

Evaluation of Devolution Efficacy by Tehran Post Bank Middle Managers

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Abstract: This research aims to investigate the evaluation of efficacy of devolution by Tehran post bank middle managers. This research is measurement descriptive and applied. The statistical involves 2000 staff and 86 middle managers in Tehran post bank. The data were collected by author-make questionnaire for measuring the effect of devolution on different aspects of organization considering main goals. Rapid decision making, increase motivation, improvement of control and supervision and reduction of administrative correspondence. This questionnaire was used in two forms one for staff and other for managers prepared as linker items. Descriptive and inferential statistics was used for analysis of the data. The results show that from staff and manager's viewpoint devolution by middle managers causes to considering of post bank main goals, rapid decision making, and increase of mutation, improvement of control and super vision and reduction of administrative or formal correspondence.

Key words: Devolution, Decentralization, Post Bank, Middle Managers.

INTRODUCTION

The managers encounter with time shortage and wide activities scope. The manager are responsible for organization, planning, following and control. They couldn't conduct and manage affairs lonely and they should consult with others. They ought to manage affaire so that skilled and trained individuals work in organization policies reaction and work indecently (Miller, 2004). In other words the manager need to authority submission for managing their forces. Although the managers devolution but sometime it is done without knowledge. Lestrarovic (1994) suggested that "lack of dearness to correct submission and knowledge are main reasons for organization failure". Since devolution common management element and it is beneficial for organization staff and mongers in time management scope increase motivation decision making reduction of official correspondence improvement of control and supervision it is necessary to invent silage its efficacy for this reason this research reevaluates the efficacy of authority submission by Tehran post bank middle managers in ardor to identify auth orate submission effect an considering main goals rapid decision molting incisory motivation improvement of control and super vision and reduction of official correspondence in post bank.

Concept of Authority:

Authority has driftnet meaning in different sciences referred to special definition. In science referred to special definition. In administrative sciences authority means right of decision making and its main scope is origination structure. In organization and management it is main and complex subject by different viewpoints (Daft, 2004).

Concept of Devolution and Devolution Process:

Devolution is a kind of decentralization that changes communications in the system. It means the effect of system performance by transferring responsibility and authority to selected subject (Lodenstein & Dao, 2011). Concept of devolution: transferring authorities and responsibilities to local departments of governmental organization by independent in come and authority by preservation of management control. It is defined as reassignment of personnel responsibilities to linear managers (Renwick, 2000; Armstrong and Cooke, 1992). Devolution acts as effective tool for increase of efficacy of public sector. Although there are improper consequences like horizontal in balance among local government and endangering macro economic stability. Thus are of the reasons mentioned for justification of decentralization ever growing trend is that these policies could help in obtaining goals like increase welfare, efficacy, reduction of casts, motivation of staff, preparation of future managers, control and economic growth (Budhwar & Sparrow 1997). Devolution is the main solution for organization participation, helping and involvement and responsibility and in case knowledge it leads to value added. The research showed that more than 70 percent of activities managers could be submitted to subordinates. Some scholars believe that the managers should submit the affairs to subordinates and they obtain knowledge and question the conditions. In devolution the individuals should have required authorities and they

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are responsible for their acts (Niliahmadabadi, 2009). There is a significant difference between devolution theatrical concept and what happens in reality. In scholars opinion the linear managers do not authority final decision making (Cascon-Pereira & *et al*, 2006). They should have decision making power. The results show that authority submission increase organizational performance (Azmi, 2010).

Devolution Process:

Identification of Expected Results:

The first step is identification of the expectation of doing duties and results.

Submitting Responsibilities to Subordinates:

In this stage it is necessary to consider capacities of staff and use human force in optimal way. In each case distribution, allocation of the duties should be balanced.

Required Devolution:

The authority limit should be identified, without ambiguity in decision making. The submissions should be related to duty and in case of change it should be adjusted accordingly.

Responsibility Stabilization:

An individual responsible for a duty should be act in proper way (Robinse, 2000).

Devolution & Decentralization:

Definitions and descriptions of decentralization used in the papers include:

- “Decentralization is usually referred to as the transfer of powers from central government to lower levels in a political-administrative and territorial hierarchy (Crook and Manor, 1998; Agrawal and Ribot, (1999) In contrast, political, or democratic, decentralization refers to the transfer of authority to representative and downwardly accountable actors, such as elected local governments” (Larson, 2004). “The term decentralization is used to cover a broad range of transfers of the "locus of decision making" from central governments to regional, municipal or local governments” (Sayer *et al.*, 2004).
- Decentralization reform refers to “transforming the local institutional infrastructure for natural resource management on which local forest management is based” (Ribot, 2002).
- “Decentralization is "the means to allow for the participation of people and local governments” (Morell, 2004).
- Decentralization is transferring the power from the federal to regional level or delivering management functions to other authorities. Decentralization in decision-making including in forest management: user-defined functions being transferred to the private sector and arrangements for the Forest Fund are transferred to the regions/administrative units of the Federation, which are badly prepared to implement these rights (Malysheva, 2055).
- Decentralization is transforming the local institutional infrastructure on which local forest management is based. Three basic elements of decentralization are accountability, discretionary power, and security (Ribot, 2002).
- “Decentralization means to hand over political, financial and administrative authority from central to local (district/city) governments, so that the government can facilitate and guarantee better public services for the people. Decentralization of the forestry sector should, however, be viewed as a positive development to bring public services closer to the people through managing forest resources in a sustainable manner for the community’s welfare”.

Devolution Refers to:

- “The transfer of ‘natural resource management to local individuals and institutions located within and outside of government’ (Edmunds *et al.*, 2003:1), though some people use ‘devolution’ only in reference to direct community transfers”.
- “The transfer of rights and assets from the centre to local governments or communities. All of these processes occur within the context of national laws that set the limits within which any decentralized or devolved forest management occurs” (Sayer *et al.*, 2004).
- “The transfer of governance responsibility for specified functions to sub-national levels, either publicly or privately owned, that are largely outside the direct control of the central government” (Ferguson and Chandrasekharan, 2004).
- “One form of administrative decentralization which transfers specific decision-making powers from one level of government to another (which could be from lower level to higher level of government, in the case of federations, or government transfers decision-making powers to entities of the civil society. Regional or provincial governments, for example, become semi autonomous and administer forest resources according

to their own priorities and within clear geographical boundaries under their control. Most political decentralization is associated with devolution” (Gregersen *et al.*, 2004).

Asipour (1994) investigated centralization and decentralization of Jihad–University decision making structure and designing optimal pattern and devolution and identification of decentralization in this organization and the evaluated level of off reel authorities and manner of decision making proportionate with different activities. Zamaninouri (1996) in a study of the effected of devolution on Khorasan rational bank branches affairs managers performance suggested that devolution improve performance and motivation of branches managers. Kordani (2001) in research by the subject of investigation the relation ship between devolution and staff motivation from economic mobilization concluded that there is a positive relationship between them and increase of devolution increases staff motivation and reduction of it reduces occupational motivation. Abbaszadeh and Rezaei (2010) evaluated the performance of devolution to provinces trading and commerce organization and concluded that devolution leads to efficacy and efficiency in average level by the score between 50-60 from 100. They suggested insufficiency of studies of feasibility of planning. Lack of strategic in macro level, ambiguity in regulation and direction lock of consideration and staff training, in balance between authorities and new responsibility and lock of feedback and control mechanism as reasons for a success of devolution. Johaniyan (2009) in investigation of the approaches dimension and structure of empowerment of educational managers suggested targeting by subordinates formation of self managing groups, development of participation in decision making and devolution as participation dimension and staff empowerment components. Mishra (1998) Ana research conduced that individuals with feeling that their managers transfer positive feeling by author submission show significant motivation and effecter ness. Seitz and *et al.*, (2006) investigated devolution and control of policy function by acme land diligent in Sweden accountancy system in this study the level of uses authority by XACML system is explained and these authorizing are submitted by this system by diligent control system the change in XACML system policies by uses are controlled. Azmi (2010) in a research on human resources management authority submission and organizational performance in vestiges limited strides related to the subject in India and concluded that human resound cues management authority submission has a positive and significant effete on organization performance. Conway and Monks (2010) in a research studied the effect of organization restoration on human resources management authority submission to mildly managers resulted from restart ion process affects conversely on human reduces and middle managers ituman resources managers submit affairs but preserve information system control that leads to slow decision mailing among middle managers. Yazdani at al., (2011) in research on authority submission and human in primacy materials health in financial states suggested that authority submission policy and its effete a human resources health should be considered its comprehension leady to appropriate policy malting and proportion of individuals in organization contorting decentralization.

MATERIALS AND METHODS

This research is measure mental and descriptive and it is applied form goal view point. The statistical population involves (2000 staff and 86 managers) that 322 staff and 76 managers were selected by Kerjesi and Morgan sample volume determination formulas. The sampling was done by relative category random way. The data were collected by author–made questioner involving 30 items used for measuring effects of authority submission on organization different aspects in two forms, one for managers the other for staff by liker responding method. The valid it of the questioner was confirmed as content and its reliability was calculated 0.95 by crookback alpha test.

Results:

Table 1: Test indices of staff and managers theoretical and experimental average comparison related to variables.

	Group	N	Experimental Mean	Sd	df	T-Test	sig
organization goals	Staff	321	13.96	2.55	320	13.769	0.001
	Manager	76	14.92	2.261	75	11.261	0.001
making staff	Staff	321	33.07	6.119	320	9.003	0.001
	Manager	76	35.83	5.26	75	9.652	0.001
staff motivation increase	Staff	321	23.4	5.305	320	8.09	0.001
	Manager	76	25.88	4.007	75	10.622	0.001
supervision improvement	Staff	321	15.41	3.998	320	1.843	0.066
	Manager	76	18	2.383	75	10.974	0.001
reduction of correspondence	Staff	321	13.22	3.102	320	7.071	0.001

According to the Table (sig=0.001, T= 13.769) and (sig = 0.001 and T = 11.261), it can be said that staff and managers believe that devolution from middle managers has been caused to consideration of post bank goals by the managers.

According to the Table (sig=0.001 and T= 9.003) and (sig = 0.001 and T = 9.652), it can be said that staff and managers believe that devolution has caused to rapid decision making.

According to the Table (sig=0.001, T= 8.09) and (sig = 0.001 and T = 10.622), it can be said that the staff and managers believe that authority submission from middle managers has been cause to motivation increase.

According to the Table, there is no significant different in staff group (sig = 0.066, T = 1.843). But in managers group (sig=0.001 and T=10.974), managers believe that mutuality submission from managers has caused to control and supervision improvement.

According to Table (sig=0.001 and T=7.071) and (sig = 0.001 and T = 7.776), it can be said that authority submission reduces official correspondence.

Discussion and Conclusion:

The result show that the staff and managers believe more than the average that authority believe more than average that authority submission from middle managers affect on consideration of organization goals rapid decision making incense of staff motivation improve meant of control and supervision and reduction of official correspondence for Justin coition of the result it can be reformed to rotten that the managers should learn are advantages it is clear that affection utilization of authority submission helps managers to be effective the addresses to improvement of capability and affection of decision-making and it can be used for showing reliability Oreei Yazdani ,2006 p68 it chief managers do not involve in routine decision-making they have opportunity for saving main problem since chef managers have more skills in strategies decision-making and policy lying by effective authority submission they can consider theses affaires Irannejadparizi and Sasangohar, 2006,p,301 the managers could accelerate organization and balancing authority since occupational satisfaction depends on feeling of success it can be satisfied and increased valuation by increases individuals responsibilities also by applying written reword and punishment method and regular registration of actives and conations evaluation it can be increase motivation for accepting it responsibilities cool bossed supervision collative activates require control an organization without control can not be inanimate the organization change and authority submission effect on fecilisotin of the affair alloyed band lost p123 though submission is designed for lighting of managers burden but the

Managers should supervise on correct devolution. It can be reduced official correspondence and repetitive referring of staff by effective justification meetings and explanation of duties. In case of using the results for increase of efficacy and effectiveness in organization and staff designing a structure for effective submission and patterns for supervision on development in necessary.

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