility of the organization for others

Creation of interpersonal and inter-unit tensions

Lack of attention to satisfying customers' needs

Structural factors:

Changes in the vision and mission of the organization

Extreme organizational changes

Unclear goals

Increased focus

Lack of a codified system for hiring human forces

Minimization

Lack of attention to the organization's future	Lack of meritocracy in the organization
Decreased financial performance	Differences in the moralities
Sudden increase and decreases in the levels	Existence of injustice in the organization
The organization's decline or stagnation	Failure and lack of acceptance of innovation in the organization
Size of the organization	Different attitudes of employees
Complexity of the organization	Decreased spirituality]
Increased formality	Demographic results of the quantitative phase
High level of administrative bureaucracy	The descriptive results related to the demographic information of the employees of the Industry, Mining and Trade Organization of Gilan province who answered the research questions are presented in Table 6.

Behavioral factors	
Lack of employees' expertise	

Table 6: The results related to the descriptive statistics of the study

Questions	Options	Frequency	Percentage
Gender	Male	206	0.65
	Female	111	0.35
Age	20 to 30	25	0.8
	31 to 40	127	0.40
	41 to 50	89	0.28
	51 and more	76	0.23
Organizational position	General manager	5	0.1.5
	Deputy	9	0.2.83
	Experts	153	0.48
	Ordinary employee	150	0.47
Educational level	High school	8	0.2.5
	Associate degree	24	0.7.5
	Bachelors' degree	156	0.49
	Masters' degree	119	0.37.5
	PhD	10	0.3

The statistics presented in Table 6 show that the population composition of males in the Gilan province Industry, Mining and Trade Organization is twice that of females. Also, more than 50% of the employees are between 20 and 40 years old. The statistics regarding the educational level show that the employees of this organization have a high level of expertise and knowledge.

In this study, confirmatory factor analysis method in Smart PLS3 software has been used to assess and measure the validity of the measurement model obtained in the qualitative stage (content analysis) presented in the previous section,. In this regard, after identification of the latent and visible variables of the organizational trauma model presented in

Figure 1, the model was validated and tested based on the data obtained from the questionnaire in the quantitative phase of research. For this purpose, the measurement model of each of the dimensions mentioned in the model was designed in Smart PLS3 software and a two-level confirmatory factor analysis test was implemented for them. In the following the results of this section are described.

The final output of the confirmatory factor analysis related to the measurement model of each of the internal dimensions of organizational traumas is shown in Figures 2 and 3, which indicates the high coefficients of each of the visible and latent variables related to the variable. In other words, the results of

factor analysis show that each of the components of the organizational trauma model in the Gilan province Industry, Mining and Trade Organization have well supported the organizational trauma model and are good components for their latent variable. Also, the results of factor analysis related to each of the trauma models show that the measurement indicators provided for each of them (given the factor load above 0.3 of each of the indicators) well support their relevant component and are in fact a suitable tool for measuring their latent variable.

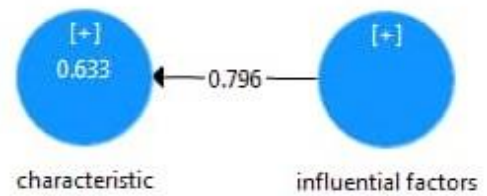


Figure 2: The general model in standard mode

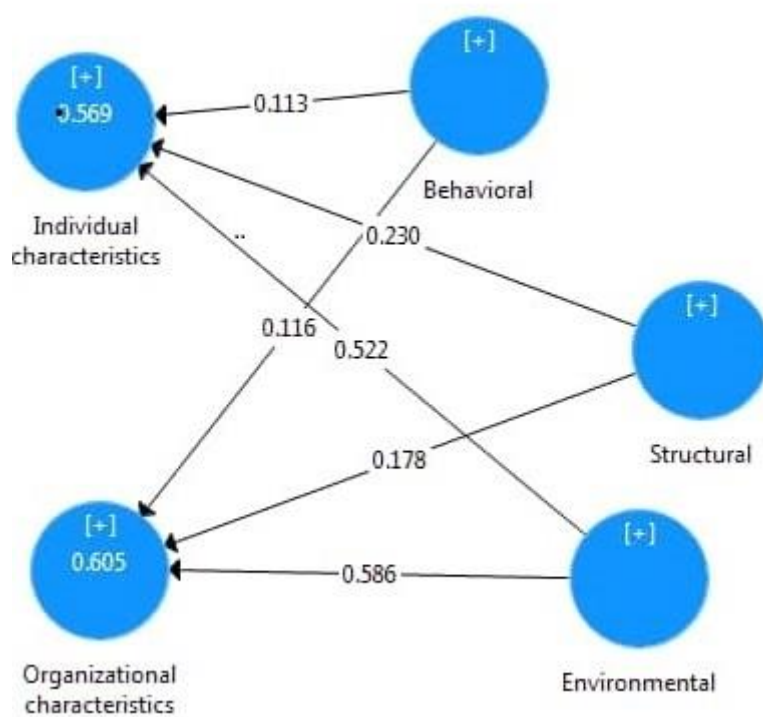


Figure 3: The partial model in standard mode

[Behavioral

Individual characteristics

Structural

Organizational characteristics]

Environmental

According to the above figures, the results of the hypothesis testing are as follows:

Table 7: Hypothesis testing results

Hypothesis	T statistic	Relationship	Rejected/Confirmed
Behavioral → Individual characteristic	2.442	0.113	Confirmed
Behavioral → Organizational characteristic	2.648	0.116	Confirmed
Structural → Individual characteristic	4.618	0.23	Confirmed
Structural → Organizational characteristic	3.859	0.178	Confirmed
Environmental → Individual characteristic	11.056	0.522	Confirmed
Environmental → Organizational characteristic	13.257	0.586	Confirmed

When a model has been properly identified and the data entered appropriately, the fit of the data to the hypothetical model should be assessed. To examine the fit of the structural model, different parameters are used. Among the most important indicators are R² and Q², which are indicators to assess goodness of the model fit. The R² indicator indicates the amount of explained variance of the endogenous latent variable obtained by its predecessor variables, and according to Hansler and Chen, the values of 0.19, 0.33 and 0.67 have been ranked as low, medium and high, respectively. This is while according to Hair, these values are 0.25, 0.5 and 0.75, respectively (Ghiasvand, 2018). In the present study, this indicator is equal to 0.633 for the trauma characteristic and 0.380 for the creator factors, which means almost strong fit of the structural model in general, and moderate fit in the partial mode. The Q² indicator examines the predictive power of the model. If it is 0.02, 0.15 and 0.35 for an endogenous variable, it shows the low, medium and strong predictive power of the structure or its related exogenous structures, respectively (Ghiasvand, 2018). In the present study, this criterion for the trauma characteristic is equal to 0.548, which almost indicates strong predictive power of the model.

Conclusion and recommendations

The pattern or model of trauma in government organizations has two main parts (creator factors and the characteristics of the affected organizations) and five sub-dimensions (three dimensions of structural factors and behavioral factors and environmental factors in the creator factor section and two dimensions of organizational damages and individual damages in the characteristics of the affected organizations section) and 38 components. These kinds of models are composed of indicators that are the core and heart of this model and are the basis of the trauma model. According to the presented model, a series of factors cause traumas in organizations. To classify these factors, the Mirzaei-Ahramjani's three-pronged model has been used according to which, they are divided into three categories

of structural, behavioral and contextual (environmental) factors. After the emergence of trauma in an organization, those organizations that suffer from it have some characteristics that distinguish them from healthy organizations. If the causes and factors of these injuries are not identified in the organization and their occurrence in organizations is not prevented, it will have consequences that cannot be compensated. Among the main design features of this model is the use of a combined approach in this study in which the model of organizational trauma has been designed with a qualitative approach and using the content analysis method and open coding, axial coding and selective coding. The specificity of this model for government organizations, the classification of the factors causing organizational trauma by the Mirzaei-Ahramjani's three-pronged model, and explaining the relationship between the criteria and sub-criteria of the organizational trauma model are among the distinctive features of this study.

In examining the behavioral factors, it was found that the two components of injustice and meritocracy are of great importance in the organization and employees attach great importance to them. In this regard, it is suggested that relevant managers and officials try to observe justice in distribution of the facilities and allocation of the resources, and through their actions, try to create a sense of equality in employees.

In examination of the environmental factors, the components of lack of appropriate social, political and legal environment and social responsibility have a higher impact than the other components. In this regard, it is suggested that managers increase the skills, environmental knowledge and environmental prediction power in the organization to reduce the impact of environmental, political and legal factors on the organization and minimize them. Also, regarding the social responsibility, organizations must be responsible for the mental and physical injuries to the employees, and in case of traumas, should meet the expectations of employees. This will cause

employees to see their organization as a supportive source and trust it when needed.

After measuring the model in Gilan province Industry, Mining and Trade Organization, the results showed that the strongest relationship exists between the main variables of the model (the factors causing traumas and the characteristics of the affected organizations), meaning that the more the factors causing traumas are present, the characteristics indicating these traumas in the affected organization are more clearly visible. The lack of mental health of the organization's employees, both in the individual and in the organizational sector, shows the existence of the problem in the organization. Identification of the factors causing organizational traumas in the organization can help managers to use the available power and resources to prevent the emergence of these factors in organizations. Sometimes managers are not aware and do not have the necessary skills to identify these factors and the ground is created for the factors causing traumas in the organization. After the occurrence of these factors, according to the characteristics that are evident in the organization, managers can be aware that the organization is damaged and take steps to treat and prevent its more progression.

Having an organic organization with work teams and using matrix structures and self-governing workgroups, low formality, medium complexity, lack of focus in the structural field and adopting strategic goals and the strategies at the organizational level and planning for better performance are of great importance for fighting traumas. Therefore, it is suggested that the officials and managers of organizations use competency-based systems in designing the structural dimensions of organizations and appointing managers.

Regarding the limitations of the study, it can be stated that due to the novelty of the subject, there was no general and systematic classification that we can use in this study, and therefore, the indicators selected for the component have been among the existing theoretical foundations available by the researchers and the panel members. Therefore,

in this regard, it is recommended that future researchers will measure the above model in one or more government organizations to ensure and confirm the results. As the study results showed that the injustice component has been one of the most important factors affecting emergence of traumas, it is recommended that future researchers further investigate the relationship between injustice and its dimensions and organizational traumas.

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