

## The effect of strategy of organizational assessment upon organizational empowerment in Kerman's administrative apparatuses

Ardeshir Shiri<sup>1</sup>, Mehdi Dehghani Soltani<sup>2</sup>, Ellahe Ghahri Shirin Abadi<sup>3</sup>

<sup>1</sup>Assistant professor in management department, University of Ilam, Banganjab, P.o.box:69315516, Iran

<sup>2</sup>Master of Business Administration, University of Ilam, Iran

<sup>3</sup>Department of Business Management Science and Research Branch, Islamic Azad University of Ilam, Iran

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### ABSTRACT

Senior managers always mention implementing strategy of organizational assessment as the most challenging No. in the field of management. Strategy is a device through which the organization can achieve to its long-term purposes. One of these purposes is organizational empowerment in different fields and subsequently increase of efficiency in the organization. The aim of present study is to examine the effect of implementing organizational strategy upon organizational empowerment in Kerman's administrative apparatuses. Population of study consists of 2415 individuals and sample size calculated by stratified sampling method and Cochran's formula equals 332 individuals. In this study, the standard questionnaire of organizational assessment and organization's empowerment was applied, whose validity was confirmed through face validity and its reliability was determined through Cronbach's alpha coefficient. In order to statistical analysis, inferential and descriptive statistics (coefficient of correlation and regression) was applied and SPSS at the significance level of  $p \leq 0.05$  was used. The findings of the study indicate that implementing strategy of organizational assessment has a significant effect on organizational empowerment of Kerman's administrative apparatuses.

**KEYWORDS:** strategy of organizational assessment, organizational empowerment.

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### 1. INTRODUCTION

Today, experts in the field of management and development emphasize upon importance and place of assessment and performance management models as one of the most reliable development indices of societies and organizations and also as a critical key for realizing development purposes at both individual and social dimensions. Performance assessment and more generally performance management is a process through which suitable and useful information about how to accomplishing tasks efficiently for strengthening positive behaviors and removing inappropriate and un-serious ones could be achieved. In addition to providing information feedback, performance assessment has other applications that organizational empowerment is among them. Briefly, performance assessment is a process for assessing progress towards achieving determined purposes consisting information about conversion efficiency of offered goods and services and the level of costumers' satisfaction, achievements, and activities' efficiency along with their specified objectives, and performance assessment would be applying measurement information of performance for making positive changes in organizational culture, processes, and systems through assisting for setting performance objectives, prioritization and resource allocation[1]. In one hand, empowerment is a modern technique and effective for improving efficiency of organization through applying staff's ability. This technique offers potential capacities for utilizing human capabilities and in a healthy organizational environment suggests a balanced method between applying full control by management and staff's complete freedom in working. Through programs of empowerment, working capacity will be raised via delegation, increased responsibilities, having independency in making decisions and having sense of self-efficacy, hence efficiency of organization would be increased too[5]. The aim of present study is to examine the effect of organizational assessment upon organizational empowerment in Kerman's administrative apparatuses.

### 2. THEORETICAL CONSIDERATIONS

#### 2.1. Strategy of organizational assessment

The mean of strategy of organizational assessment is that to what extent an organization tends to assess its performance through staff to learn about the level of efficiency of performance in realizing organizational purposes. Strategy of organizational assessment is done through different ways that here implementing this strategy has been

done through performance assessment in Kerman's administrative apparatuses. Different definitions have been offered, some which are mentioned below:

1. Performance assessment is regular and systematic measurement of people's working in relation with the way of doing their tasks in assigned jobs and determining their present potential towards growth and improvement [3].
2. Werder and Davis believe that performance evaluation is a process that working performance is measured and when done correctly, employees, supervisors, managers, and ultimately the organization will benefit from it.
3. Cascio considers performance evaluation to be as a systematic description of strength and weakness points in performance of an individual or a group in relation with accomplishing assigned tasks.
4. Performance evaluation in an organizational level is usually synonym of efficiency of activities. The mean by efficiency is the level of achieving to purposes and programs having feature of being efficient of activities and operations [6].

## 2.2. *The importance and necessity of performance evaluation*

Continuous improvement of organizations' performance makes a great power of synergy, which can be support forces for growth and development programs and make opportunities of organizational excellence. Governments, organizations, and institutions apply progressive attempt towards this aim. Without examination and getting information upon the level of progress and achieving purposes and without identifying challenges ahead within organization and obtaining feedback and knowing the level of implementing determined policies and realizing some cases that need serious improvement, continuous improvement of performance won't be possible. All of mentioned cases won't be feasible without measurement and evaluation [6]. The science of management also indicates what mentioned above. Whatever we cannot measure, won't be controlled and whatever we can't control won't be managed. Evaluation and measurement of performance offers required feedback in the following cases:

1. By pursuing, the level of progress towards specified purposes will be realized, whether determined policies have been implemented successfully or not.
2. Through measuring expected results of the organization and also evaluation and, measurement of staff satisfaction and consumers, it will be clear whether policies have been determined properly or not.
3. Performance evaluation and measurement makes possible identifying those fields in which management must take more attention and helps to realizing opportunities and limitations.
4. Performance evaluation makes required information for managers in managerial decision making and provides evaluation of performance system. Any attempt to achieving success must have a framework and improving organizational performance must be based on an awareness of a process called performance cycle. Any program of organizational performance should start from measuring performance and then performance evaluation [2].

## 2.3. *Organizational empowerment*

Although organizational experts have defined the concept of empowerment in different ways, two general definitions would be signified in literature of management:

- a) Empowerment with the meaning of power sharing: most of experts consider the concept of empowerment synonym with staff cooperation in workplace [14].
- b) Empowerment as a motivational (incentive) and cognitive concept: in this approach, empowerment is defined as a motivational (incentive) structure, which is based on staff perceptions towards their workplace. Thomas and Velthouse has offered a complicated cognitive theory of empowerment, whose core is composed from four cognitive components (having sense of being effective, sense of having right of choice, sense of competence, having sense of being significant) that determines staff's inner motivation [15].

In Oxford Compact dictionary, concept of empowerment is defined as "making (someone) stronger", "give authority" or "power", and getting "able". Empowerment is a combination of motivational techniques seeking for increasing the level of staff cooperation towards improving their performance. The main feature of staff empowerment is making individual and organizational purposes aligned with each other [19]. Some others have defined empowerment as a form of decentralization, which requires delegating authority of making main decisions to subordinates [16]. Empowerment makes staff able to cooperate in management and it is a broader of continece (self-control) [13].

## 2.4. *Effective elements upon organizational empowerment*

1. Dynamic structural framework (DSF): is defined as a concept, when a firm arranges a clear collection of regulations and instructions for helping in staff's decision making and their behavior at the workplace.

2. Control of organization's decisions: it is second factor that have vital role in facilitating the process of organizational empowerment (CWD). Control of organizational decisions occurs when staff is allowed to apply their ability in all of job aspects and includes some cases like that.  
Whether staff has the right to make comment upon determining their work responsibilities, the amount of their payment, and their produced standards or not are among these cases.
3. Fluidity in information sharing: It is third factor relating to facilitating organizational empowerment (FIS). Information sharing occurs in an organization whenever all information about an organization is available for all of people at that organization [17].

### **3. RESEARCH HISTORY**

Based on his study, Imad Alysouf (2006) presented a strategic system for measuring performance of maintenance. He used framework of balanced score card to evaluate part of maintenance for realizing strategic purposes. Operation procedures present in balanced score card have two dimensions:

\_ Dimension of production or key dimensions of quality is fast delivery, security in delivery, price (cost), flexibility and accountability.

\_ dimension of maintenance that includes quality and logistics. Paul Folan and Jim Browne (2005) describe evolution of measuring organizational performance in four parts: suggestions (recommendations), frameworks, systems, and measuring inter-organizational performance. By presenting these four stages of evolution, they refuse what Marr and Shiuma called as a various body of performance measuring literature. Jose' Flavio Guerra Machado Coelho and David Moy (2003) presented a new methodology for evaluating performance and integrated it with management systems. Their aim of creating this methodology was to clear and facilitate the process of evaluation for firms so that they can realize objectives more efficiently and continually. Thomas & Velthouse (1990) consider psychological empowerment as a process for increasing job inner motivation which includes four cognitive areas of sense of competence, being effective, having sense of significance, having right of choice and Mishra studies (1992) added the dimension of trust (confidence) to the mentioned dimensions. Russell et al (2002) also offered a study entitled "measuring Organizational Empowerment" and considered three factors of dynamic structural framework, control of organization's decisions, and fluidity if information sharing to be effective in organizational empowerment.

In 2006 Ranjbar et al in a study entitled "Importance and effectiveness of effective performance evaluation in governmental apparatuses and its role in improving management" concluded that process of performance evaluation known as systematic and organized measurement of people's work about the way of accomplishing assigned tasks and determining their present strength for promoting quality of efficiency and improving management is considered as one of vital parts for any organization. Also in 2009 Beyzad and Alizadeh in a study entitled "Evaluating Organizational performance Using Organizational Excellence Model (EFQM)" describe performance evaluation and its different dimensions. Mooghali et al (2009) in a study entitled "The relationship between empowerment and staff organizational commitment in Tehran 19 areas of organization of education" concluded that there is no relation between empowerment and organizational commitment and related secondary hypotheses except for having sense of being effective and having sense of relational trust.

### **4. RESEARCH OBJECTIVE**

The aim of present study is to examine the effect of implementing strategy of organizational evaluation upon organizational empowerment in Kerman's administrative apparatuses.

### **5. RESEARCH HYPOTHESES**

#### *5.1. Main hypothesis*

Implementing strategy of organizational evaluation has a positive significant effect upon organizational empowerment in Kerman's administrative apparatuses.

#### *5.2. Secondary hypotheses*

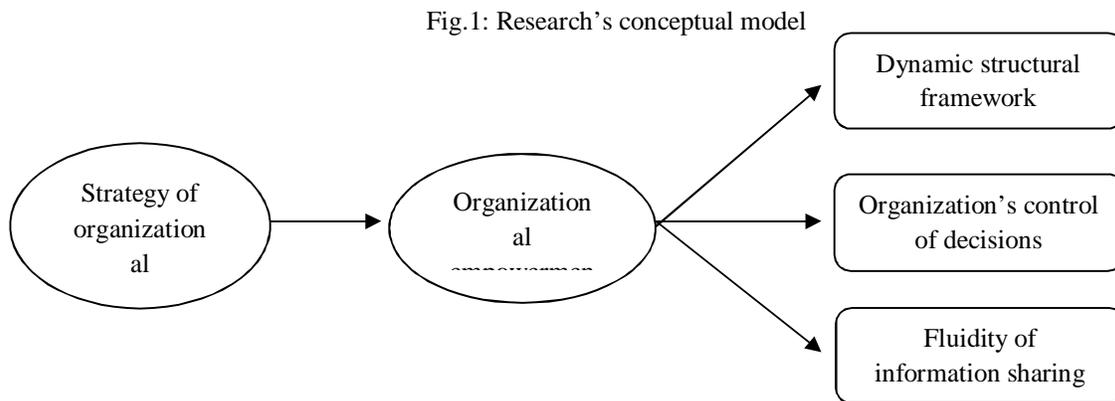
1. Implementing strategy of organizational evaluation has a positive significant effect upon dynamic structural framework of Kerman's administrative apparatuses.
2. Implementing strategy of organizational evaluation has a positive significant effect upon control of organization's decisions of Kerman's administrative apparatuses.

3. Implementing strategy of organizational evaluation has a positive significant effect upon Kerman’s fluidity of information sharing administrative apparatuses.

6. Research conceptual model

The aim of present study is to examine the effect of implementing strategy of organizational evaluation upon organizational empowerment in Kerman’s administrative apparatuses. In order to building analytical model, researcher ultimately can make this in two different ways, which have no significant difference: either first it starts from codifying hypotheses and in the next stage notions (concepts) are explained or it is done in a reverse manner [4]. Therefore, considering mentioned reasoning, defined hypotheses, experts and professors’ opinion about marketing and brand and also based on theoretical considerations of the study, the conceptual model was designed as follows.

In order to better understanding, the conceptual model of study is as follows.



**7. RESEARCH METHODOLOGY**

Present study is an applied study in terms of purpose and it is a field library study in terms of data collection method.

**8. Population and sample of research**

In this study, population consists of staff working in administrative apparatuses in city of Kerman in 2012. The number of staff at the time of implementation of research was 2415 among which by using Cochran’s formula and stratifies sampling method proportionate with size of population, 332 individuals were selected as sample size that will be explained in the following part.

**9. Sampling and sample size**

In this study, sampling method is a stratified sampling method proportionate with size of population. In order to obtain sample size, Cochran’s formula was utilized. Table.1 shows size of population and sample.

Table.1: population and sample size of governmental organizations of city of Kerman

No	Title of organization	Size of population	Sample size
1	Organization of cooperation, labor, and social affairs	115	17
2	Organization	372	35
3	Organization of industry, mining, and commerce	246	28
4	Organization of martyr foundation and veterans affairs	95	15
5	Organization of jihad of agriculture	545	76
6	Organization of roads and urban development	367	55
7	Organization of welfare	200	30
8	Organization of Islamic propagation	38	7
9	Organization of economic and finance affairs	103	16
10	Organization of management and planning	74	12
11	Organization of cultural heritage and tourism	205	32
12	Organization of rural cooperatives	55	9
<b>Total</b>		2415	332

Size of sample was calculated using Cochran's formula as follows.

$$n = \frac{N Z^2 p q}{(N-1) d^2 + Z^2 p q}$$

Where,

N= size of statistical population

n=Sample size

Z= the abscissa of the normal curve or the standard normal deviate that with confidence level of 95%, it equals 1.96.

P= the value of present attribute in population. If it is not present, it would be considered as .5.

q= percentage of individuals who lack the attribute of population (q=1-p)

d= acceptable error that equals .05, therefore by placing size of population in the formula above, we have; n = 332.

As shown in table.1, this sample is specifies with a certain proportion for each of organizations (Sarmad, Bazargan, and Hejazi, 1998).

### 10. Measurement and data collecting tools

In present study, a standard questionnaire that measures the effect of implementing strategy of organizational evaluation upon organizational empowerment was arranged by researcher based on five-point Likert's scale (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree) and two options (yes and no) for questionnaire of strategy of organizational evaluation. This questionnaire consists of two parts that first part relates to measuring implementing strategy of organizational evaluation and includes 15 questions and second part deals with measuring organizational empowerment including 23 questions. in order to examining validity of questionnaire, face validity was used, that is the questionnaire was given to 8 professors with related field and they were asked about each question and their capability for evaluating considered purpose. With their consultancy, some minor corrections were done and finally validity of questionnaire was confirmed.

About reliability of questionnaire, 30 questionnaires as sample were distributed among population and Cronbach's alpha coefficient was measured using software SPSS. Obtained Cronbach's alpha coefficient for questionnaire of organizational empowerment was 86.0 and 89.0 for questionnaire of strategy of organizational evaluation, which indicates that the questionnaire has good reliability. Cronbach's alpha coefficient for any factor is provided in the following table.

Table.2: Cronbach's alpha coefficient relating with dimensions of organizational empowerment

Factor	Cronbach's alpha
Dynamic structural framework	85.0
Control of organization's decisions	87.0
Information sharing	86.0

### 11. Obtained results from inferential statistics

In order to testing mentioned hypotheses regression and correlation tests were applied, that is, first they were used for examining main hypothesis and then other hypotheses were examined.

#### 11.1: conclusion of testing main hypothesis

By applying regression test for examining the effect of implementing strategy of organizational evaluation upon organizational empowerment in Kerman's administrative apparatuses at significant level of 95.0, P-value of sig=0.000 was calculated and since sig<0.05, then null hypothesis is rejected. It means that implementing strategy of organizational evaluation has significant effect upon organizational empowerment of Kerman's administrative apparatuses.

#### 11.2: conclusion of testing secondary hypotheses

##### 11.2.1: conclusion of testing secondary hypothesis I

By accomplishing regression test for examining effect of implementing strategy of organizational evaluation upon dynamic structural framework in Kerman's administrative apparatuses at significance level of 95.0, P-value of sig=0.000 was obtained and since sig<0.05 hence, null hypothesis is rejected. It means that implementing strategy of organizational evaluation has significant effect upon dynamic structural framework in Kerman's administrative apparatuses.

11.2.2: Conclusion of testing secondary hypothesis II

By accomplishing regression test for examining effect of implementing strategy of organizational evaluation upon control of organization's decisions in Kerman's administrative apparatuses at significance level of 95.0, P-value of sig=0.000 was obtained and since sig<0.05 hence, null hypothesis is rejected. It means that implementing strategy of organizational evaluation has significant effect upon control of organization's decisions in Kerman's administrative apparatuses.

11.2.3: Conclusion of testing secondary hypothesis III

By accomplishing regression test for examining effect of implementing strategy of organizational evaluation upon information sharing in Kerman's administrative apparatuses at significance level of 95.0, P-value of sig=0.000 was obtained and since sig<0.05 hence, null hypothesis is rejected. It means that implementing strategy of organizational evaluation has significant effect upon information sharing in Kerman's administrative apparatuses.

**12. CONCLUSIONS AND SUGGESTIONS**

In present article, it is tried to examine the effect of implementing strategy of organizational evaluation upon organizational empowerment. It is important to note that staff's empowerment and organizational empowerment are not the same. Thomas and Velthouse (1990) consider staff's empowerment (psychological) as a process for increasing inner job motivation consisting four cognitive areas of sense of competence, being effective, having sense of being significant, and having right of choice. Main characteristic of staff's empowerment is to align individual and organizational purposes, while organizational empowerment consists of three areas including, dynamic structural framework, control of organizational decisions, and information sharing and the aim of present study is to examine the effect of implementing strategy of organizational evaluation upon organizational empowerment. Results of hypotheses above indicate that implementing strategy of organizational evaluation has positive significant effect upon organizational empowerment in Kerman's administrative apparatuses. Therefore, managers of these organizations can promote their organization through implementing this strategy in empowering organization to realize determined purposes successfully. Knowledge obtained present study may help organizational managers and brokers to provide specific plan for promoting organizational empowerment through implementing strategy of organizational evaluation. Since organizations are seeking for increasing performance by spending fewer resources, it should be focused upon those behaviors reinforcing organizational empowerment. On the other hand, this research notifies managers and organizations of dynamism of organizational empowerment through implementing strategy of organizational evaluation at workplace.

Respecting obtained results from this research. It is suggested to:

- Managers may try to improve appropriate information and relational ways within organization.
- Managers may try to build work groups and strengthen group morale.
- Managers may try to develop and improve group skills for increasing information exchanges within organization.
- Managers may try to provide suitable field for implementing strategy of organizational evaluation.
- Managers may try to make required field for realizing organizational empowerment.

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