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EVALUATION THE PERFORMANCE OF STRATEGIC PLANNING ON THE SOCIAL SECURITY ORGANIZATION OF WEST AZERBAIJAN PROVINCE BASED ON BSC MODEL

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ABSTRACT

The purpose of this research was to study West Azerbaijan social security cure management strategic planning based on «BSC» model. Method of this descriptive research was a survey, of which 106 employees of the Social Security Organization in West Azerbaijan were selected using stratified random sampling method as research sample. Data collection was used by standard strategic planning questionnaire based on Kaplan and Norton model. Assessing the reliability by Cronbach's alpha coefficient, strategic planning questionnaire obtained as $91\% = \alpha$. After collecting data and on the basis of hypotheses and research questions have been analyzed using t-test and one-sample t-test and Pearson correlation coefficient. The results showed that in studying the position of west Azerbaijan social security management strategic planning based on (BSC) model (Financial, Customer, Internal Business Processes, Learning and growth). The results showed that in studying the status of strategic planning in social organization of West Azerbaijan Province based on BSC (financial, customer, internal processes, learning and growth) shows significant differences between the sample mean and the statistical population mean; furthermore, by studying demographic variables of 'age, gender and work experience" significant differences in statistical views about results of strategic planning has been observed.

Keywords: *Balanced Score Card (BSC), Customer, Financial, Learning and Growth, Internal Processes*

INTRODUCTION

Today organizations encounter with big challenges in unstable and competitive markets around the world. Organizations should follow a kind of planning to overcome to these challenges. This planning must be provident and environment-oriented and also can notice environmental factors and evolutions and determine their effects on organization and its reaction with them in a long term period (Yang *et al.*, 2010). Organization's survival and existence and its development need to understand environment opportunities, market changes and strategic planning and choosing the suitable and effective strategy. Effective strategy is a kind of strategy that brines competitive advantage and strategic profit for organization (Ko and Lee, 2000).

Strategic planning includes a group of theories and frames helps managers to think and plan by tools and techniques. Creative and unique strategies that are outcome of strategic design should be operational using convergent thinking and analyzing. The object of strategic planning process is to codification competitive strategies the most important parting edification these strategies is the accurate choosing of strategies because every organization has unlimited resources and also with a mistake strategy a company may fail and can't amend itself easily. A strategy is a comprehensive program to work that specifies the organization's main directions and gives guidelines to allocate the resources to achieve organization's long term goals choosing suitable strategy is a complicate and risky effort, because each strategy leads the organization toward a specific competitive environment. A strategy specifies that how an organization wants to bring benefit for its stockholders, customers and citizens. Before developing the strategies managers should analyses the mobility of markets in ideal industry and also survey resources and capability of market and understand it (Lee and Sai, 2000). Strategies can be defined from at least 2 aspects: 1) what does an organization want to do 2) What does the organization do finally? According to the first point the strategy is a comprehensive program to define and achieve two goals and to implement its mission, and codification of the strategy should be completed during a process. From the second point

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strategy is a pattern that an organization use it to answer to the environment during the time (Ape and Ko, 2004). So, the purpose of this study is to study west Azerbaijan social security cure management strategic planning based on «BSC» model.

BSC: BSC model has a conceptual frame that changes organization strategic goals to measurable indicator and create a balanced dealt between organization important parts. In another word with this model, to measure the function of each organization the main aspects should be emphasized. These aspects are:

Financial aspects, customer, interior processes, learning and growth. Some indicators are for measuring the level of development and achieving to missions and the organizational goals, but other indicators are used in long term measurement and notice the level of future successes. By categorizing the scores an organization can control its current function in each sector like financial function, customer satisfaction and the results of operational process and also can observe the effects of these factors on improving processes like personnel teaching and motivation, the enhancement of information system and its capability for learning and improvement Kaplan and Norton believe that BSC is beyond a measurement system and can direct the personnel energies and capabilities in whole organization to achieve organization strategic long term goals.

BSC's ASPECTS: BSC is a model for managing the function that can coordinate the mission and ideals with customer needs and also the routine efforts with missions.

Financial Aspect

This aspect is one of most important parts of BSC this aspect says that with applying the goal that mentioned in three other fields successfully what kind of benefits and results come for the organization.

Customer Aspect

This aspect is the heart of the strategy. It says that how does the growth come off? It defines the suggestive values, specific strategies to compete for attracting new customers or increase dealing with current customers. Internal processes aspect: this aspect says that organization should choose those processes that can bring value for the customers. These values are defined in customer aspect.

Learning and growth aspect

This aspect defines capabilities, knowledge, technology and needful space to support these processes.

Research Questions

- 1) How is the financial aspect's condition towards the management of the Social Security Organization of West Azerbaijan from personnel's point of view?
- 2) How is the customer aspect's condition from personnel's point of view?
- 3) How is the learning and growth's condition by the management of the Social Security Organization of West Azerbaijan from personal's point of view?
- 4) How is the internal processes condition by the management of the Social Security Organization of West Azerbaijan from personnel's point of view?
- 5) Are there any differences between statistical sample views about strategic planning based on demographic features?

MATERIALS AND METHODS

Methods

In this research the method is descriptive because statistic society includes several groups. We also used classified sampling method that is related to each group's statistical society volume. The volume of sample was calculated for 106 people using this formula:

$$n = \frac{N \cdot t^2 \cdot S^2}{Nd^2 + t^2 \cdot S^2}$$

In this research was used strategic planning questionnaire as a main tool in gathering data. This questionnaire was designed with Kaplan and Norton (1995) model based on BSC model. This scale includes 16 answers group. Each group was controlled in Likert scale in 5 degrees. To determine validity,

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there are different methods. In this research to determine the validity of questionnaires was calculated with SPSS software that showed in table 1.

Table 1: Validity coefficient for strategic planning questionnaire sub-scales

Strategic Planning Title	Validity Coefficient
Financial	%83
Customer	%82
Internal processes	%90
Learning and growth	%88

RESULTS AND DISCUSSION

Results

In This part show the result of research questions:

First question: How is the management of the Social Security Organization of West Azerbaijan strategic planning condition?

Table 2: One-sample T-test's results for first question

Variable	Mean	Standard deviation	Statistica l mean	Statistical T	Freedom degree	Level of significance	Mean difference
Strategist planning	3.49	0.78	3	6.65	106	0.000	0.49

According to results in this table the mean and standard deviation were $3/49 \pm 0.78$ that was acceptable and reasonable.

Second question: How is the financial aspect condition in Social Security Organization of West Azerbaijan?

Table 3: One-sample T-test's results for second question

Variable	Mean	Standard deviation	Statistical mean	Statistical T	Freedom degree	Level of significance	Mean difference
Financial aspect	3.46	0.82	3	5.84	106	0.000	0.46

According to these results the mean and standard deviation were 3.46 ± 0.82 , that shows this aspect is good and reasonable.

Third question: How is the customer aspect condition of the Social Security Organization of West Azerbaijan?

Table 4: One-sample T-test's results for third question

Variable	Mea n	Standard deviation	Statistical mean	Statistical T	Freedom degree	Level of significance	Mean difference
Costumer aspect	3.44	0.79	3	5.79	106	0.000	0.44

The results show that the mean and standard deviation were $3/44 \pm 0/79$ that means this aspect is acceptable.

4th question: How is the internal processes condition of the Social Security Organization of West Azerbaijan?

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Table 5: One-sample T-test's results for 4th question

Variable	Mean	Standard deviation	Statistical mean	Statistical T	Freedom degree	Level of significance	Mean difference
Internal processes aspect	3.50	0.92	3	5.59	106	0.000	0.50

According to these results the mean and standard deviation were 3.50 ± 0.92 , and it means that these results are acceptable.

5th question: How is the learning and growth aspect condition of the Social Security Organization of West Azerbaijan?

Table 6: One-sample T-test's results for 5th question

Variable	Mean	Standard deviation	Statistical mean	Statistical T	Freedom degree	Level of significance	Mean difference
Learning and growth	3.87	0.95	3	6.24	106	0.000	0.50

The mean and standard deviation are 3.57 ± 0.95 and this aspect is in a good condition.

6th question: Is there a difference between statistical samples about strategic planning based on demographic factors?

Independent T-test result and the average of statistical sample views are shown in table 7.

These results are based on sex.

Table 7: T-test results based on sex for 6th question

Variable sex	Mean	Standard deviation	Freedom degree	Statistical T	Level of significance
Male	85	3.60	0.77	198	2.75
Female	22	3.09	0.69		0.007

According to table there is a significant difference between statistical sample views about strategic planning based on sex ($p < 0/05$). The results of correlation coefficient test about strategic planning based on age are in table 8.

Table 8: Pearson correlation coefficient test results

Variable	Frequency	γ	Level of significance
Strategic planning Age	107	0.006	0.94

As we see in table 8 (γ) in ($p < 0/05$) doesn't show a good correlation between strategic planning and age. The results of correlation coefficient test strategic planning based on job background are shown in table 9.

Table 9: The result of Pearson correlation coefficient

Variable	Frequency	γ	Level of significance
Strategic planning Job background	107	0.05	0.59

According to table 9, (γ) in ($p < 0/05$) doesn't give a good correlation between strategic planning and job background.

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Discussion and Conclusion

The analysis of first question of research showed that the condition of social organization strategic planning is almost good, according to statistical sample views. Also there is a significant difference between statistical sample mean and statistical population mean in strategic planning. The results of this research are compatible with other research like Rastafari (1999), Kamdide (2002), Galavandi (2010).

Because in their researches, they reported the function of staff condition more than average. When the question of this research was studied and survived the results showed that the level of organizational function was more than average and was not in an ideal level. Researcher believes that in evaluation of staffs function limited criteria are used and nobody has work about it systematically and comprehensive. Because this model looks from different aspects to personnel function. The research second question is compatible with other researches like: Rastegari (1998), Kamdide (2002), Galavandi (2010). Because they reported the staffs function condition more than average.

According to the results we can say that from statistical sample point of view, continuous relation with customers and clients, and rate of client's total satisfaction from organization is in a good condition. The results from fourth research question are compatible with other researches like: Rastegari (1998), Kamdide (2002), Galavandi (2010). Because they reported the staffs function condition more than average.

According to the results we can say that from statistical sample point of view, cooperation of all members of groups in organization, rate of promotions of personnel and finally the rate of doing organization's programs are in good condition. The results from research fifth question are compatible with other researches like: Rastegari (1998), Kamdide (2002), Galavandi (2010). Because they reported the staffs function condition more than average.

According to the results we can say that from statistical sample point of view, increasing the level of knowledge and expensing the knowledge networks and getting compatible with knowledge to advance organization program are in a good condition.

According to the results from analysis of current research, we suggest:

- 1) As BSC model evaluates financial condition in the organization and also adds three other aspects (customers, internal processes, learning and growth) so it is suggested to organization personnel to use this modern system to evaluate organizational function.
- 2) To achieve to a reasonable financial condition in the organization, we should emphasize on attracting research budget, increasing revenues and educational courses for personnel.
- 3) To achieve to a favorable level of customer aspects, it's suggested that, managers prepare programs and questionnaires and give them to client and customers, and finally evaluate the level of satisfaction then revise it.
- 4) To achieve to a favorable level of internal processes aspect managers should emphasize on cooperation of all organization members, and also try to enhance the level of knowledge in personnel.
- 5) To achieve to a favorable level of learning and growth aspect, it's necessary to have in service training courses, and to have libraries, and increasing information networks and encourage the members to use them.

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