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Recognition and ranking of organizational performance management based on process-driven approach in state organization

Reconocimiento y clasificación de la gestión del desempeño organizacional basado en un enfoque impulsado por procesos en una organización estatal

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Abstrac

Performance evaluation and the presentation of a comprehensive performance model have always been considered as one of the important concerns of managers. The provision of a comprehensive performance model at the level of state organizations is a matter that has been investigated for many years. The main purpose of this study is recognition and ranking of organizational performance management based on process driven approach in state organizations. This model has been proposed in three dimensions: individual, group and organizational. For this purpose, first, the identification of components has been concerned. So, expert interview tool has been used. In the second part, 384 experts from state organizations were used to examine the fitness of the model. The results of examining of the fitness of the model illustrated that the final model has a suitable statistical fitness. Finally, in order to prioritize the components of the research, analytical hierarchy method and expert choice software were used. The results exhibited that the inconsistency rate at this stage was calculated at the level of 0.09, which indicates the suitability of pairwise of comparisons situation. Organizational factors with weight of 0.48, individual factors with weight of 0.3, and group factors with weight of 0.22 have the highest and lowest weight among the main dimensions respectively.

Keywords: A Comprehensive Performance System, A Process-driven Approach, Structural Modeling

Resumen

La evaluación del desempeño y la presentación de un modelo de desempeño integral siempre se han considerado como una de las preocupaciones importantes de los gerentes. La provisión de un modelo de desempeño integral a nivel de las organizaciones estatales es un tema que ha sido investigado durante muchos años. El propósito principal de este estudio es el reconocimiento y la clasificación de la gestión del desempeño organizacional con base en un enfoque impulsado por procesos en las organizaciones estatales. Este modelo se ha propuesto en tres dimensiones: individual, grupal y organizacional. Para ello, en primer lugar, se ha preocupado la identificación de componentes. Entonces, se ha utilizado la herramienta de entrevistas a expertos. En la segunda parte, se utilizaron 384 expertos de organizaciones estatales para examinar la adecuación del modelo. Los resultados del examen de la aptitud del modelo ilustraron que el modelo final tiene una aptitud estadística adecuada. Finalmente, para priorizar los componentes de la investigación se utilizó el método de jerarquía analítica y el software de elección de expertos. Los resultados mostraron que la tasa de inconsistencia en esta etapa se calculó al nivel de 0.09, lo que indica la idoneidad de la situación por pares de comparaciones. Los factores organizacionales con peso de 0.48, los factores individuales con peso de 0.3 y los factores de grupo con peso de 0.22 tienen el peso más alto y más bajo entre las dimensiones principales respectivamente.

Palabras clave: un sistema de desempeño integral, un enfoque impulsado por procesos, modelado estructural

Introduction

It is particularly important for any organization to create value from resources and to achieve competitive advantage. The use and retention of resources is the management arts of organizations, so managers with a significant amount of resources of the organization (Vanacker et al., 2013) and this resource influences the methods for using the resource and also this method effects on organizational performance (Fadol, et al., 2015). Today's organizations in a highly variety and complex internal and international environments face many challenges such as pressure for greater transparency and responsiveness, limited and running financial resources, increased responsibilities and activities, increasing technological changes and influx of different managerial solutions to improve the status of organizations. In such an area, performance evaluation and then performance management will be very complicated and difficult because only financial evaluation of organizations based on profit and loss and financial balance sheets and cost savings will lead us to mislead. The most important reason for this is that studies revealed that in the age of knowledge, 80 percent of the value adding in organizations is created by intangible assets, including human capital (employee's knowledge and skills), organizational capital (organization culture and its dominant values) and information capital (databases and statistical data) and it cannot be done only by tangible assets, performance evaluation, and comprehensive performance management (DeNisi & Murphy, 2017).

The deployment of performance management in the public sector is very complicated. Most successful countries have a coherent performance management system (Rafizadeh, 2009). There are several challenges in this area. One of these challenges is that, in order for the performance management system to express the existed facts, its steps must be properly done so that it can be programmed accordingly. For this purpose, after performing the performance management steps to know the accuracy of their implementation, it is needed to do with their pathology. In this case, it can be stated that problems such as employees' unwillingness to work, being indifferent, etc., and ultimately reducing employee productivity, which resulting in a reduction in the productivity of the organization, can arise due to the efficiencies and damages existing in

the employee performance management system. (Najafizadeh & Zahedi, 2016). With more specialized and professional duties in organizations, everything is changing and developing, and managers with their past thoughts and with focusing on all things in their industry are unable to manage the organization's affairs, and if they want to manage their subcategory specifically, they should provide a conducive environment in education, organization, authorities, responsibilities, policy and systems (Divandri, 2009). In order to overcome the uncertain, complex and dynamic conditions that organizations are facing today, the only way that managers have in their industry is to use the performance management method to empower the organization and employees through the acquisition of knowledge and skills that quickly become obsolete and outdated. So, having the capable and efficient human power, which accounts for the foundation of national wealth and vital assets of the organization, will have enormous benefits to organizations, companies and business enterprises (Gholipoor, 2011). With regard to objectives and missions of state organizations, performance evaluation should be carried out on the basis of executive processes and therefore a comprehensive system of performance management should be formulated as a process. In this regard, the lack of provision of comprehensive models of performance evaluation in the public sectors has led to lack of consistency in the programs of these sectors. And if this matter continues, it can lead to division of different public sectors and the failure to achieve goals and finally wasting resources and losing of more opportunities. Different factors have caused the emergence of such a problem, which may be able to classify the most important of these factors in the dimensions of organizational, individual, and group activities. The most important aspects of influencing organizational performance which causes issues for organizations are that there are contradictory laws and regulations in the organizational dimension, extreme bureaucracy in the individual dimension, lack of sufficient motivation in the human forces and the lack of team spirit in the group dimension. Therefore, this study can influence the creation of an objective framework that can affect all aspects of the performance. For this purpose, in this study, first, based on the general indices at different levels of individual, group and organization of the primary model is presented and then using mixed research methods are tried to provide a comprehensive model based on expert opinions and scientific materials.

1-1- Theoretical Foundations of the Research

Today, in a competitive environment, businesses are trying to flourish and adapt to changes by creating sustainable competitive advantage through enhancing organizational performance. Most of the past studies in the field of organizational performance have been based on financial performance, although financial indices are not correlated with the long-term goals of a business and cannot create an advantage for organizations in highly competitive conditions. Therefore, in 1994, by the American Certified Accountants Association, it was suggested that performance indices include non-financial information, which such information could reflect intellectual capital, social accountability, and increased level of organizational knowledge (Wu & Liu, 2010). In the process dimension, it can be argued that organizational performance is the result of executive processes and the achievement of the goals of the organization. In another definition, organizational performance is the result of the delivery of duties assigned by the organization to human resources. Organizational performance consists almost of all the objectives of competitiveness and product excellence and is related to cost, flexibility, speed, reliability or quality. Moreover, organizational performance can be defined as an umbrella that encompasses all concepts associated with the success and activities of the entire organization. Organizations with superior performance have specific features in terms of vision and mission of organization, objectives, strategic thinking, leadership, organizational design, technology, and organizational processes.

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In an organization with superior performance, the main impellers of performance are determined by the mission statement. One of the most important and most basic features of an organization with superior performance is its mission and vision, and organizations with superior performances determine clear, measurable goals. The leadership of an organization with superior performance knows where it wants to go and makes sure employees understand the organization's moves and clearly involved in helping the organization to move toward goals (Ghorbanizadeh et al., 2012). In another framework, performance evaluation frameworks are divided into two categories of process framework and structural framework (Folan & Browne, 2005). And finally, these frameworks form the performance evaluation systems. In this context, the patterns of

performance evaluation of state organizations used in different countries are different. These patterns are different that are used to evaluate performance in state organizations such as public sectors, organizations, and ministries. It is noteworthy that in some countries a unique international model for evaluating performance is not used and the evaluation system in their organizations is unique system. On the other hand, it should be noted that according to Wang et al. (2016,335) errors of all these models can be considered in four cases of flexibility, rate of applying control, attention to internal or external dimensions. This means that these dimensions are sometimes not properly covered in the models under study, and therefore the calculations of these models are always prone to errors. However, in the management literature for evaluating performance, state organizations of different patterns are presented.

Tomažević et al. (2017) have used the individual and personality dimensions to provide their pattern. In the model presented by Gupta et al., (2017) all organizational, individual and group dimensions have been studied. So, in order to achieve a comprehensive model , it seems necessary to use combination of indices in question. Process-driven approaches ,are the recognition of management of business processes that aim at satisfying customers' needs. The process-driven system focuses on work flow during the organization. This work flow begins with the demands of the customers and ends with the satisfaction of the customer that he has received the high quality goods or services at a reasonable and timely price. In fact, the process shows how work takes place through the organization's internal functional areas. Process-driven management shows the relationships between suppliers and customers with business processes. In the process-driven management system, there is always a desire for continuous improvement in the organization. In process-driven organizations, since employees perform a complete process, not a small part of work, they make customer satisfy because they feel they have completed something that is unifying in organizations that have the required process frameworks in the process dimension, it can be argued that organizational performance is the result of executive processes and the achievement of the goals of the organization.

In another definition, organizational performance is the result of the delivery of duties assigned by the organization to human resources. Organizational performance

consists almost of all the objectives of competitiveness and product excellence and is related to cost, flexibility, speed, reliability or quality. Moreover, organizational performance can be defined as an umbrella that encompasses all concepts associated with the success and activities of the entire organization. Organizations with superior performance have specific features in terms of vision and mission of organization, objectives, strategic thinking, leadership, organizational design, technology, and organizational processes. Applying Process-driven Approaches: The most important of these methods are:

A) Reallocation of the right to decide. Running a process-oriented management system requires passing of the hierarchical structure of command and past control over the decentralized approach of employee empowerment. In this approach, the authority of employees become more and control over them are reduced.

B) Appropriate organizational structure. Organizations need to form a structure that also maintains the benefits of specializations of duty while facilitating a process management. Creating groups by giving them the right to make adequate decisions is one of the best ways to combine these two approaches.

C) Measurement Performance system. Each organization must design a performance measurement system that stimulates employees to work towards organizational goals. A systematic approach to performance measurement is needed to evaluate employees in their current jobs. The goal of the performance measurement system is to establish a link between the participation of each employee and the overall success of the organization. In fact, this system should be able to calculate the contribution of each employee to the organization's success.

In an organization with superior performance, the main impellers of performance are determined by the mission statement. One of the most important and most basic features of an organization with superior performance is its mission and vision, and organizations with superior performances determine clear, measurable goals. The leadership of an organization with superior performance knows where it wants to go and makes sure employees understand the organization's moves and clearly involved in

helping the organization to move toward goals (Ghorbanizadeh et al., 2012, 163). In this research, based on the combination of the presented models, it has been attempted to extract initial indices in three groups of the dimensions of individual, team, organizational, and, and finally to be completed this model based on the views and scientific materials presented in the following.

Tomažević et al. (2017) investigated the establishment of a performance management and strategic planning system using the model in the Office of Administrative, Welfare and Support. He said that over the past two decades, rapid developments in various areas of the organization, especially in the areas of management, information technology, etc., on the one hand, and the intensification of restrictions on state organizations on the other, has occurred which has made it necessary to study and exploit new management systems and other tools and techniques available to optimize the use of potential and enhance the levels of service and improve the efficiency of staff and organizations have been made more than ever before. In this regard, performance management, as one of management systems of human resources, plays an important role in improving employee performance and aligning their performance with the goals of the organization and thus improving the performance of organizations. Considering the implementation of the performance management system based on opportunities, Asgari (2016) has stated that performance measurement and management have always been ambiguous and challenging issues in the field of management. Performance management, as one of management systems of human resources, plays an important role in improving employee performance and aligning their performance with the goals of the organization and thus improving the organizations performance. But the design of establishment and implementation of this system, without being supported of each collection, will not only question the administrative guarantee of the designed system, but also reduce its effectiveness. The rapid change and development of communication and tremendous changes in management knowledge have made it possible to have an effectiveness organizational performance evaluation system for each organization. Various models have been proposed by the thinkers of this field to evaluate organizational performance using organizations, which organizations use it according to their organization's mission of human resource structure. Therefore, mission-oriented

organizations are no exception to this, and all of them need a pattern for evaluating their performance. In this study, the challenges and causes of failure factors and deterrent factors in the implementation and evolution of performance measurement systems play an important role in improving them. In the pathology of the comprehensive performance management system in the organization of industry and mining, Gholipour, 2011 stated that the present study addresses the pathology of performance management system of employee in the organization of industry, mining and trade of Qazvin province based on Article 81 of the State Services Management Law, in order to enhance the productivity of employees.

The results show that performance management system of employee in the organization of industry, mining and trade of Qazvin province is not harmful in terms of definition of role and performance agreement, but it is harmful for individual development planning, continuous performance management and performance review. Chow et al. (2018), in studying and presenting a comprehensive organizational performance management in Chinese state organizations, has achieved the presentation of a multi-dimensional model using content analysis method which this method The model has multiple and layered structures to evaluate all financial and non-financial sections of the organization, including human resources evaluation, infrastructure evaluation, process evaluation, evaluation of guidelines and financial results evaluation. Espinilla et al., (2013) have presented a model based on the Kaplan and Northen theory in a survey and presentation of a comprehensive performance evaluation model of state organization. In this model, researchers have stated that for a comprehensive evaluation of an organization, a model is suitable that can simultaneously measure all the financial and non-financial dimensions. Therefore, in this research, the researchers focused on providing a comprehensive model that ultimately ended up in four sections of customers, internal processes, growth and learning, and financial criteria. Wang et al. (2017) stated in his research that public service organizations have been under pressures of changes which resulted from globalization of the economy, which these changes have led organizations to use performance management, employee participation and especially employee performance evaluation. The new management emphasizes the areas of accountability, effectiveness and performance features, and the conflicting roles and

performance outputs of state organizations. Wang et al. (2017), in examining performance management models in drug industry, have stated that three organizational, individual and group dimensions in evaluating the performance of the organizations studied have been considered as the main dimensions in implementing this model. This research took place based on comments of 240 chief managers and interview.

In examining performance management models in the automotive industry, Gupta et al. (2017) have stated that comprehensive quality management has been considered as one of the most important and most applicable performance evaluation models. Folan and Browne (2005) stated in his research that public service organizations in the United States have different functional areas than other countries. In this paper, researchers used Theme Analysis Method and identified 9 main dimensions in the form of 19 components which these dimensions include management, individual, interpersonal, organizational, external to the organization, customer, financial, internal processes, and Growth and learning. Tomaževič, N et al. (2017) stated in a research that the main goal of this research is to develop a performance management evaluation model as an important part of the evaluation of executive departments. This model is based on organizational theory that considers organizations to be a dynamic environment, which there is internal communication among all of dimensions. This model also evaluates the desired dimensions of the clientele, and has been able to analyze the related indices for the managers.

Materials and methods

The present study seeks to explore the nature of public sector-specific performance management in the country and to understand the relationships among variables, principles, rules, and model-specific public sector practices, and on the other hand, attempt to develop as much boundaries as possible. Knowledge of performance management in the public sector is a fundamental research goal. This research also has a qualitative-quantitative (hybrid) approach that uses a qualitative approach to design the model and a quantitative approach to model evaluation.

The first part of this research aims to understand and understand the components of performance management solely in the context of government and in-depth study of the existing models of performance management in its theoretical literature, along with the benefits of those who have experience in the study. Limited to the performance management system of the public sector, the case study strategy was based on the use of a qualitative data analysis method using interview tools to analyze the content of the interviews so that all recorded communications could be defined in engineering. Kurdish. The reasons for preferring the qualitative content analysis method over other methods in this study can be emphasized on the structured communications of this method. In addition, it was necessary that the research method of this research should not be based solely on the analysis of the concepts in the material presented. Therefore, it is necessary to take advantage of a method that is reproducible and evaluative in order to obtain inferences from existing content as well as to provide inferences from other conditions or characteristics of the source of that content.

In analyzing the content presented in this study, it was not only about analyzing the concepts in the material presented, but also trying to identify different concepts at different levels. The main themes and ideas of the text were considered as the main concept and the information obtained from the text was considered as the newest conceptual analysis of the textual aspects of the texts. In other words, the analysis carried out in this study has been able to transform the text into a communication model that serves the purpose of the research.

In addition, in the qualitative content analysis method of this research, the following steps were taken to obtain a desirable model:

- Step One: Selecting the Research Unit;
- Second step: determining the statistical population;
- Stage Three: Making Categories and Subcategories;
- Stage Four: Modeling and Manufacturing;

To design and build research categories and subcategories, model components, dimensions, and components need to be identified so that the research model can be partially determined and data can continue to be collected. In this study, these categories were extracted from interviews and to answer the research questions. Path analysis was used to confirm the model and to show causal relationships between independent and dependent variables as well as to explain these relationships at the model level and to prove that the model fits the data appropriately. In the quantitative part of the research, to evaluate the model extracted from the qualitative section by descriptive survey, the model was evaluated using a Likert-type questionnaire tool. Putting them along the path of research so as not to affect their accountability provided the basis for increased internal validity. To this end, the interviewees were provided with a model after each interview and until then the interviewees had some suggestions for the model. This was done after each interview to make the interview free of any presuppositions and orientations. In addition, in order to increase the reliability of this section while using the structured process of convergent interviews, efforts were also made to organize structured processes for recording, writing, and interpreting the collected data. Research team guidance was also used to evaluate and conduct interviews to enhance the reliability of the research.

The statistical population of the study is all experts, experts, chiefs and managers of human resources and performance evaluation of governmental organizations and executive bodies subject to civil service management law. It should be noted, however, that the present study was conducted in both qualitative and quantitative phases. Therefore, in the first phase of the research and the methodology used to extract the said samples from the 4 methods suggested by 20 experts, using purposeful sampling were used as follows:

Academic Experts: This group consisted of academics and faculty members of universities and research centers who first obtained a PhD in government-oriented human resources and secondly in the field of performance evaluation, with 12 members.

Executive Experts: This group of experts in the field of performance appraisal working in the department of performance appraisal offices and consultants in this field were 8 people and this group of experts is:

Master's degree and higher in management

More than 5 years of experience in the performance evaluation of government agencies

At the expert or senior level

Familiar with all guidelines and directives as well as implementation in the field of performance evaluation

In the second phase of the research and to test the model constructed the statistical population includes all the experts, chiefs and managers working in the state apparatus of West Azerbaijan province. The statistical population of the second phase of the study was selected by stratified random sampling method, based on the relationship between the nature of the mission and the duties of the staff of government ministries with the research subject.

The total population of the statistical population is 950 with a sample size of 273 persons, according to Morgan's table. Appropriate allocation method was used to divide this sample size between classes. Thus, the sample selected from each class is obtained by the following relation in which n is the number of sample selected from the study population N_h the number of people in the h class.

$$n_h = n N_h / N$$

However, to ensure sampling, 386 samples were distributed

In this research, two types of general information are used to identify and present the model. In the first place, in order to collect theoretical foundations and scientific materials about the subject of study, library studies are used in the form of articles,

dissertations, news and information. In the second step, in order to measure and identify the components in illustrating the conceptual model, the content analysis of the articles and theses, as well as the experts' opinions, are collected through the interviewing and note taking of information tool. Finally, a questionnaire is used to examine the performance status of the study. The data collection tools of this research are those notes of data collection in the field of library studies and content analysis. Also in the field research, the questionnaire and interview tools are used simultaneously. In this research, with the aim of final estimation, Cronbach alpha method was used in SPSS software. The final value obtained of this coefficient for the variables in question was 0.85.

Analysis and Results

In the study of the structure of the model, by performing path analysis, the relations between the structures were investigated and by this way, the fitness of the research model was analyzed.

Table 1. Confirmatory Factor Analysis table of Comprehensive Performance System Model

Symbol	components	Factor loading	Status	Confidence level
01	Management support of performance evaluation	0.56	Confirmed	≥ 0.30
02	performance Acceptance	0.52	Confirmed	≥ 0.30
03	Management motivations	0.57	Confirmed	≥ 0.30
04	Management financial support	0.63	Confirmed	≥ 0.30
05	Customer Relationship Management	0.64	Confirmed	≥ 0.30
06	Performance evaluation base on customers' comments	0.53	Confirmed	≥ 0.30
07	responsiveness	0.67	Confirmed	≥ 0.30
08	Continuous improvement of service delivery	0.85	Confirmed	≥ 0.30
09	Compliance with needs	0.53	Confirmed	≥ 0.30
010	Cost-benefit analysis	0.59	Confirmed	≥ 0.30
011	Financial Ratio	0.65	Confirmed	≥ 0.30
012	Structural Complexity	0.62	Confirmed	≥ 0.30
013	Structural Focus	0.57	Confirmed	≥ 0.30
014	Organizational Formality	0.85	Confirmed	≥ 0.30
015	Duties / responsibilities	0.55	Confirmed	≥ 0.30
016	Long-term and strategic goal setting	0.59	Confirmed	≥ 0.30
017	Short and medium term goal setting	0.57	Confirmed	≥ 0.30
018	Resource flexibility	0.52	Confirmed	≥ 0.30

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019	Management flexibility	0.53	Confirmed	≥ 0.30
020	Structural flexibility	0.54	Confirmed	≥ 0.30
021	Dss	0.61	Confirmed	≥ 0.30
022	Control infrastructures	0.67	Confirmed	≥ 0.30
023	Decision making infrastructures	0.68	Confirmed	≥ 0.30
024	Information System Skills	0.58	Confirmed	≥ 0.30
025	Performance of the execution processes	0.56	Confirmed	≥ 0.30
026	Performance of management processes	0.54	Confirmed	≥ 0.30
027	Management of staff employment and development	0.63	Confirmed	≥ 0.30
G1	Group participations	0.86	Confirmed	≥ 0.30
G2	Group goals	0.59	Confirmed	≥ 0.30
G3	Team creativity	0.59	Confirmed	≥ 0.30
G4	Participatory Management	0.59	Confirmed	≥ 0.30
G5	Group rewards	0.65	Confirmed	≥ 0.30
P1	Motivation	0.59	Confirmed	≥ 0.30
P2	Communications	0.53	Confirmed	≥ 0.30
P3	Grow and learning	0.63	Confirmed	≥ 0.30
P4	Development of Capacities	0.58	Confirmed	≥ 0.30
P5	Achieving to Individual Goals	0.63	Confirmed	≥ 0.30
P6	creativity and innovation	0.59	Confirmed	≥ 0.30
P7	Individual skills	0.58	Confirmed	≥ 0.30
P8	Individual Personality	0.85	Confirmed	≥ 0.30

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First, the structural diagram of extracted model is presented as follows:

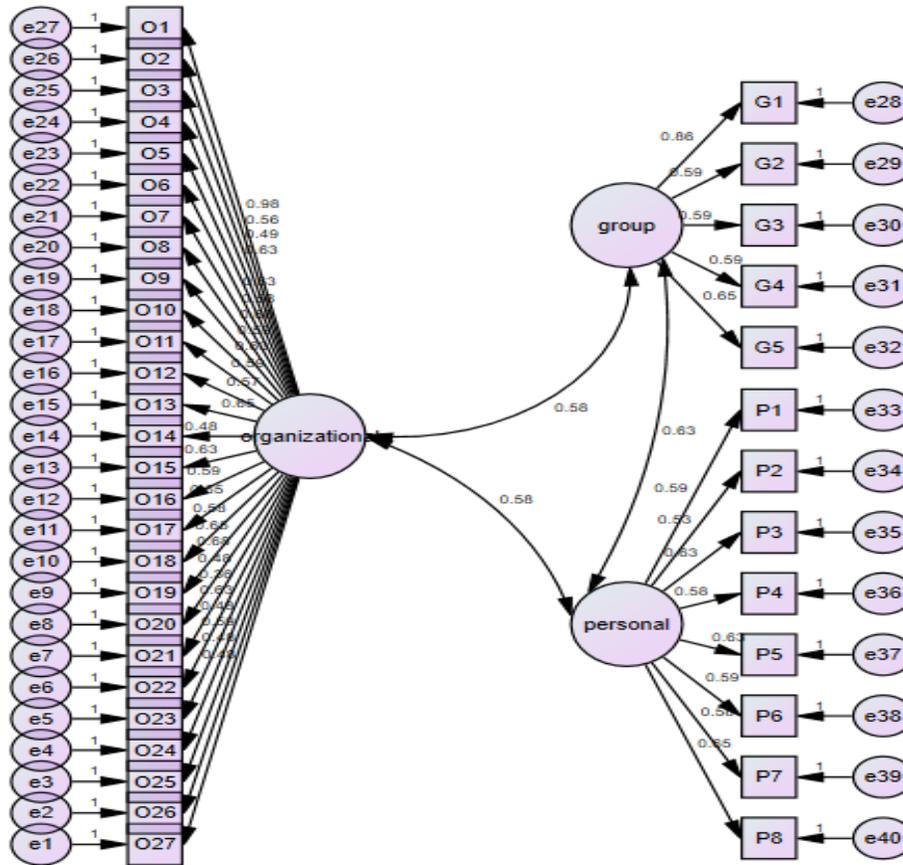


Fig 1. Structural Equation Modeling of Conceptual Model at Three Levels: Individual, Group, and Organizational

Furthermore, the result of the analysis of the fitness of the model presented in the form of the following table:

Table 2. Fitness indices table

Indices	Amount	Status
TLI	—	Confirmed
NFI	0.98	Confirmed
IFI	0.98	Confirmed
CFI	0.94	Confirmed
χ^2 / df	2.59	Confirmed
GFI	0.98	Confirmed
RMSEA	0.044	Confirmed
RMR	0.000	Confirmed

As specified in the table above, all of the indices under consideration are in the appropriate fitness level, so it can be said that the fitness of the final model is also statistically confirmable. In the diagram below, the priority of the calculated factors is presented.

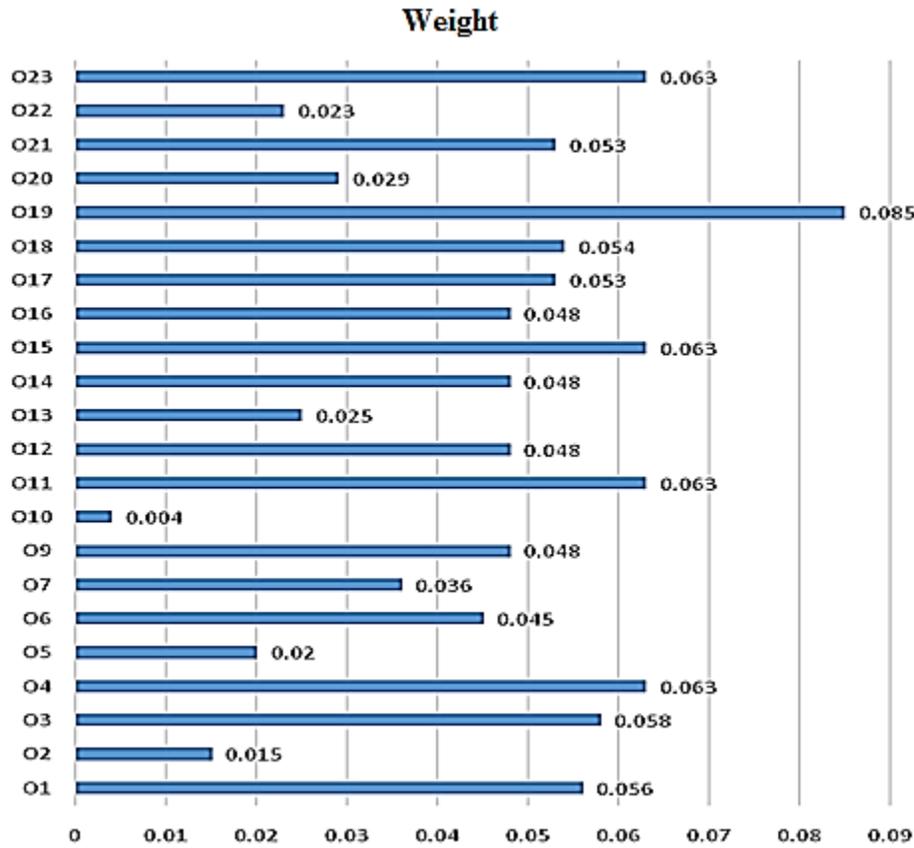


Fig 2. Prioritization Chart of Organizational Dimension Factors

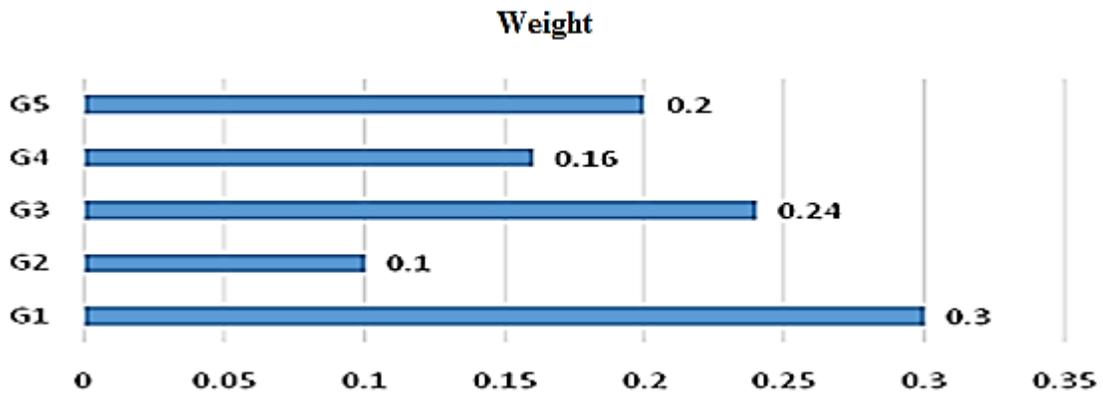


Fig 3. Prioritization diagram of group dimension factor

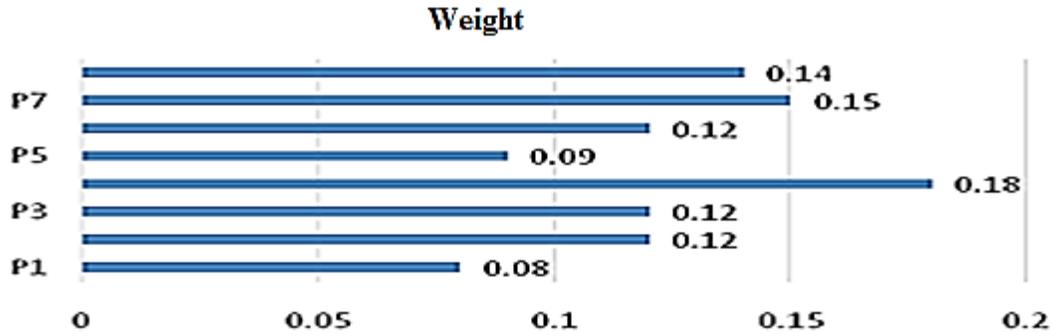


Fig 4. Prioritization diagram of individual dimension factor

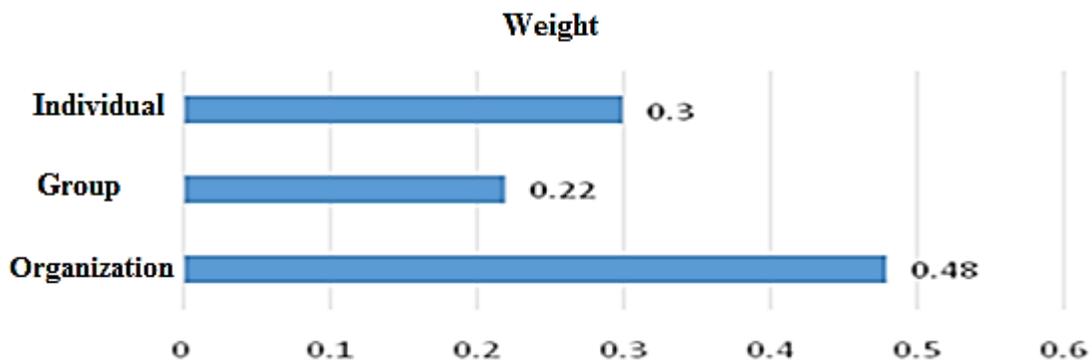


Fig 5. Prioritization diagram of main dimension factor

Conclusions

In this part, comparative analysis method has been used to prioritize the indices in under study. In the first step, priority was given to the achievement of this goal in the organizational phase. The inconsistency rate at this stage was calculated at the level of 0.09, which indicates the suitability of pairwise of comparisons situation. After assuring this section in the prioritization of the components it was determined that that the management flexibility components with a weight of 0.085, decision-making infrastructure with weight of 0.063, management financial support with weight of 0.063, duties/responsibilities of 0.063, managerial motivations with weight of 0.058 have the highest weight in organizational components.

Also, at the group phase, the results of the comparative analysis have shown that the amount of inconsistency coefficient is calculated at the level of 0.05. According to

calculated weights in this part, it can be concluded that components of group participation with weight of 0.3, team creativity with weight of 0.24, group rewards with weight of 0.2, participatory management with weight of 0.16, and group goals with weight of 0.1 have the highest and lowest priority and weight respectively. In the individual phase, the results of the hierarchical analysis have shown that in the first step, the inconsistency coefficient is calculated at the level of 0.08. Also, it was highlighted in prioritizing the indices that development of capabilities with a weight of 0.18, individual skills of 0.15, individual character of 0.14, creativity and innovation, growth and learning, communication with weight of 0.12, achievement of individual goals of 0.09, and motivations with weight of 0.08 have the highest and lowest weight among the indices in question, respectively.

Finally, in prioritizing the main factors, it was specified that organizational factors with weight of 0.48, individual factors with weight of 0.3 and group factors with weight of 0.22 had the highest and lowest weight among the main dimensions under investigation. Performance management in practice can be successful when all the departments and constituent factors of the organization contribute to the performance management process. These success factors can be divided into:

Comprehensive support of chief management of the organization from performance management and alignment programs and full coordination in establishing the above process, readiness and willingness chief management of the organization to make the necessary changes in the present process, Complete alignment of the performance management system with other system organizations, providing the adequate and appropriate training to implement the best performance management in the organization, direct interference of employees in the implementation of performance management. The procedure for implementing performance management should be in a consistent way with both organization's goals and expectations, as well as with the needs and expectations of the employees. The performance of the organization should be evaluated, not the performance of the individual or individuals. If the performance management process is successfully implemented, the first result is the empowerment of employees, that is, instead of independence or dependence, the employee seeks to achieve a correlation between the employees and their group. Empowerment of

employees is an infrastructure for enhancing productivity and continually improving product quality and providing services to customers.

In designed comprehensive system, it is required to study human resource management discussions from the maintenance stages to the disconnection stages of service and benefits after the end of the period of individuals. As if the performance being able to be an appropriate incentive to manage the human resources of the organization. Also, in sociability levels, a comprehensive performance system can be defined as a process of motivating for the proper management of human resources. It is necessary to implement the performance of the executive processes of organization in order to process the performance evaluation and a comprehensive performance system operationally. Also, management processes should be evaluated and scored in the performance area, so that all management processes in the organization are analyzed in the performance of managers and even employees. Considering that state organizations have been formed to provide services to customers, it is therefore necessary to address proper relationship with customer as one of the main dimensions and components of a comprehensive performance system. In order to create retrospective control in the organization, with the use of opinion poll of clients, it is possible to operate in organization so as to consider this evaluation as criteria for the overall performance of the organization, employees and managers.

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