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Original Article (Qualitative)

# Designing a qualitative model for improving employee performance effectiveness based on cultural components in the digital age

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## Abstract

This research aims to design a model for enhancing employee performance effectiveness based on cultural components in the digital age within the Mellal E-commerce and Information Technology Company. The current study adopts a qualitative approach, framed within an interpretive paradigm, utilizing the strategy of thematic analysis. The statistical population comprises 10 experts, including university management professors with at least ten years of relevant experience and profound knowledge of enhancing employee performance effectiveness based on cultural components in the digital age at Mellal E-commerce and Information Technology Company. These experts were selected through purposive sampling. The data collection instrument employed was semi-structured interviews. Thematic analysis was utilized for analyzing the findings. The research findings revealed 6 main themes (Digital Acceptance Culture, Ethical Leadership Style, Organizational Culture, Cultural Competence of Employees and Managers, Cultural and Managerial Accountability, and Cultural and Psychological Empowerment), and 33 organizing themes that influence the enhancement of employee performance effectiveness based on cultural components in the digital age at Mellal E-commerce and Information Technology Company. This study provides a framework for designing a qualitative model to enhance employee performance effectiveness based on cultural components in the digital age at Mellal E-commerce and Information Technology Company.

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## **Extended Abstract**

### **Introduction**

Human capital is increasingly emphasized for growth, and enhancing the quality of the workforce is a fundamental way to improve productivity and accelerate economic growth. In other words, human resources are the most crucial factor influencing productivity. Humans play a significant role as the basic foundation for organizational development by participating in group and organizational activities. Today, the growth and development of organizations depend on the effective utilization of human resources. Management theorists consider human to be complex phenomenon and a powerful tool for organizational change (Torabi et al., 2022).

Organizations, regardless of their mission, must dedicate the most significant portion of their capital, time, and planning to human resource development, ensuring all employees are prepared in various dimensions to create, nurture, and apply individual, group, and organizational productivity. Therefore, an organization's success in achieving its goals depends on an effective blend of human and material resources. In recent decades, human resources have been paid substantial attention as the largest and most important capital and asset of an organization (Maroufi & Alimoradi, 2015).

One of the company's strategies to increase employee productivity and achieve maximum performance is by offering incentives, including financial ones. Incentives are a form of monetary appreciation by company leaders, aimed at motivating employees to excel (Ichdan et al., 2021). Productivity is the relationship between the output achieved and the resources used in performing a specific activity. Employee work productivity is not achieved automatically; rather, employees must strive to meet the company's expectations for the work performed, and fulfill what is received from them. In the past, it was believed that physical and material assets were the primary drivers of national progress, and the scarcity of these resources was considered the cause of underdevelopment in developing countries. Consequently, these nations pursued material capital, leading to increased dependency and the degradation of their economic, political, and cultural foundations. It is now understood that sustainable development hinges on the existence of strong and efficient administrative institutions possessing specialized human capital. In this context, the present research seeks to present a qualitative model for enhancing employee performance effectiveness based on cultural components in the digital age at Mellal E-commerce and Information Technology Company. Therefore, an attempt will be made to answer the question: How can the predictive model of the impact of human resource innovations on organizational performance be analyzed from a futures studies perspective?

### **Theoretical Framework**

#### **Enhancing Employee Performance Effectiveness**

An organization requires human resource management as a performance system to achieve its objectives. This transforms human resource performance management into one of the critical indicators for effectively and efficiently reaching organizational goals (Kertiriasih et al., 2018). Human resource management plays a vital role in shaping intended policies within any organization and must guide employees toward organizational objectives (Shaban, 2019). Several reasons contribute to performance effectiveness, benefiting organizations, managers, and employees alike. Employees are encouraged and motivated when their good work is recognized. This boosts their morale, leading them to perform better, and employees desire to be authentic and feel valued. This fulfills a fundamental human need and motivates them (Govender & Bussin, 2020).

### **The Digital Age**

Digital transformation has become a critical component in the national sustainable development of many countries in the third millennium. Governments are striving to establish e-governance and reform traditional bureaucracies. E-governance, by improving efficiency and effectiveness in public services, creates the conditions for expanding services to citizens, increasing public participation, and strengthening democracy. Therefore, digital governance holds significant importance at the macro level for governments. Leading organizations have also prioritized technology-based reforms, with a special focus on the digital community within the organizational sector. Digital transformation is a complex, multifaceted process that involves fundamental changes in how organizations and society work, think, and utilize technology (Kivanc Bozkus, 2023). Bagheri (2025) examined the relationship between organizational culture and inspection effectiveness in municipal devices. The findings indicated that strengthening an appropriate organizational culture through continuous training, enhancing team spirit, and establishing incentive mechanisms can serve as an effective strategy for improving inspection effectiveness and complaint response.

Mirtajadini et al. (2025) investigated the provision of a model for employee job performance quality based on factors of job attachment and positive behavior. The results showed a significant relationship between job attachment and positive behavior with the manner and quality of job task execution by employees. There is a significant relationship between job attachment and positive behavior with the level of employee commitment to work and responsibility. Furthermore, there is a significant relationship between job attachment and positive behavior with the extent of employees' efforts towards achieving organizational goals.

### **Research Methodology**

The present research adopts a qualitative approach, operating within the interpretive paradigm and utilizing the strategy of thematic analysis. The statistical population of this study comprises 10 experts, including university management professors with at least ten years of relevant experience and a deep understanding of enhancing employee performance effectiveness based on cultural components in the digital age at Mellal E-commerce and Information Technology Company. These participants were selected using purposeful sampling. The data collection instrument employed is semi-structured interviews.

### **Research Findings**

Thematic analysis was employed to analyze the findings. The results of the present research revealed six main themes: (Digital Acceptance Culture, Ethical Leadership Style, Organizational Culture, Cultural Competence of Employees and Managers, Cultural and Managerial Responsibility, and Cultural and Psychological Empowerment). Additionally, 33 organizing themes were identified, all of which influence the enhancement of employee performance effectiveness based on cultural components in the digital age at Mellal E-commerce and Information Technology Company. This research aims to contribute by presenting a framework for designing a qualitative model for improving employee performance effectiveness based on cultural components in the digital age at Mellal E-commerce and Information Technology Company.

### **Conclusion**

The present research was conducted with the aim of designing a model for enhancing employee performance effectiveness based on cultural components in the digital age at Mellal E-commerce and Information Technology Company. The results of this study are consistent with the findings of the following research: Bagheri (2025), Mirtajadini et al. (2025), Namvar Hamzanloui et al. (2025), Pourhassan Harzandi et al. (2025), Stoudeh (2024), Abidi et al. (2024), Hassanvand et al. (2024), Abdollahzadeh Namini et al. (2024), Karimi (2024), Sokura (2024), Jou et al. (2024), Sana (2023), Hosseini Rad (2023), Raisi Nafchi & Zal (2023), and Khalil et al. (2022). Bagheri (2025) demonstrated that strengthening an appropriate organizational culture through continuous training, enhancing team spirit, and establishing incentive mechanisms can be an effective strategy for improving inspection effectiveness and responding to complaints.

Based on the research findings, the following suggestions are presented:

Updating organizational culture with a focus on trust, learning, and digital participation will increase employee motivation and effectiveness. Therefore, it is recommended that digital communication skills, including respect, active listening, and effective messaging, be taught to prevent misunderstandings. Additionally, formal and informal channels for open dialogue with management should be established.