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(Original article)

Identifying & Ranking the Ethical Components of Comprehensive Performance Management in Public Organizations

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Abstract

Background: The secret of sustainable and development of modern civilized organizations is to observe the ethics of the organization. Therefore, the purpose of this study is to identify the ethical components of comprehensive performance management in Iranian public organizations.

Method: The present study was applied and mixed. In the qualitative section, the experts of public organizations whose field of activity was wide were considered as a community. Using snowball sampling, 20 people were selected as the sample. The interview tool was semi-structured. Content analysis method was used for analysis. In the quantitative part statistical population includes employees and managers of government organizations in West Azerbaijan province, 273 of whom were selected using stratified cluster sampling. The instrument was a researcher-made questionnaire. For data analysis, structural equation modeling, factor analysis, and hierarchical analysis and pairwise comparison test in the form of Amos software were used.

Results: The results led to the identification of 27 organizational components, 8 individual components and 5 group components. The results showed that the incompatibility rate was calculated in 0.09 in three components, which indicates the suitability of the pair comparison (reliability). Organizational factors with a weight of 0.48, individual factors with a weight of 0.3 and group factors with a weight of 0.22 have the highest and lowest weight, respectively.

Conclusion: According to studies conducted in this field, so far, no comprehensive study has been conducted on identifying and ranking the ethical components of comprehensive performance management in public organizations. As a result, the proposed structure is the first model for identifying and ranking the ethical components of comprehensive performance management in these public organizations, which has the ability to formulate and implement strategies according to the current changing situation.

Keywords: Performance management, Public organizations, Ethical components

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Introduction

Nowadays, experts in the field of development management on the importance and position of evaluation and performance management models (based on ethics as one of the most valid indicators of development of societies and organizations and also as a vital key to achieving development goals in Individual, group and organizational dimensions are highly emphasized. New approaches to the new world of organization and management also emphasize the need for unparalleled attention to the concept and subject of evaluation, as accurate monitoring and evaluation from an ethical, comprehensive and purposeful dimension, the most important facilitator of growth, dynamism. And excellence is known in the managed domain (1). Performance management is a way to achieve many of these goals. Performance management is a process based on a series of activities and is designed to lead the organization to improve the strategic focus and effectiveness of the organization through continuous improvement of the performance of individuals and groups. In general, performance management can be considered as a process through which a common understanding and common language can be created about what the organization should achieve and how to achieve it (2). On the other hand, today's organizations in highly changing and complex domestic and international environments with many challenges such as the pressure for greater transparency and accountability, attention to the ethical dimension of the organization, limited and ending financial resources, increasing tasks and activities, Rapid changes in technology and the influx of different management solutions to improve the situation of organizations are faced. In such an environment, performance appraisal and then performance management, will be very complex and difficult because only financial appraisal of organizations based on profit and loss and balance sheets. Financing and cost savings will lead us astray (3). In this regard, it can be said that the lack of comprehensive ethical components of performance appraisal in the public sector has caused a kind of inconsistency in the programs of these sectors is clearly evident. And this can lead to more wasted resources and opportunities if the various parts of the government continue to become isolated and do not achieve their goals and ultimately waste. Of course, various factors have caused such an issue that perhaps the most important of these factors can be categorized in the dimensions of organizational, individual and group activities. In the organizational dimension, contradictory rules and regulations, lack of accountability and transparency, lack of training courses in promoting employee ethics and severe bureaucracy. In the individual dimension, lack of sufficient motivation in human resources, and in the group dimension, lack of team spirit and lack of facilitation of group partnerships can be the most important aspects affecting organizational performance cause these issues for organizations (4). Public organizations should treat their clients modestly while providing appropriate services (5). Public agencies should consider client's complaints (6) and be honest with them (7). Government organizations should be responsible for creating and maintaining security at the community level and protecting the environment (8). Finally, they should consider it their duty to serve and achieve the public interest. Public organizations will treat them with humility and trust (9). Today, in analyzing the behavior of organizations, addressing ethics and ethical values is one of the requirements. The external symbol of organizations is their moral behavior, which is itself the result of the sum of various ethical values in which organizations have emerged and manifested. In general, human beings have special moral characteristics in the individual and personality dimension that shape their thoughts, speech and behavior. It is possible that these same people, when they are in a position and organizational position, cause different ideas, speech and behavior from the individual dimension that these human characteristics affect the efficiency and effectiveness of the organization (11). On the other hand, observing ethical principles in all management systems of the organization, including managing the performance of employees is very important. In these systems, due to the duties of managers, they must consider ethical standards

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and evaluate their ethical performance within the framework of established standards, (11) because in such an environment, employees act willingly to the law. In addition, the values that govern the interaction environment will facilitate matters and promote employee satisfaction; Therefore, ethical principles as one of the most important infrastructures in all government management systems of the organization, including employee performance management, which inadvertently causes mistrust, improper interactions, the spread of financial and administrative corruption, and all this can question the performance of managers and Inefficient. (12). Lack of a comprehensive ethical system in various areas such as decision-making, recruitment and employment, payment of salaries and benefits, rewards and encouragement, appointment and promotion, monitoring and evaluation are among the obstacles to moral growth in organizations (13). On the other hand, identifying the ethical components of the employee performance management system based on ethical principles is the basis for the growth of activity and performance in the organization. Therefore, it is important to pay attention to the institutionalization of ethics in government organizations. In particular, the identification of ethical authors in performance management and their ranking inside and outside the country has not been studied. In a study, new approaches to performance management suggest employees versus traditional approaches to create an ethical view of performance management with respect to stakeholders. As a result, four ethical principles have been proposed in the design of the performance management system according to its stakeholders: respect for individuals, mutual respect, procedural justice and transparency of decision making (14). In another study, ethical problems in performance appraisal have been studied and by pointing out that most subordinates do not consider scoring in performance appraisal to be completely accurate and honest, they have examined various aspects of ethics in performance appraisal systems (15). The new results have led to the identification of 20 organizational components, 8 individual components and 5 group components. The results showed that individual dimensions (motivation, healthy and effective communication, work discipline, work commitment, responsibility, self-power, individual skills, individual personality), group dimensions (facilitating group participation, achieving group goals, correct group rewards and fair, ethical participatory management) and organizational dimension (human resource management, internal processes, customers and stakeholders, financial ethics performance, information systems management, service delivery quality, management support) (11). Therefore, in this study, an attempt is made to identify and rank the ethical components of comprehensive performance management in public organizations using the content analysis method, and finally, the final extractive model is examined.

Material & Methods

This research is a kind of applied purpose and descriptive in terms of data collection. Due to the nature of the problem, in the present study, both quantitative and qualitative methods (mixed) have been used.

In the qualitative section, the experts of government organizations whose field of activity was wide and in relation to the general public were considered as a society. These organizations were: Ministry of Science, Research and Technology, Ministry of Education, Culture and Islamic Communications, Institution of Public Libraries and the Army of the Islamic Republic of Iran. The characteristics of expertise were:

- Master's degree and higher in management
- More than 5 years of experience in the field of performance appraisal of government organizations
- Be considered an expert or senior at the organization level
- Familiar with all instructions and circulars as well as implementation in the field of performance evaluation

Twenty people (12 academic experts and 8 organizational experts) were selected from the target population using purposive sampling (snowball) as a sample. The method of collecting information

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from academic and organizational experts was using semi-structured interviews. Content analysis method was used for qualitative analysis.
In part, it was a survey method based on correlation. Statistical population includes employees and managers of government organizations in West Azerbaijan province, 273 of whom were selected using Morgan table and stratified cluster sampling. First, among the government agencies, 5 organizations that supported human resources were randomly selected with a total number of 950 employees and managers, of which 273 were chosen using the Morgan table and stratified sampling method.
The instrument of this section was a researcher-made questionnaire that was obtained from the results of interviews with experts in the qualitative section and its Likert scale was 5 degrees, which has been adapted for factor analysis. This questionnaire is designed with 60 questions, which are divided into three categories (individual, group and organizational). The reliability of the questionnaire was ensured by pre-testing and re-testing. Also in this research, an attempt has been made to strengthen the quality of interviews with experts so that the results (which constitute the Word Press information of the questionnaire) are in line with the research expectations. Regarding validity, the results will be reliable because the target community is professionals and knowledgeable people in the field of employee management. Cronbach's alpha coefficient for the questionnaire data of this study is 97%, which shows a high degree of reliability.
Finally, in order to analyze the data and check the fit of the model, structural equation modeling, factor analysis, in the form of Amos software and in order to prioritize research indicators, hierarchical analysis and paired comparison test were used.

Results

Using theoretical foundations, research background and organizational documents, 40 ethical components of performance management were identified, then in-depth interviews with experts were conducted several times and the text extracted from the interviews was analyzed by content analysis. At this stage, the following steps were taken alternately, frequent review of the implemented texts and extraction of key sentences, review of individual key sentences. Therefore, the ethical components of performance management were determined by experts. In order to categorize (determine the dimensions) of the ethical components of performance management, the relationship between the components was calculated and the dimensions of the research were determined. Due to the multiplicity of obtained components, in order to remove some components that are less important or have similar meanings, using descriptive analysis statistics, ie frequency distribution and data descriptive indices, components with very good and excellent scores are kept and other components were removed. Extracted dimensions and components are shown in table (1). Also, in the study of the structural model, by performing path analysis, the relations between the structures were examined and through this, the fit of the research model was tested.

Table 1: Confirmatory factor analysis of the comprehensive performance system model

Index		Factors	Factorial load	State	Sig.	Hierarchical test
O1	Organizational dimension (0.48)	Customer orientation	0.56	Accepted	≥0.30	0.056
O2		Performance evaluation based on customers' ethical opinions	0.52	Accepted	≥0.30	0.015
O3		Observe the customers and be patient in dealing with them	0.57	Accepted	≥0.30	0.058
O4		Customer orientation	0.63	Accepted	≥0.30	0.063
O5		Management support fair and accurate performance appraisal	0.64	Accepted	≥0.30	0.02
O6		Preservation and protection of all property of offices and their documentation	0.53	Accepted	≥0.30	0.0303

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O7		Laying the groundwork, empowering and creating a suitable incentive and propaganda atmosphere for the implementation of administrative ethics transformation programs	0.67	Accepted	≥0.30	0.046
O8		Planning to assess needs and implement training programs to empower employees	0.85	Accepted	≥0.30	0.028
O9		Management support fair and accurate performance appraisal	0.53	Accepted	≥0.30	0.058
O10		Design and implementation of appropriate monitoring system for effective implementation of employee performance management	0.59	Accepted	≥0.30	0.035
O11		Training and growth and knowledge and information of evaluators	0.65	Accepted	≥0.30	0.078
O12		Management stability and evaluation procedures	0.62	Accepted	≥0.30	0.091
O13		Involve units and their manager in designing employee performance management system	0.57	Accepted	≥0.30	0.059
O14		Designing a performance evaluation system based on real qualitative and quantitative data	0.85	Accepted	≥0.30	0.17
O15		Holding training courses in promoting employee ethics	0.55	Accepted	≥0.30	0.027
O16		Designing a suitable mechanism for dealing with people with poor performance	0.59	Accepted	≥0.30	0.063
O17		patience	0.57	Accepted	≥0.30	0.048
O18		Consult	0.52	Accepted	≥0.30	0.074
O19		Work conscience	0.53	Accepted	≥0.30	0.022
O20		Honesty, justice, discipline	0.54	Accepted	≥0.30	0.051
O21		Insight and awareness	0.61	Accepted	≥0.30	0.054
O22		Accountability and transparency	0.67	Accepted	≥0.30	0.054
O23		Continuous improvement of service delivery	0.68	Accepted	≥0.30	0.085
O24		Observance of technical principles and rules	0.58	Accepted	≥0.30	0.029
O25		Empowerment and professional behavior	0.56	Accepted	≥0.30	0.053
O26		confidentiality	0.54	Accepted	≥0.30	0.023
O27		Availability	0.63	Accepted	≥0.30	0.023
G1	Group dimension (0.22)	Facilitate group participation	0.86	Accepted	≥0.30	0.20
G2		Group goals	0.59	Accepted	≥0.30	0.16
G3		Ethical attitude	0.59	Accepted	≥0.30	0.24
G4		Ethical participatory management	0.59	Accepted	≥0.30	0.10
G5		Fair group rewards are correct	0.65	Accepted	≥0.30	0.35
P1	Individual dimension (0.30)	Motivation	0.59	Accepted	≥0.30	0.14
P2		Healthy and effective communication	0.53	Accepted	≥0.30	0.15
P3		work discipline	0.63	Accepted	≥0.30	0.12
P4		Commitment to work	0.58	Accepted	≥0.30	0.09
P5		responsibility	0.63	Accepted	≥0.30	0.18
P6		The power of the soul	0.59	Accepted	≥0.30	0.12
P7		Individual skills (with skills, experience, high work information)	0.58	Accepted	≥0.30	0.12
P8		Individual personality (attention to interests, beliefs, employee morale)	0.85	Accepted	≥0.30	0.85

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First, the structural diagram of the extraction model is presented in the following figure

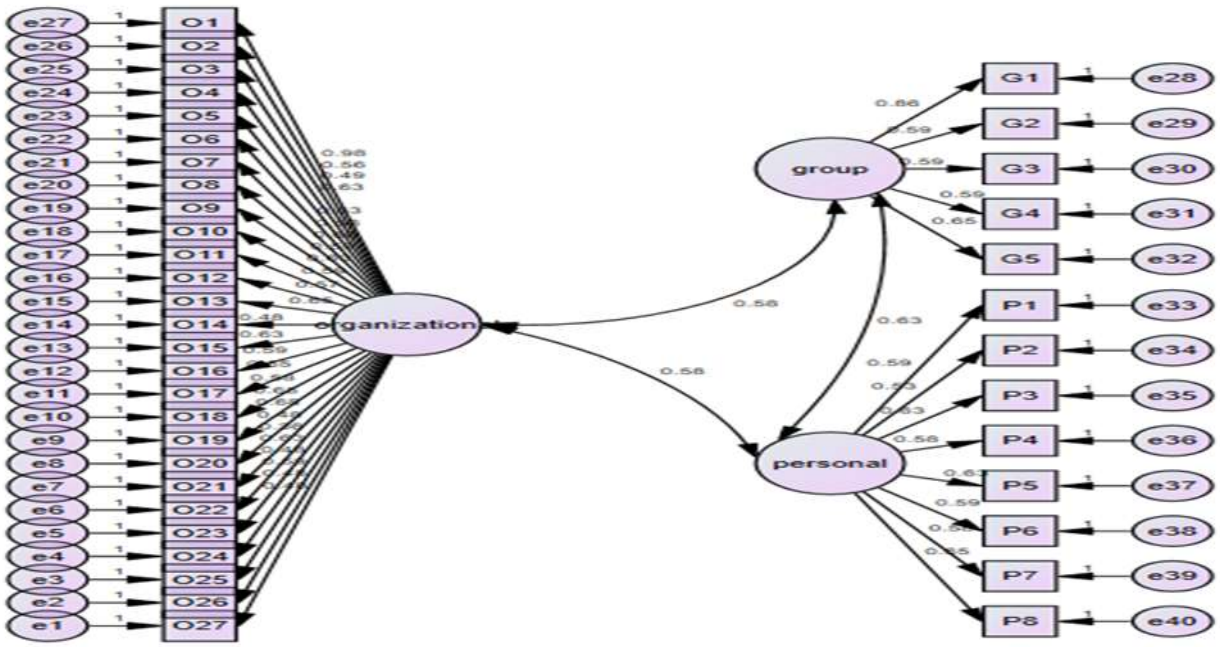


Fig 1: Structural equation model Conceptual model at three levels: individual, group and organizational

As shown in the table 2, all the studied indicators are at a good level of fit. Therefore, it can be said that the fit of the final model is also statistically confirmed. According to the table above, the two values of RMSEA index at the level of 0.044 and chi-square index on the degree of freedom are calculated at 2.59, both of which are presented in their standard. All other fit indices are calculated at the level above 0.9 and this standard indicates the fit of the model under study. Therefore, it can be said that the identified model in the quality sector has been approved by experts and managers.

Table 2: Fit indicators

Indexes	Value	State
TLI	-	Accepted
NFI	0.98	Accepted
IFI	0.98	Accepted
CFI	0.94	Accepted
$\chi 2$ /df	2.59	Accepted
GFI	0.98	Accepted
RMSEA	0.044	Accepted
RMR	0.000	Accepted

Prioritizing the calculated indicators

Hierarchical analysis of group dimension:

As shown in the table 3, the average response of experts to each criterion compared to the other criterion is presented in decimal numbers, and the value of the incompatibility rate is calculated at the level of 0.05. This value indicates the appropriateness of the reliability of the research tool in this section.

Table 3: Paired response matrix of group dimension experts

	G1	G2	G3	G4	G5
G1	-	2.2	2.53	3.2	3.4
G2	-	-	3.2	4.1	3.8
G3	-	-	-	2.2	3.4
G4	-	-	-	-	2.2
G5	-	-	-	-	-

Also, at the group level, the results of comparative analysis have shown that the value of the incompatibility coefficient is calculated at the level of

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0.05. Based on the weights calculated in this section, it can be concluded that the components of fairly correct group rewards with a weight of 0.3, group goals with a weight of 0.1 have the highest and lowest priority and weight, respectively.

Hierarchical analysis of individual dimension:

As shown in the table 4, the average response of experts to each criterion compared to the other criterion is presented as decimal numbers and the value of the incompatibility rate is calculated at the level of 0.08. This value indicates the appropriateness of the reliability of the research tool in this section.

Table 4: Paired response matrix of individual dimension experts

	P1	P2	P3	P4	P5	P6	P7	P8
P1	-	2.2	4.2	2.2	3.6	4.2	1.1	3.2
P2	-	-	4.2	3.5	4.2	3.6	4.5	3.5
P3	-	-	-	2.2	4.2	2.2	3.6	4.2
P4	-	-	-	-	4.2	3.5	4.2	3.6
P5	-	-	-	-	-	4.2	2.2	3.6
P6	-	-	-	-	-	-	4.2	2.2
P7	-	-	-	-	-	-	-	3.5
P8	-	-	-	-	-	-	-	-
CR = 0.08								

In the individual section, the results of hierarchical analysis have shown that in the first step, the incompatibility coefficient has been calculated at the level of 0.08. Also, in prioritizing the indicators, it was found that responsibility with a weight of 0.18 and personal personality, respectively (considering the interests, beliefs, morale of employees with a weight of 0.08, respectively, the highest and lowest weight among the studied indicators, respectively. Are dedicated to themselves.

Hierarchical analysis of main dimensions:

As shown in the table 5, the average response of experts to each criterion in comparison with the other criterion is presented as decimal numbers and the value of the incompatibility rate is calculated at the level of 0.08. This value indicates the appropriateness of the reliability of the research tool in this section.

Table 5: Expert matrix pairwise response matrix

	Organizational	Group	Individual
Organizational	-	3.5	4.2
Group	-	-	3.5
Individual	-	-	-
CR= 0.08			

Finally, in prioritizing the main factors, it was found that organizational factors with a weight of 0.48, individual factors with a weight of 0.3, and group factors with a weight of 0.22 have the highest and lowest weight, respectively, among the main dimensions under study.

Hierarchical analysis of organizational dimension:

Finally, in prioritizing the main factors, it was found that organizational factors with a weight of 0.48, individual factors with a weight of 0.3, and group factors with a weight of 0.22 have the highest and lowest weight, respectively, among the main dimensions under study.

Hierarchical analysis of organizational dimension:

In the analysis of hierarchical analysis of the organizational dimension, the average response of experts to each criterion in comparison with the other criterion is presented as decimal numbers. As shown in the table below, the mismatch rate value is calculated at the 0.09 level. This value indicates the appropriateness of the reliability of the research tool in this section.

In this section, in order to prioritize the studied indicators, the method of comparative analysis has been used. In the first step, to achieve this goal, prioritization was used at the organizational stage.

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The rate of incompatibility at this stage has been calculated at the level of 0.09, which indicates the appropriateness of the pairwise comparison (reliability) and continuous improvement of service delivery with a weight of 0.058 have the highest weight in organizational components.

Discussion

Comparing the findings of this research with the results of reviewing the executive status of Chapter 11 of the Civil Service Management Law in the executive organs of the country as the main axis and subject area of this research is interesting and confirms the results of this research. According to the studies conducted in the studies related to the Sixth Development Plan bill on the subject of performance management, a comprehensive study in this field on the status of executive bodies shows the weakness of executive bodies in many articles. In this research has been studied. But the remarkable point in this regard is that on the one hand, there are no strategic plans and other specific measures and strategies that should be considered for its implementation in affiliated organizations and provincial units of the system. In order to prioritize the ethical authors of the research, hierarchical analysis method and paired comparison test questionnaire were used. Structural equation modeling method in the form of Amo software was used to evaluate the model fit. The results also showed that the level of incompatibility at this stage was calculated at the level of 0.09, which indicates the appropriateness of two-to-two comparison (reliability). Organizational factors with a weight of 0.48, individual factors with a weight of 0.3 and group factors with a weight of 0.22 have the highest and lowest weight among the main dimensions studied, respectively. In order to prioritize the studied indicators, the comparative analysis method has been used. Finally, in prioritizing the main factors, it was found that organizational factors with a weight of 0.48, individual factors with a weight of 0.3 and group factors with a weight of 0.22, respectively. 0 weights have the highest and lowest weights among the main dimensions. In different researches, the results of the present research have been confirmed and, in this regard, various researches (8, 10 and 14-22) can be cited which have referred to organizational indicators such as the results of this research in presenting their comprehensive performance models. During the identification of organizational indicators to provide comprehensive performance models. A comprehensive performance appraisal system should be designed to cover all organizational processes and ultimately be evaluated based on cost-benefit analysis for the organization. In evaluating the performance of organizations' executive processes, financial ratios should be considered as an indicator so that they can finally show the quantitative performance of the organization in the financial period. A comprehensive performance appraisal system should be able to ultimately cover short- and medium-term organizational goals. A comprehensive performance appraisal system should ultimately be able to cover long-term and strategic organizational goals. In designing a comprehensive system of organizational performance, creating flexibility in organizational resources should be considered. In a comprehensive organizational performance system, the information management system must be designed to ultimately lead to accurate information. The decision-making infrastructure in a comprehensive operating system must be fast, consistent and flexible. In a comprehensive performance system, these systems must be designed to ultimately provide appropriate organizational training in all parts of the organization. Due to the fact that this research has been conducted in some government organizations, it is recommended that this research be reviewed in other public and private sectors and compared with the results of this research. The focus of this research is on a comprehensive performance system based on process; it is suggested that research be conducted in the general field. A small part of this research was the analysis of the views of general managers and experts. It is recommended to study the indicators in future researches from the client's point of view.

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Conclusion

Many behaviors and decisions of employees and managers in today's organizations are influenced by their ethical values. Since manpower, both individually and as a group and in interaction with others, is still the most important factor of competitive advantage, people's judgment about the rightness or wrongness of work on the quantity and quality of their performance and consequently, the performance of the organization as a result, its success is greatly affected. Therefore, paying attention to ethics in dealing with internal and external stakeholders, increases the legitimacy of the organization's actions and uses the benefits of increasing multiplicity, ultimately improves profitability and competitive advantage. Therefore, it is necessary for managers to take steps to improve the ethics of the organization. Paying attention to the legitimacy of the organization's actions from the employees' point of view, observing justice in the selection and employment systems, salaries, rewards and promotions, support management. Management of information systems and internal processes, development of the organization's ethical charter, actions tailored to the wishes and sensitivities of society, on issues such as the implementation of ethics training programs for managers and employees and especially the adherence of leaders and managers to ethical principles, are among the actions that organizations can perform. On the other hand, in order to make the performance management system effective and efficient for staff development, there should be a reward or motivation mechanism depending on the level of individual, group and organizational performance based on ethical components that are appropriate to the individual efforts of employees in a government collection is appropriate. In the public sector, there is a large mismatch between the actual level of performance and the level of compensation for paid services or employee motivation. Compensation finance for services or incentives should be pre-planned based on an annual internal budget system. Lack of coordination between performance improvement efforts and related incentives will limit the government's performance management system, and many countries are trying to address these issues, so a comprehensive performance appraisal system should be designed so that all organizational processes evaluate based on cost-benefit analysis for the organization. The comprehensive performance appraisal system should be such that it can ultimately include short-term and medium-term organizational goals and on the other hand long-term and strategic organizational goals. Also, in designing a comprehensive organizational performance system, flexibility in organizational resources should be considered and information management system should be designed in a way that ultimately leads to accurate information. One of the ways to achieve the goals mentioned in the comprehensive performance system is to pay attention to ethical principles and outline comprehensive performance management based on an ethical approach. In terms of identifying ethical issues in employee performance management and presentation at home and abroad has not been studied. For this reason, in this study, an attempt has been made to identify and rank the ethical dimensions to strengthen the performance management system of employees. Because a transparent, efficient and fair performance appraisal system creates the ground for fair growth and development among employees and causes a continuous and continuous improvement of the organization's performance. It is necessary to observe ethics in the organization so that on the one hand it does not aggress the society and on the other hand, it guarantees its long-term interests by making rational and wise decisions. One of the concerns of managers in this field is how to internalize and institutionalize ethics. Therefore, in order to institutionalize ethics, it is recommended to focus on the appropriate design methods of human resource management systems such as employment, training, etc., and in the next steps to take structural, value, cultural and regulatory methods.

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Ethical Consideration

Ethical issues (such as plagiarism, conscious satisfaction, misleading, making and or forging data, publishing or sending to two places, redundancy and etc.) have been fully considered by the writers.

Conflict of Interest

The authors declare that there is no conflict of interests.

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