

The presentation of model to improve the performance of employees in the private sector under the conditions of resistive economy

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Abstract

The supreme leader have suggested 10 recommendations to the government on the third of Shahrivar and said the resistive economy is only one way to continue the improvement of the country. Leader recommendations include: solving the economic problems of the people, enrichment the private sector, the implementation of 44 principles, hardworking mentality, fighting corruption, the support of national manufacture, the use of non- profit sector, combating waste, fulfil promises and the support of enterprise knowledge base.

Yahiya al- Ishaq, the head of Tehran chamber in importance the enrichment of private sector under the terms of the resistive economy is the low rank of the business environment index and is prepared to use the power of private sector to tackle with enemies' conspiracies.

Finally, among the various theory that have been identified factors affecting on performance, such as Dessler, Robbins and Heresy and Blanchard, Dessler theory due to comprehensiveness and the reflect of the performance improvement parameters on resistive economy components by the questionnaire from faculty members of 2 universities asked. Then, we proposed a model that gets ideal conditions of resistive economy by improvement of employees' performance.

KEY WORDS: PERFORMANCE, PRIVATE SECTOR, RESISTIVE ECONOMY

Introduction

The concept of performance management is one of the most important and most productive progresses have been in the field of human resource management in recent years. The term was first applied in 1976 by Beer and Run. But it was not until the mid-1980s as a distinct approach.

The knowledge of today management is looking for ways to help realize the vision, goals and strategies of the organizations that are the basis of successful performance. One of the most important links in the management chain, measuring performance that alternative withthe concept of performance management in recent years and has a comprehensive look to performance in organization. On the issue of performance measurement is important to the extent that the management experts believe ((what cannot be measured cannot be managed)). Accordingly, many methods and techniques for performance measurement are presented. But what is above all to have a systematic view at the organization's performance that such an approach is considered today to look at performance management.

Performance of any organization is its human resources function. Interested in engaging, effective and efficient manpower resources, available facilities and technologies, has an essential role in achieving the goals and mission of the organization. The organizations which manage its human capital management in appropriate manner, to bring organization excellence and development. In fact, the organizations are able to develop and expand their performance that continually develop their performance, and to achieve this goal, the staff should improve professional competence.

Define the resistive economy and performance improve

<<Dr Mohammad Khosh chehreh>> Tehran University economics professor said about this: Resistive economy means detection of pressure areas or at the current condition boycott and then tries to control and ineffective and ideally conversion of such pressures to opportunity that is definitely belief and public participation and rational and prudent management actions is prerequisite and require such issue. Resistive economy is reduction of dependence and emphasis on the domestic production advantages and attempt to self-reliance.

Performance define: the Oxford English Dictionary defines performance as follows:

((Do, execute, complete, do works of ordered or commitment)). This definition is referred to outputs or outcomes (success) and meanwhile says that the performance is about do work and also the result of that. Therefore, we can consider the performance as behaviour (the way in which organizations, groups and individuals doing work). (Performance management, Armstrong)

Resistive economy in terms of today particularly or ever?

Dr Qaderi state even if it will subside and lower limit, it certainly should be considered "resistive economy"; Because of the regional and global issues, cannot know ourselves immune from aggression and we will in various forms of aggression of foreign countries. Hence although sanctions may incur on our economy will

reduce and current situation may be resolved, but the pressure won't be lifted from our shoulders. Only may change the kind and form of pressures; but in principle there is no change and certainly for this reason to consider resistive economy as a long-term strategy.

The components of resistive economy

Jafar Qaderi doctor consider to domestic productions, use of labor and domestic capital, relied on economy "knowledge-based", focus to the production of basic goods and infrastructural products are the most important components of resistive economy.

"Sassan Ghorbani's engineer" believes that the resistive economy should be the centre of domestic goods production because in condition that has been in different reasons by Western countries, especially the U.S and according to the supreme Leader havenamed 1391year as support of national production, Iranian labor and capital, these are connecting. Now, we have resisted against imposed pressures of hegemonic countries, we should rely on self- esteem and the potential of production ability including agriculture products, automobiles and other light and heavy industries and ... that are beneficial to our economy, to avoid from entry of similar goods of these products and do not our country currency to foreigner and boosting our factory productions.

Sassan Ghorbani said about the effectiveness of resource approach to support of production department: «the use of resources haveadvantages in domestic productions including occupation, added value and the reduction of social harms and its costs. These are including resistance coefficients that people are encouraged to optimal consume. Meanwhile, the producers of Iranian provide the society needs in more appropriate environment by government support and everything is done in a balanced condition.»

The Chairman of thespecial commission of support from national production knows threats and sanctions by 20 to 25 percent in the economic conditions of the country effective.

Apply the resistive economy at the private sector or the public sector, or a combination of both?

The supreme Leader at Thursday, August 91have recommended 10 advice to the president and board government and knows the resistive economy the only way to improve the country. Recommendations of the Supreme Leader are: solve of living problems, enabling the private sector, implementation of 44 article, maintenance of moral hyperactivity, fight corruption, support of national production, the use of capacity of the private sector, combat waste, fulfill of promises and support of based- knowledge firm.

He said one of the pillars of the resistive economy to empower the private sector and emphasize: it's necessary to follow the policy of 44 article with care and precision. The Leader also added about the definition of the resistive economy: In this economy, the country's progress is maintaining and declines vulnerable of the economic system against enemies' tactics.

Dr Jafar Qaderi said Just only give Originality to the private sector and the government should only play a supporting role. The government just should entry to economy and economy activities where that is necessary and where it's not necessary, there is no reason for government to interposition to economy.

Performance improvement

Performance improvement should be discussed as part of the continuous process in organizational and individual level. At the individual level, the goal should be to minimize poor performance. Poor performance may result of poor leadership, bad management or incorrect systems. In all cases is probably the result of inability of higher manager in determining of clear expectations for an excellence performance.

As Shaffer (Shaffer 1991) said, Sometimes managers use variety of psychological mechanisms to avoid the unpleasant fact about the performance that there are. These mechanisms are:

- Avoid by Pretext
- Relying on precedents
- Attacks that passing next to the goal
- Select the object, starting from an immediate problem
- Set of minimum expectations of results
- Sharing the expectations clearly
- Assign responsibility
- Development and expansion process

Five basic steps to manage those with poor performance as follow:

- 1- Identify and agreement on the problem
- 2- finding the causes of failure
- 3- make decision and agreement on the necessary action
- 4- securement of Resources for action
- 5- Monitor and provide feedback

Affecting factors on performance

A. Dessler (1980) knows to affect many factors on performance labors that express some of that.

- 1- Individual behaviour: Individual performance is affected perception, personality, abilities, and work of management to improve their performance.
- 2- Motivation: To do a job effectively, one must be motivated.
- 3- Positive reinforcement: Financial rewards and promotion can improve performance.
- 4- Redesign and job enrichment: Issues concerning the nature and characteristics of the job cause the success and improvement of performance.
- 5- Goal setting and goal-based management: A person should know what is expected of him.
- 6- Structure: Any organization needs a model that shows the policies of reporting and division work and Responsibility of Individuals.

Structural characteristics

Each of these theoretical structures (mechanical and organically) can be useful in certain conditions. Conditions under which we can make decision about the suitability of a structure that are presented as Content and structural dimensions:

A-A Content dimensions

These dimensions are representative of the entire organization. Such as size or large, type of technology and ... In fact, they are representative of organization position and affect on the type of structure. These dimensions are:

- 1) Strategic: It is an action plan that whereby determine the style of resources allocation and activities of the organization in relation with environment and in the way of it's purposes.
- 2) Environment: Environment, including factors that are outside of the boundary of organization. Organizational environment has a direct impact on an organization's ability to perform the duties. If the environment be unstable and rapidly changing, the forecast will be less;
- 3) Size: the size of organization is enlargement that be determined as the number of individuals or employees;
- 4) Technology: is the knowledge, machinery, primary materials and work procedures that converts data into outputs;
- 5) Culture: culture of organization represents a set of values, beliefs, norms. Rapports between organization and employees.(Siadat, 1383)

A-B Structural dimensions

These dimensions are expressed internal characteristics and they can be acquired a base that can determine the type of structure and compare the structures. (Daft, 1377)

Many theorists use twelve evident for structural dimensions that are with this description (Robbins, 1379).

- 1) Administrative components: It means the number of supervisors, line managers and staff personnel to total number of employees;
- 2) Independence: It means the extent which top management should assign specific decisions in the highest level;
- 3) centralization: means the ratio of the jobs that participate their incumbents in making decision and the number of areas which participate their employees;
- 4) Complexity: means amount of differentiation there is in an organization and are including horizontal, vertical and geographical differentiation;
- 5) Conferment of authority: means the ratio of the number of decisions taken by the top management to decisions taken by executive management;
- 6) Formalization: means amount of organization's jobs are standardized (i.e., job liberty in how do work in the organization, is low);
- 7) Combination: the quality of the cooperation between and in of circles that is necessary to unify the activities;

- 8) Career orientation: amount that accept employees of an organization as a reference (belief to services provide to the public and belief to self- controlling in a work scope and reasoning and liberty in the work);
- 9) Control domains: the number of subordinates that a manager can and should manage them;
- 10) Specialization: the number of professional expertise and training required for each one in duration of course;
- 11) Standardized: amount of change in duties that is tolerable according to the laws and regulations;
- 12) General domains: the number of levels in the hierarchy of top management to subordinates in the low levels and height of an organization;
- 7- Organizational communication and making decision: Recruitment and organizing and managing depend on performance of manager;
- 8- Organizational and change improvement: low the levels of performance necessitate change some dimensions such as structure and reward system. Improvement of an organization causes increase of confidence and cooperation in an organization and then improvement of ability in respond to problems.

B. Seyyed Javadayn (1381) say the factors that effect on the performance as follow:

- 1- Environmental factors: these factors are components of an economic condition, technology, social culture, employees and employers organizations, competitors, geographical situation, governmental regulations, political and international considerations.
- 2- Organization factors are organization plans, organization culture, leadership styles, the ability to pay and organizational structure.
- 3- Occupational factors: Some of these variables are named to as the structure. The means of work structure is an amount of order and structure that is required to do the job.
The jobs which have certain guidelines for executives put different effect on the employees with the jobs that doesn't know the specific framework; so that may unstructured jobs cause the employees ambiguity and their uncertainty. With recognition of these factors and its use in evaluation systems and job classification determine the job's rank and their priorities.
- 4- The individual factors are attitude, motivation, job satisfaction, personal values and character.

c. Robbins believes about these main variables that effect on their behaviour and performance: effective factors and variables are various on people behaviour that between these factors can present to organizational and technological structures. He believes, we can predict the type of employees behaviour by organization structure. Besides of individual and group factors, structural relations will create between people effect on their attitude and behaviour.

By using organizational structure divide and corporate the works formalization and then the works divide to smaller works and each of labors specialize in specific works that cause the efficiency increase a lot (Robbins, 1384).

Heresy and Blanchard (1989) knows the organizational performance outcomes of follow factors:

- 1- The knowledge is the function of technical, administrative, human resources, teams;
- 2- Non-human resources including: equipment, site, work environment, technology, capital and reserves.
- 3- Structure is management systems, information systems and flexibility.

Research Methodology

The questionnaire was distributed to faculty at the two universities. Questionnaires were distributed among 36 faculty members, because most faculty members have both academic knowledge and work experience in industry. 24 questionnaires between Najaf Abad University faculty and 12 questionnaires distributed between faculty members from the University of Ashrafi Isfahani, the results are as follows. In the end, a comparison did between the results of two university faculty members. The main hypothesis of the research is to improve employee performance has impact to achieve ideal resistive economy.

Subsidiary hypotheses are:

- 1- Learning has impact to realization of ideal resistive economy.
- 2- Job enrichment has impact to achieve the ideal conditions of the resistive economy.
- 3- Job development has impact on achieving the ideal resistive economy.
- 4- Sharing information causes to achieve the ideal resistive economy.
- 5- Work Independence cause to achieve the ideal resistive economy.
- 6- Understanding the purpose of organization by employees has impact on achieving the ideal resistive economy.
- 7- Motivation is effective to achieve ideal conditions of resistive economy.
- 8- The cooperation between the departments causes to to achieve the ideal resistive economy.
- 9- The knowledge of job-related cause to realize the ideal condition of resistive economy.
- 10- Number of employees in the organization has effective on resistive economy.
- 11- Changing in the environment of the organization is effective on the realization of resistive economy.

Analysis of findings

First hypothesis: the impact of education on the use of new technologies, prosperity staffs and efficiently of domestic production respectively is 4/25, 4/13, 3/97. Thus, eventually the average of effect on resistive economy is 4.12 that is more than average level. And we can say with 95% confidence is in interval (4.30 and 3.94). Also sample t-test shows a significant difference in the average effect of education on resistive economy with average of three hypothetical. So learning has impact to realization of ideal resistive economy.

Second hypothesis: The impact of job enrichment on the use of new technologies, domestic productions and the elite prosperity respectively are 3.77, 3.77 and 3.94. So, the impact average of job enrichment on resistive economy is 3.83. And 95% confidence is placed interval (4.03, 3.64). So, Job enrichment has impact to achieve the ideal conditions of the resistive economy.

Third hypothesis: the average of job development on resistive economy is 3.78 and can say with 95% confidence intervals is (02/4 and 53/3) which shows has a significant difference. According to results job development has impact on achieving the ideal resistive economy.

Forth hypothesis: Impact of information sharing on resistive economy has average of 4.22 and with 95% confidence interval (4.49, 3.95) that has a significant difference. So, Sharing information causes to achieve the ideal resistive economy.

Fifth hypothesis: The impact of job independence on staff development and new technology is (3.91, 3). Thus at whole the average of job independence on resistive economy is 3.49 and in the range of 95% confidence interval is (3.64, 3.39) that has significant difference. Therefore, Work Independence cause to achieve the ideal resistive economy.

Sixth hypothesis: the average of understanding goal by employees on resistive economy is 4.05 and with and 95% confidence intervals (4.34, 3.78) that has a significant difference. The results show Understanding the purpose of organization by employees has impact on achieving the ideal resistive economy.

Seventh hypothesis: the average of motivation on resistive economy is 4.52 and with 95% confidence intervals is (4.31, 4.75). So, Motivation is effective to achieve ideal conditions of resistive economy.

Eighth hypothesis: Collaboration among departments on domestic productions and enhance the ability of staff respectively are (3.8, 3.72). Thus, the total impact cooperation among departments on resistive economy is 3.76 and 95% confidence intervals is placed (3.51, 4.02). The results shows the cooperation between the departments cause to to achieve the ideal resistive economy.

Ninth hypothesis: the impact of knowledge of job- related on using of new technologies and enrichment of people in the country respectively is 4.16 and 4.2 and the impact of job-related knowledge on resistive economy is 4.18 and with 95% confidence interval is (3.97, 4.4), which has significant difference. As a result the knowledge of job-related cause to realize the ideal condition of resistive economy.

Tenth hypothesis: the average of employee number on resistive economy is 3.25 which is more than average level. And we can say with 95% confidence interval of the mean is (3.63 and 2.87). Thus, with obtained results Number of employees in the organization has effective on resistive economy.

Eleventh hypothesis: the impact of environment of organization on resistive economy is 3.67 and 95% confidence interval is (3.93 3.4). So the difference is significant and Changing in the environment of the organization is effective on the realization of resistive economy.

The main hypothesis: At whole the average of performance improvement on the resistive economy is 3.8958 that is more than average level. And we can say with 95% confidence interval of the mean is (3.9847 and 3.8069). One sample t-test also shows that the null hypothesis average equal to 3 to be rejected and the average is more than mean level. Thus increasing the performance improvement to achieve the ideal conditions of resistive economy is very effective.

Comparison of Najaf Abad Azad University faculty and martyr Ashrafi Isfahani University

All of them have the significant level above 0.05 (independent t test). Leuven test shows equality of variance for both groups independent.

Conclusions

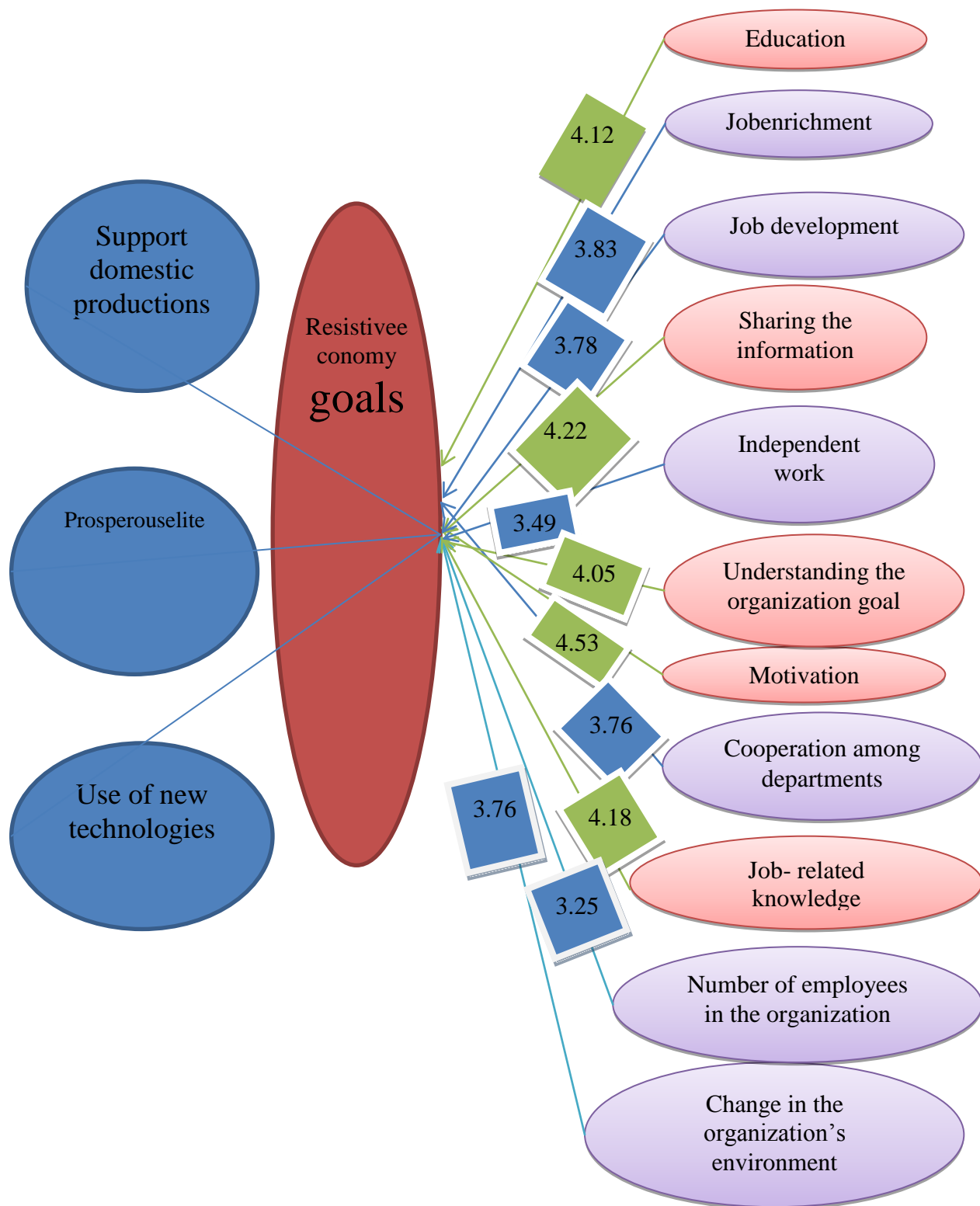
In general by 2 ways can help to performance improvement and thereby creating the ideal conditions of resistive economy.

First: their employees try to improve their performance by which 24 points can be achieved:

- 1- Thinking update
- 2- Determining benefits
- 3- Performance management
- 4- Collaboration with staff
- 5- Accurate planning with specific goals
- 6- During both the employee and the organization's goals
- 7- Creating and strengthening activities incentives
- 8- Habitual good manners
- 9- Attention to relationships
- 10- Creating reciprocal relationship
- 11- Avoiding the risk assessment
- 12- Not rated employees
- 13- Preparing for the Assessment
- 14- Beginning studies on the true
- 15- Identify the causes
- 16- Appreciation of success
- 17- The use of mass media
- 18- Assessment behaviors and results
- 19- Accuracy the operation
- 20- Control disagreement gently
- 21- gradual penalty
- 22- Performance record
- 23- Strive for continuous improvement of staff
- 24- Training to mind to flexibility and correction methods

Second: Improving organizational factors associated with improved employee performance

We can result that by performance improvement of employees in the private sector create ideal conditions of resistive economy from the below model.



Suggestions

First suggestion: According to the results obtained from the experience of the faculty can be said that if a company wants to achieve to ideal conditions of resistive economy by improving the performance improvement of employees can use the following parameters that see the order importance and effectiveness as follow as:

- | | | |
|-------------------|--|---------------------------|
| 1-motivation | 2- sharing the information among employees | 3- job- related knowledge |
| 4-education | 5- Understanding the organization goal | 6- jobenrichment |
| 7-Job development | 8- cooperation among departments | |

9- Change in the organization's environment 10- work independent

11-Number of employees in the organization

Second suggestion: The second effective parameter is sharing the information among staffs that this work is a foundation for creativity. Therefore the managers can help to create a creative and innovative organizationsuch as holding brainstorming sessions that in today's economic conditions every organization require such processes.

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