

Designing the behavioral model of managers in the digital age with the foundation's data approach

Farahangiz Abdollahzadeh Namini¹ , Rouhollah Samiei² , Alireza Mazidi² 

1- PhD candidate, Department of Management, Aliabad Katul Branch, Islamic Azad University, Aliabad Katul, Iran

2- Assistant Professor, Department of Management, Aliabad Katul Branch, Islamic Azad University, Aliabad Katul, Iran

Receive:

25 August 2023

Revise:

17 January 2024

Accept:

28 February 2024


Abstract

The purpose of this research is to design the behavioral model of managers in the digital era by the approach of data-based theory. The research method is applicable in terms of purpose, and exploratory in terms of nature. The statistical population of the research is the managers of petrochemical companies affiliated to the National Company of Petrochemical Industries of Iran. 8 members of the participating team were selected by the purposeful sampling method. To collect and analyze the data, the foundation's data theory research strategy was used. The data collection tool is a semi-structured interview. Data analysis and model design were done in three stages of open, central and selective coding. The findings indicate that causal conditions include human factors, environmental factors, and organizational factors; the main phenomenon of managers' behavior include communications and interactions, trust, decision-making in uncertainty, personality traits, and digital behavior; background conditions include digital knowledge and understanding, digital education and culture, management of experience and digital talent and skills, future-oriented and digital strategic thinking, change management, and digital leadership ability; intervening conditions include digital mentality and attitude, manager's intelligence, manager's values, and the innovation and nature of business and industry; strategies and mechanisms include innovation and learning strategy, retention strategy, digital combination and focus, digital participation strategy, and digital leadership and governance strategy; and consequences includes consequences of individual dimensions and organizational dimensions.

Keywords:

behavior pattern of managers, digital mentality and attitude, innovation and the nature of business, digital focus, digital participation, digital era

Please cite this article as (APA): Abdollahzadeh Namini, F., Samiei, R., & Mazidi, A. (2024). Designing the behavioral model of managers in the digital age with the foundation's data approach. *Journal of value creating in Business Management*, 4(1), 302-323.

 <https://doi.org/10.22034/jvcbm.2024.422332.1229>



Publisher: Iranian Business Management Association

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Corresponding Author: Rouhollah Samiei

Email: r-samiei@aliabadiau.ac.ir

Extended Abstract

Introduction

Undoubtedly, the growth and development of any organization depends on the development of human capital of that organization. Paying attention to human capital is one of the basic pivotes of the development of organizations. Human capital is considered the most valuable source of the organization's resources, which can form the competitive advantage of today's organizations to deal with the vast environmental changes. Capable human resources are the winning card of today's organizations (Poureza et al, 2021). Employees (managers) have also been mentioned in organizations as one of the types of human capital that are influential in the growth and development of the organization. Therefore, employees (managers) are the most important assets of companies on the way to success (Sirghani et al, 2023). The growth and development of the organization has been found to be effective in creating the capacity of the employees (managers) in order to meet the current and future needs of the organizations. Accordingly, every organization relies on its employees to expand competitiveness and profitability (Sirghani et al, 2023).

When talking about the behavioral pattern of managers in the digital age, the first thing that comes to mind is the effective functional and organizational outcomes resulting from the strategy and guidance of that manager. Managers are known as one of the driving factors and the basic engine of change and transformation in the management of an organization, and in accordance with strategic, technological approaches and moving in the digital direction, including the fundamental variables in organizational transformation and effectiveness. Without the presence of a capable manager, with knowledge and leadership skills in managing the affairs of employees and directing the organization, the implementation of many large and strategic plans and projects will not be easily possible and realized. (Malekzadeh & Sadeghi, 2017). This research is based on the search for an answer to this question: What is the behavioral model of managers in the digital age with the approach of data-based theory?

Theoretical Framework

The behavior of managers in the digital age

In the era of digital transformation, digital behaviors and skills for managers and employees include a new perception of talent; meaning the development of core skills to increase organizational performance: leadership, analysis, advanced skills in problem solving, decision-making, and design thinking. In this process, managers become producers - creative content and storytelling; content distributors through social media platforms; receiver - creating resonance and interaction through selected responses; analyst - monitoring the dynamics of the social media industry; consultant - activating and supporting the 360 degree environment in the use of social media; architect – use social media for key business functions (Deiser & Newton, 2013). CEOs and HR leaders are focused on understanding and creating a shared culture, designing a work environment that engages people, and creating a new model of leadership and career development by adopting digital technologies (Rachinger, 2019).

Arenage et al, (2023) investigated the main competencies required for entrepreneurial leadership style in the digital age and effectiveness in innovative organizations. In this study, 119 leaders in the technology sector were investigated. Seven latent variables that give meaning to a new style have been identified through factor analysis. The results of this research have shown that teamwork, motivation and risk-taking have a direct and significant effect. These factors have been identified among the most developed competencies. Therefore, these factors have the greatest impact on the kind leadership style, that is, a style that is based on kindness, support, gentleness and kindness with colleagues. Creativity and

caring for others have shown the least impact. In this research, tools are also provided to improve competencies with the least impact and ultimately lead to compassionate entrepreneurship. In addition, it has been shown in this research that the entrepreneurial attitude improves the quality of the entrepreneurial ecosystem for business management.

Chenari & Habibinia (2022) have conducted a research on emotions and feelings on the leadership style of managers in government organizations. In this research, it has been stated that emotional intelligence is a new achievement in the science of psychology, and has recently entered the field of management, and includes understanding and identifying feelings and emotions in people and using this perception to make appropriate decisions in daily life. This research was conducted to study the effect of emotions and feelings on the leadership style of managers. The results of the investigated research indicate that managers and leaders who have a higher level of emotional intelligence have a more favorable and effective leadership, because this group of managers has the ability to adopt the appropriate interactive style to guide and lead the organization effectively by understanding the requirements and environmental situation.

Research methodology

The research method is applicable in terms of purpose, and exploratory in terms of nature. The statistical population of the research is the managers of petrochemical companies affiliated to the National Company of Petrochemical Industries of Iran. 8 members of the participating team were selected by the purposeful sampling method. To collect and analyze the data, the foundation's data theory research strategy was used. The data collection tool is a semi-structured interview.

Research findings

Data analysis and model design were done in three stages of open, central and selective coding. The findings indicate that causal conditions include human factors, environmental factors, and organizational factors; the main phenomenon of managers' behavior include communications and interactions, trust, decision-making in uncertainty, personality traits, and digital behavior; background conditions include digital knowledge and understanding, digital education and culture, management of experience and digital talent and skills, future-oriented and digital strategic thinking, change management, and digital leadership ability; intervening conditions include digital mentality and attitude, manager's intelligence, manager's values, and the innovation and nature of business and industry; strategies and mechanisms include innovation and learning strategy, retention strategy, digital combination and focus, digital participation strategy, and digital leadership and governance strategy; and consequences includes consequences of individual dimensions and organizational dimensions.

Conclusion

The present research was conducted with the aim of designing the behavioral model of managers in the digital era with the approach of data-based theory. The results of this research are in agreement with the results of Arenage et al, (2023), Firouzbakh & Rezaiean (2022), Chenari & Habibinia (2022), Ramazanifar (2022), Weber et al, (2022), Magesa & Janathan (2020), Singh et al., (2019), and Kelantari et al, (2019). Arenage et al, (2023) showed that teamwork, motivation and risk-taking have a direct and significant effect. These factors have been identified among the most developed competencies. Therefore, these factors have the greatest impact on the kind leadership style, that is, a style that is based on kindness, support, gentleness and kindness with colleagues. Creativity and caring for others have shown the least impact. In this research, tools are also provided to improve competencies with the least impact

and ultimately lead to compassionate entrepreneurship. In addition, it has been shown in this research that the entrepreneurial attitude improves the quality of the entrepreneurial ecosystem for business management.

According to the results of the research, the following suggestions are presented:

For innovation and learning, managers need digital knowledge and understanding - in facing the challenges of digitalization of business, so it is suggested that digital talent and skills managers should be provided by training and developing digital culture - in the context of experience management (employees and customers).