

IDENTIFYING THE VARIABLES AND INDEXES OF ORGANIZATION PERFORMANCE IN THE PUBLIC SECTOR ORGANIZATIONS OF IRAN

Karam Khalili^{1*}, Iraj Soltani², Mehdi Nafar³

Abstract: This study aims to identify the variables and indexes of organizational performance in the public sector organizations of Iran. The study method is quantitative. The statistical samples of the study include two groups of the critics, and managers and experts in the public sector organizations of Ilam province. The numbers of statistical samples in the Delphi technique part include 12 critics and 472 managers and experts. The perpetuity of the questionnaire and its justifiability have been confirmed by the critics of management, and by the use of Crown Bach's ($\alpha = 0.85$), respectively to analyze the data the confirmatory variable Analysis was employed. The Finding Showed that the organizational performance in the dimension of the process include seven variables of planning, effective leadership, citizen-centered, ethicality, structure reformation, and management; among which the planning variable coefficient equaling 0.94 and the structure reformation variable coefficient equaling 0.68 were the most efficient and the least efficient variables, respectively. Also, the dimension of the results includes 3 variables of the results for the organization sample, the results for the personnel sample, and the result for population sample so that the results for population sample with the coefficient equaling 0.90 and the results for the organization sample with the coefficient equaling 0.70 were the most efficient and the least efficient variables respectively.

Key words: Public sector organizations of Iran, organizational performance

INTRODUCTION

The global changes and metamorphism from one side, and the outlook the clients and citizens about the organizations from other side, make it inevitable for the private and public organizations to undergo mutations. In this regard, during the previous decades the performance management systems have received attention. In the private sector organizations, they manage and assess their performance by using models such as balanced preferential card, A.F.Q.M model and other models, and by focusing on goals such as profitability, income efficiency growth; but, in

¹ Ph.D. of Public Managemtn, Faculty of management, Islamic Azad University Khorasgan Branch, Isfahan, Iran, E-mail: Karam.khalili@yahoo.com

² Assistant Prof, Faculty of Management Islamic Azad University Khorasgan Branch, Isfahan, Iran, E-mail: I.soltani@msc.ir

³ Assistant Prof, Faculty of Management University Branch, Isfahan, Iran, E-mail: mnafar@yahoo.com

the public sector organizations, they do not know exactly what to manage and assess due to the nature of their duty and their distinct services in comparison to the private sector organizations. The public sector organizations suffer severely from inadequacy in the extent of performance management (Modll, 2005). Although, it has been for a quarter of a century that the performance management is present in the public sector, but there are still important problems and there have not been desirable improvements on the performance, answering, and the clearance and quality of the services (Friro and *et al.*, 2009). The definition and the codification of the goals at one side, and the assessment of the performance from another side are the most important issues confronting the present senior managers (Farhangi and *et al.*, 2013). It is not possible to access superior performance and to gain optimized results unless there is considered a codified program in from of a unified system. This system should be able to plan the performance and codification of the programs execution by using proportionate executing systems with the aid from performance assessment systems which help to optimize the performance (Pirooz and *et al.*, 2010). Of course, there are several beneficiaries in the public organizations; these organizations should be answering the demands of these beneficiaries. Then, it is possible that without a necessary performance management system which is used for the performance assessment of the public sector be contradictory. Multiple goals, which are ambiguous to some extent, of the public sector mean that the measurement of the performance related to these goals be comes difficult to a degree. Individuals react to performance management systems in ways that maximize their own advantages and benefits (Wilson and *et al.*, 2003). The definition and modification of the unified ordered management performance, and the indexes and variables of the performance measurement make it difficult to answer the demands of the beneficiaries. Identifying proper goals and adopting suitable performance indexes increases the efficiency and operation of the organization and fortifies the trustfulness of the individuals to the state and improves the legitimation of administrative system.

Since 1980, the states in the developed and under developing countries have made some efforts to reform the actions in the public sector. Then during the past 3 decades there have arisen some discussions and discourses about the best method, outlook, and theory or guideline to renew the public organizations such that it leads to the improvement of efficiency and operation, and in general, the total performance in the public services. In our country, also, in the plans for Development overs years and according to44 statement of constitutional Law with respect to the goals of the 20 years outlook which has been arranged by the reverend High Leadership, the administrative system which one of its axial points was the performance management in order to augment the performance of the public organizations was reformed and codified. In the 5th Development plan the title “the efficiency and the performance management” constitutes on of the 10 axial

points in the assessment of the public organizations. It must be mentioned that although the present system of performance assessment governing the public organizations of Iran has made forward advancements, but it has not been much successful. The lack of managerial controls, or, in better words the lack of performance management and negligence of implementing a proper assessment model can create more problems which culminate in the loss of the efficiency and the operation of the organizations (Tabrasa, Ghafoori, 2007). Then, it is necessary to develop a proper model which is clear enough, executable, and can satisfy the demands of all beneficiaries. Generally, the importance of this study can be summarized as the following:

1. To aid the implementation of comprehensive performance management system in the organizations
2. To aid the programmers in order to review the indexes of performance management
3. To develop the performance-oriented payment system
4. To aid the advancement of safe administrative system
5. To aid the advancement of qualified public services and the advancement of individuals' consent

THE STUDY OBJECTIVES

- Identifying the variables and indexes of performance process in the organizational level
- Identifying the variables and indexes of performance results in the organizational level

RELATED WORKS

The concept and variables of the performance

The present era is dominated by the performance management (Zahed; Yavari, 2013). By the introduction of public management tremor called the managerial revolution which occurred in most of the developed countries during 1990's in lieu of governing simple matters it was emphasized on the methods of professional management including the performance management, quality of the services, and the risk management (Ebadi; Pirannejad, 2014). There are different views about the concept of the performance; the performance can be assumed solely in relation to the obtained results. With respect to individuals, the performance points to their history of gains (Armstrong, 2005). Kein (1996) States that the performance includes every thing that the individual leaves behind as his history and it is created regardless of results. Beranding and *et al.* (1995) define the performance as the gained results that hold the strongest binds with the strategic objectives of the

organization, the client's consent, and financial in comes. The concept of the performance is defined by Bramback as: "the performance includes both the behaviors and the results" (Bramback, 1998). Some refer to the offer of services which covers the inputs (the resources), activities (the outputs), and the consequences. Still, other dimensions include some causative concepts such as functionality economical advantage, affectivity, efficiency, affectivity cost, optimization, stability, and connectedness; the performance is often introduced by these variables (poister, 2003 bevan, 2006 ouckaert, 2006t °, 2005 pollitt; frayier, 2009). The performance management is a guiding and unified process which provides the stable success of organizations by expanding individual and group capabilities and it operates with the improved individuals' performance in the organizations (Safari and *et al.*, 2011). Quoting Book art and Hallivan the performance management is a unified series of planning and reviewing methods that the organization employs to establish the relationship between individuals and to advance the total guidelines of the organization. The performance management uses interrelated guidelines and activities to improve the performance of individuals, teams, and organizations, and to access the objectives and consequences (zahedi; Yavari, 2013). The performance management is the creation of a system to employ the information about the measurement of the organization performance through employing the results of the performance assessment to identify the objectives, allocation of the resources, and informing the managers in order to keep or change the present guidelines to achieve the objective (Li, 2001). The theoretical analysis of the management principles shows that there are different outlooks operating and profuse in the performance management; also, the diversity of outlooks leads to the emergence of different patterns and frameworks in the organizations. From one point of view the performance management is divided into two outlooks which are namely "process oriented performance management" and "results oriented performance management" (Magee, 2002). In the process oriented performance management view, the behaviors in the work time receive special attention, but in the results oriented performance management view the outputs due to work process are considered. In the third approach has been formed according to the definition by Bramback who considers the performance to be a combination of behaviors and results, which is called mixed model of performance management. According to this approach, in the performance management both of the inputs (behaviors) and outputs should be regarded (Brumbach, 2009). The individuals' performance can be assessed and evaluated regarding different view points. In a hierarchical approach, the different variables used to assess and analyze the performance can be classified into dimensions variables, and indexes. This dimension refers to some main variables that consist of many sub variables and their significant addition constitutes a variable that can be easily assessed and evaluated.

The concepts and variables of the performance management

The category of performance evaluation includes what “must to be” and “what is to be”. By using the assessment the crack between the performance and the objective becomes accessible. The evaluation and the organizational performance management systems are not considered and independent system rather they are systems which interact with other systems such as planning, budgeting, process optimization, and modeling so that by such an interaction the protection of these systems and processes be comes necessary for the assessment system of organizational performance to be effective. The assessment system of organizational performance plays an important role in the protection of other systems such as screen and report system, guiding planning, financial management and budgeting, programs management, program scaling, the individual performance management, the quality and process improvement, management of treaties, external modeling, communications and...(Bevan, 1991; Poister, 2003). The variables of the organizational performance are outputs such as functionality, the affectivity, the responsibility, and the democratic consequences (the veracity, the partnership, and answering) (Fryer, 2009) are variables such as answering, clearance, the quality of services, the client services, functionality, the resources allocation and rendering value for the individuals (Zahedi and Yavari, 2013).

The Methodology

The study was conducted in two steps. In the first step, the Delphi Technique method on the view of the management experts was employed to identify the variables and indexes of organizational performance in the public organizations of Iran. In the second step, to confirm the variable and indexes and their interrelationships the questionnaire was employed. Since, in both steps of the study to acquire the information the questionnaire was employed, so the study is quantative. Besides, due to Theoretical evaluations and studies, this study becomes descriptive; and, since in the second step we are after the study questions, it becomes an applied study. The statistical samples in this study were the experts and managers of the public organizations in Ilam province who amounted to 4451 individuals; them using Kokaran’s formula the sample body was calculated to be 472 individuals. The sample selection was performed by using random ordering sampling method.

THE FINDINGS

The Findings of the Delphi part

In this section, by using theoretical studies, and by performing Delphi technique the indexes of organizational performance were identified. Also, by using the statistical method of Kendal’s Harmonic coefficient the less important indexes were

eliminated and the final indexes were acquired. The final indexes are represented on Table 1.

Table 1
The identified organizational of the process dimension in the view of experts

<i>Indexes of organizational process</i>	<i>Number</i>	<i>Mean score</i>	<i>standard deviation</i>	<i>Kendal's coefficient</i>
Strategic planning	12	4.8	0.4	0.8
Systematic attitude	12	4.7	0.4	0.7
Strategic reasoning	12	4.9	0.3	0.8
Joint work	12	4.5	0.6	0.8
Variation management	12	4.2	0.6	0.6
Organization justice	12	4.4	0.5	0.6
Empowering	12	4.5	0.5	0.7
Organizational clearance	12	4.3	0.9	0.8
Constant improvement	12	4.4	0.7	0.7
Client veneration	12	4.6	0.5	0.8
Quality management	12	4.7	0.5	0.9
Legalism	12	4.5	0.5	0.8
decentralization	12	4.1	1	0.7
Administrative safety	12	4.7	0.5	0.7
Knowledge management	12	4.5	0.7	0.6
Costs management	12	4.3	0.8	0.8
Budget management	12	4.3	0.8	0.5
Organizational learning	12	4.3	0.7	0.6
Adequacy	12	4.7	0.5	0.8
Team building	12	4.5	0.7	0.5
Proper organizational communications	12	4.6	0.8	0.6
Privatization	12	4	0.8	0.5
Externalization	12	4.1	0.7	0.5
The improvement of methods and approaches	12	4.2	0.6	0.6
swiftness	12	4.4	0.7	0.7
Extending human resources	12	4.6	0.7	0.8
Observance of women's rights	12	4	0.9	0.6
Management in formation systems	12	4.4	0.8	0.7
Providing electronic services	12	4.5	0.7	0.6
Organizational responsibility	12	4.8	0.4	0.6
Control and supervision	12	4.3	0.7	0.7
Performance assessment	12	4.5	0.7	0.8
Ease of access for clients	12	4.4	0.7	0.8
The fastness of services	12	4.6	0.5	0.8

Table 2
The identified organizational indexes of the results dimension in the view of experts

<i>Indexes of organizational results</i>	<i>Number</i>	<i>Mean score</i>	<i>Standard deviation</i>	<i>Kendal's coefficient</i>
Efficiency	12	4.8	0.4	0.9
Effectiveness	12	4.8	0.5	0.9
Functionality	12	4.7	0.5	0.9
Quality improvement	12	4.7	0.5	0.8
Ecological conservation	12	4.4	0.7	0.6
Public consent	12	4.8	0.5	0.8
Client's consent	12	4.8	0.5	0.8
Personnel consent	12	4.8	0.4	0.8
Stockholders'' consent	12	4.6	0.5	0.7
Cost reduction	12	4.6	0.8	0.7
Providers' consent	12	4.3	0.5	0.6
Public confidence in the organization	12	4.4	0.5	0.9
Discontents decrease	12	4.6	0.5	0.7
Quality of working condition	12	4.3	0.7	0.7
Job promotion	12	4.2	0.6	0.8
Absence reduction	12	4	0.8	0.6
Transition reduction	12	4.5	0.9	0.6
Organizational loyalty	12	4.3	0.8	0.8
Organizational answering	12	4.6	0.6	0.8

According to table 1, a number of 34 process indexes and a number of 19 results indexes of performance have been identified. In the next step, categorizing the indexes, they were divided into 7 process variables and 3 results variables. These results are represented on table 3.

Table 3
The final organizational indexes and variables

<i>The indexes and variables of organization process</i>		<i>The indexes and variables of organization results indexes</i>	
<i>Variables</i>	<i>Indexes</i>	<i>Variables</i>	<i>Indexes</i>
Planning	1- Strategic reasoning 2- systematic attitude 3- strategic planning	Results for the personnel	1- the personnel consent 2- quality of working condition 3- absence reduction 4- transition reduction
Effective leadership	1- variation management 2- human resources management	Results for the organization	1- high production 2- cost reduction 3- effectiveness

contd. table 3

<i>The indexes and variables of organization process</i>		<i>The indexes and variables of organization results indexes</i>	
<i>Variables</i>	<i>Indexes</i>	<i>Variables</i>	<i>Indexes</i>
Citizen- centered	3- empowering	Results for the community	4- efficiency
	4- cost management		5- improved product
	5- constant improvement		6- discontent decrease
	6-control and supervision		1- quality of services
	1- client veneration		2-organization answering
	2- rapid providing of services		3- citizens' consent
Organizational ethics	3-ease of providing services	4- ecological conservation	5- providers' consent
	1- sense of responsibility	6- stockholders' consent	7- public confidence in the organization
	2- administrative safety		
	3- organizational justice		
	4- observance of women rights		
Culture	5- legal clearance		
	1- joint work		
	2- suitability		
	3- organizational learning		
Structural changes	4- legalism		
	1- decentralization		
	2- team building		
	3- swiftness		
Process management	4- proper organizational communications		
	1- the improvement of methods and approaches		
	2- externalization		
	3- privatization		
	4- performance assessment		
	5-providing of electronic services		
	6- quality management		
7- constant reform and improvement			

As it has been represented on table 3 the variables of organizational performance include planning, effective leadership, citizen-centered, ethics, culture, structural changes, and process management. The variables of organizational results include the results for organization, the results for the personnel, and the results for the community.

THE FINDINGS OF THE QUANTATIVE SECTION

The confirmative variable analysis

To confirm the relationship between dimensions, variables, and indexes the questionnaire of model validation was distributed among the managers and experts in the public organizations of Ilam province. Afterwards, having performed the confirmatory variable analysis by using Lizrel software, the final model of variables and indexes of performance management was identified.

The results of the first and second ordered confirmatory variable analysis of the organizational processes and results show that the measurement model is suitable and all numbers and parameters of the model are significant. Also, the results indicate that there is a positive and significant correlation between the indexes and variable of team process. Table4 and Table5 represent the coefficients of direct and indirect dimensions coefficients of the variables, respectively.

Table 4
The effect coefficients of the organizational performance dimensions

<i>Performance dimensions</i>	<i>Effect</i>	<i>Path coefficient</i>	<i>T-test</i>	<i>Result</i>
The dimension of organizational results	Direct	0.88	12.36	Positive and significant effect
The dimension of Organizational performance process	Direct	0.82	12.91	Positive and significant effect

According to the results represented on Table4 and according to the confirmatory variable analysis the standard coefficients of the team results and process are 0.88 and 0.82 respectively, that show a positive and significant relationship between the team performance dimensions.

Table 5
The mean scores and effect coefficients of the process and results performance variables

<i>Variables</i>	<i>Indexes</i>	<i>Mean score</i>	<i>Effect coefficient</i>	<i>T-test</i>	<i>Error percentage</i>
Organizational processes	Planning	4.56	0.94	9.87	0.12
	Leadership	4.78	0.86	9.34	0.21
	Citizen-centered	5	0.8	7.76	0.36
	Ethicality	4.87	0.78	6.55	0.39
	Culture	4.44	0.76	7.02	0.42
	Process management	4.8	0.83	8.14	0.31
	Structural reform	4.51	0.68	7.62	0.54
	Results for the personnel	4.82	0.81	7.58	0.34
Organizational results	Results for the organization	4.7	0.75	8.67	0.44
	Results for community	5	0.9	9.1	0.19

According to the results on table4 and according to the confirmatory variable analysis all the variable coefficients are greater than 0.05; and, all the significant are greater than 1.96, which show that there is positive and significant relationship between the variables and team performance.

The assessment of the final model test the fit indexes of the model are Normed Fit Index (NFI), Good of Fit Index (GFI), and Adjusted Goodness of Fit Index (AGFI). For these indexes the more is the value of the index, the model will enjoy better fit. Table5 represents the most important indexes of the model test.

Table 6
Indexes of model test

<i>Index name</i>	<i>The gained values</i> <i>The gained value</i>	<i>Allowance limit</i>
K ² of freedom	1.366	<3
GFI	0.94	>0.90
RMSEA	0.73	<0.80
CFI	0.96	>0.90
AGFI	0.93	>0.90

All these indexes the model fit with the observed data because the value of freedom is less than 3, and the index of RMSEA is less than 0.08, and all the other

indexes are acceptable, too. In other words, study model is significant and acceptable. The final model of the variables and indexes of team performance has been represented in fig. 1.

The final Indexes of organizational performance

CONCLUSIONS AND SUGGESTIONS

In this study, the variables and indexes of organizational performance management in the public organizations of Iran have been identified and assessed. In the previous studies, the definitions, concepts, and variables of organizational performance management have been sporadically referred to; but, there is no comprehensive model which covers all the organizational variables and indexes. In this study, the important indexes of organizational performance were identified and confirmed by using the view points from the experts. The variables and indexes of organizational performance in the public organizations of Iran are classified into two dimensions of results and processes.

The process variables in the dimension of organizational performance management in the public organizations of Iran include: planning, leadership, citizen-centered, ethicality, organizational culture, processes management, and structural reform; which the planning with the coefficient value of 0.92 and the structural reform with the coefficient value of 0.68 hold the greatest and the least effects among the variables, respectively. The variable of planning includes the strategic reasoning, systematic attitude, and strategic planning; which, among them the strategic planning with coefficient value of 0.85, and the systematic attitude with coefficient value of 0.78 have the greatest and the least effects, respectively. The variable of effective leadership includes the variation management, human resources management, empowering, cost management, and control and supervision; which, among them the human resources management with the coefficient value 0.71, and the control supervision with the coefficient value of 0.61 have the greatest and the least effects, respectively. The variable of citizen-centered includes client veneration, the pace of providing services, and the ease of providing services; which, among them the client veneration with the coefficient value of 0.87, and the ease of providing services with the coefficient value of 0.66 have the greatest and the least effects, respectively. The variable of ethicality includes responsibility sense, administrative safety, and the observance of women's rights; which, among them the responsibility sense with the coefficient value of 0.84, and the observance of women's rights with the coefficient value of 0.69 have the greatest and the least effects, respectively. The variable of organizational culture includes joint work, adequacy, organizational learning and legalism; which among them the organizational learning with the coefficient value of 0.89, and the legalism with the coefficient value of 0.69, have the greatest and the least effects, respectively.

The variable of structural reformation includes decentralization, team building, swiftness, and proper organizational communication; which, among them the swiftness with the coefficient value of 0.84, and the proper communication with the coefficient value of 0.71 have the greatest and the least effects, respectively. The variable of processes management includes externalization, Privatization, providing electronic services, performance assessment, reformation of methods and approaches, quality management, and constant improvements; which, among them the performance assessment with the coefficient value of 0.86, and the externalization with the coefficient value of 0.72 have the greatest and the least effects, respectively.

According to the extracted model, the results variables in the public organizations of Iran include: the results for the personal, the results for the organization, and the results for the community; which, among them the results for the community with the coefficient value of 0.90, and the results for the organization with the coefficient value of 0.75 have the greatest and the least effects, respectively. The variable of the results for the personnel include the personnel consent, the quality of work life, decrease of personnel absence, and the decrease of personnel transition; which, among them the index of work life with the coefficient value of 0.84, and the index of absence decrease with the coefficient value of 0.72 have the greatest and the least effects, respectively. The variable of the results of the organization includes: high production, cost reduction, effectiveness, efficiency and functionality; which, among them the index of effectiveness with the with the coefficient value of 0.87, and the functionality with the coefficient value of 0.55 have the greatest, and the least effects, respectively. The variable of the results for the community includes: quality of services, organizational answering, citizen' consent, stockholders' consent, the confidence in the organization and the ecological conservation; which, among them the index of the public confidence in the organization with the coefficient value of 0.85, and the stockholders' consent with the coefficient value of 0.50 have the greatest and the least effects, respectively.

SUGGESTIONS

- * The alteration of the attitudes and augmenting the beliefs and knowledge of managers about the performance management and focusing on synchronous individual, team, and organizational performance and avoiding mono dimensional outlook of individual performance through education.
- * Implementation of the present model in the public organizations.
- * The public organizations are to have strategic planning with regard to the identified variables. To fulfill it, the senior managers should encourage this outlook by systematic reasoning through educating all the personnel in the organization.

- * To carry out the strategic plans and performance management, it is necessary to have upbringing managers. Then, through proper education the background for leadership advancement in the public organizations be provided and the managers in every level should be assessed by using leadership indexes.
- * Rendering culture and introducing a colorful work culture and providing the requirements of creativity and novelty in order to provide much the better public services to the community.
- * According to the third variable, the administrative ethics and its dimensions are taught for all individuals; and, an ethical charter be provided and publicized in all layers of the organization.
- * According to the fourth variable, the veneration of clients is accepted as a principle in all walk of the organization; and, this principle be considered in the annual performance assessment of all the units and individuals.
- * Swiftness and minimization of public organizations be carried out to eliminate borouchracy and to decrease the public expenses according to the indexes of this study, and performing the structural reformation as an index of annual assessment be considered.

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