The Implementation of Office Automation Effect on the Performance of Employees in Municipalities in the Province of Western Azerbaijan

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Abstract

Present study has been done in order to the implementation of office automation affect on the performance of employees in municipalities in the Province of Western Azerbaijan. The method of study was causal-comparative. 331 samples were selected by random sampling. For automation of data collection questionnaire and employee performance scores were used. Automation reliability Cronbach's alpha 0.88 was calculated with the formula. The results of statistical analysis showed that: the implementation of office automation on the performance of employees in municipalities in the province of Western Azerbaijan is not effective.

Keywords: Organizational Performance, Municipalities.
Introduction

Performance management (PM) includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product of service, as well as many other areas. PM is also known as a process by which organizations align their resources, systems and employees to strategic objectives and priorities (Olsen, 2011). Performance management as referenced on this page in a broad term coined by Dr. Aubrey Daniels in the late 1970s to describe a technology (i.e. science imbedded in applications methods) for managing both behavior and results, two critical elements of what is known as performance (Daniels, 2004).

This is used most often in the workplace, can apply wherever people interact — schools, churches, community meetings, sports teams, health setting, governmental agencies, social events and even political settings - anywhere in the world people interact with their environments to produce desired effects. Armstrong and Baron (1998) defined it as a “strategic and integrated approach to increase the effectiveness of companies by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. It may be possible to get all employees to reconcile personal goals with organizational goals and increase productivity and profitability of an organization using this process (Zaffron, 2009). It can be applied by organizations or a single department or section inside an organization, as well as an individual person. The performance process is appropriately named the self-propelled performance process (SPPP).

First, a commitment analysis must be done where a job mission statement is drawn up for each job. The job mission statement is a job definition in terms of purpose, customers, product and scope. The aim with this analysis is to determine the continuous key objectives and performance standards for each job position. Following the commitment analysis is the work analysis of a particular job in terms of the reporting structure and job description. If a job description is not available, then a systems analysis can be done to draw up a job description. The aim with this analysis is to determine the continuous critical objectives and performance standards for each job.

Managing employee or system performance and aligning their objectives facilitates the effective delivery of strategic and operational goals. Some proponents argue that there is a clear and immediate correlation between using performance management programs or software and improved business and organizational results. In the public sector, the effects of performance management systems have differed from positive to negative, suggesting that differences in the characteristics of performance management systems and the contexts into which they are implemented play an important role to the success or failure of performance management (Nielsen, 2013; Swiss, 2005). For employee performance management, using integrated software, rather than a spreadsheet based recording system, may deliver a significant return on investment through a range of direct and indirect sales benefits, operational efficiency benefits and by unlocking the latent potential in every employees work day (i.e. the time they spend not actually doing their job). Benefits may include:

Direct financial gain,
Grow sales
Reduce costs in the organization
Stop project overruns
Aligns the organization directly behind the CEO's goals
Decreases the time it takes to create strategic or operational changes by communicating the changes through a new set of goals

Motivated workforce

- Optimizes incentive plans to specific goals for over achievement, not just business as usual
- Improves employee engagement because everyone understands how they are directly contributing to the organizations high level goals
- Create transparency in achievement of goals
- High confidence in bonus payment process
- Professional development programs are better aligned directly to achieving business level goals

Improved management control

- Flexible, responsive to management needs
- Displays data relationships
- Helps audit / comply with legislative requirement
- Simplifies communication of strategic goals scenario planning
- Provides well documented and communicated process documentation

In organizational development (OD), performance can be thought of as Actual Results vs Desired Results. Any discrepancy, where Actual is less than Desired, could constitute the performance improvement zone. Performance management and improvement can be thought of as a cycle:

1. Performance planning where goals and objectives are established
2. Performance coaching where a manager intervenes to give feedback and adjust performance
3. Performance appraisal where individual performance is formally documented and feedback delivered

A performance problem is any gap between Desired Results and Actual Results. Performance improvement is any effort targeted at closing the gap between Actual Results and Desired Results.

Other organizational development definitions are slightly different. The U.S. Office of Personnel Management (OPM) indicates that Performance Management consists of a system or process whereby:

1. Work is planned and expectations are set
2. Performance of work is monitored
3. Staff ability to perform is developed and enhanced
4. Performance is rated or measured and the ratings summarized
5. Top performance is rewarded (Zaffron, 2009).

Erica Olsen notes that "Many businesses, even those with well-made plans, fail to implement their strategy. Their problem lies in ineffectively managing their employees once their plan is in place. Sure, they've conducted surveys, collected data, gone on management retreats to decide on their organization's direction-- even purchased expensive software to manage their process-- but somewhere their plan fails" (Olsen, 2011).

Performance management and performance appraisals have a significant overlap. In general, there are three type of performance management: long-cycle, short-cycle, and micro.

Long-cycle Performance Management
Long-cycle Performance Management is usually done on an annual, every 6 months, or quarterly basis. From implementations standpoint, this area is the one that has traditionally received the most attention. This is so for historical reasons, as most performance management techniques/styles predate use of computers.

Short-cycle Performance Management
Short-cycle Performance Management (which overlaps with principles of Agile Software Development) is usually done on a weekly, bi-weekly, or monthly basis. From the implementation standpoint, this sort of management is industry-specific.

Micro Performance Management
Micro Performance management is generally done on a by-minute/hour/day basis.

Performance Management is one of the key processes that, when effectively carried out, helps employees know that their contributions are recognized and acknowledged. Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and evaluating results. Overseeing performance and providing feedback is not an isolated event, focused in a performance assessment or evaluation. It is an ongoing process that takes place throughout the year. The Performance management process is a cycle, with discussions varying year-to-year based on changing objectives.

The cycle includes Planning, Checking-In, and Assessment.

• To begin the planning process, you and your employee review overall expectations, which include collaborating on the development of performance objectives. Individual development goals are also updated. You then develop a performance plan that directs the employee's efforts toward achieving specific results to support organizational excellence and employee success.
Goals and objectives are discussed throughout the year, during check-in meetings. This provides a framework to ensure employees achieve results through coaching and mutual feedback.

At the end of the performance period, you assess the employee's performance against expected objectives, as well as the means used and behaviors demonstrated in achieving those objectives. Together, you establish new objectives for the next performance period. Cornell is striving to standardize administrative processes and tools across campus to create efficiencies and to increase effectiveness. Consistent performance management processes, assessment tools, ratings, and development plans help increase the effectiveness of supervisors and employees within and across units.

Performance Management Process

An Effective Performance Management Process (PMP):

- Maximizes staff engagement, development, and performance
- Is consistent across units to enhance full development and utilization of talent
- Remains flexible, efficient, measurable, fair, transparent
- Provides better alignment of staff roles and goals with the university’s mission
- Is a key component to Cornell’s inclusion efforts
- Promotes on-going and proactive succession management
- Cornell’s Performance Management Philosophy:
  - Addresses the relationship of employees to the institution, from the time they are recruited, through their growth and development, to the time they depart
  - Engages and develops employees throughout the year
  - Establishes goals and measures performance to those goals
  - Depends on the supervisor giving clear, developmental feedback
  - Includes a review of past performance and goals and focuses on future development opportunities that are aligned to individual, unit, and university goals

Methodology

Statistical population of this research was 2292 persons from employees of Western Azerbaijan municipalities, and the sample size of this research was 331 persons based on Morgan Table, which has been chosen by simple random sampling method. Questionnaire has been used to gather data. Automation implementation questionnaire and performance
scores was used. The scale of questionnaire is Likert and has 5 degrees of freedom. Opinions of supervisor professors and other experts has been used to check the validity of questionnaire and its pilot implementation has been used to estimate the reliability of questionnaire on 30 persons. Cronbach's alpha obtained from pilot implementation of questionnaire was higher than of 0.7, and the questionnaire has acceptable reliability.

**Results**

1. Performance of employee was not predictable based on implementation of automation.

Regression test has been used to measure the probability of performance prediction based on automation implementation.

*Table 1. Results of regression analysis of automation implementation in explaining the performance*

<table>
<thead>
<tr>
<th>R</th>
<th>Beta</th>
<th>Coefficient of determination</th>
<th>T</th>
<th>Sig</th>
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<tbody>
<tr>
<td>0.29</td>
<td>0.062</td>
<td>0.084</td>
<td>0.87</td>
<td>0.38</td>
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According to Table 1, it can be seen that the amount of significance level of automation implementation in explaining the PM is higher than 0.05 (Sig>0.05), therefore it has not a significant contribution for predicting the criterion variable. The coefficient of determination obtained from statistical test, it can be said that automation is not capable of predicting PM.

**Conclusion**

The results of Pearson correlation test showed a significant relationship between employee performances with the implementation of automation there. According to the regression test results also show that the achieved significance level, the implementation of automation in performance prediction and statistically meaningful contribution not able to account for employee performance is not significant. The results of the research results and intellectual Ahmadi (2014), Sheikh Bklv et al (2013), currency exchange, and Ali Pur (2011), Kia Rahimi et al (2013), Gnjy~Nya and Hbyb~Zadh (2012), Saatchi ( 2009), Ptrymlks (2011), Who (2015) based on new technologies related to employee performance, as well as research Ahmadi et al (2011), Ghasemizad and colleagues (2012), redemption and colleagues (2010), Chang et al. (2011), Wu and Wang (2012) are non-aligned.
References

A Handbook for Measuring Employee Performance, by the US Office of Personnel Management


