

# **Studying the feasibility of decentralization in order to achieve freedom at work Case Study; Payam Noor University of East Azerbaijan province**

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**ABSTRACT:** This study examines the feasibility of decentralization in order to achieve freedom at work: Case Study of Payam Noor University of East Azerbaijan province. The population in sample are from Payam e Noor university branches in East Azerbaijan Province as a community of selected people is considered. The validity and reliability of the questionnaire was examined them with the community. To analyze the data obtained from the questionnaires collected from descriptive and inferential statistical methods were used. Thus, for classification, summarization and interpretation of statistical data, descriptive statistical methods and assumptions were used to test the analytical level.

**Keywords:** Feasibility, decentralization, freedom at work, Payam e Noor University.

## **INTRODUCTION**

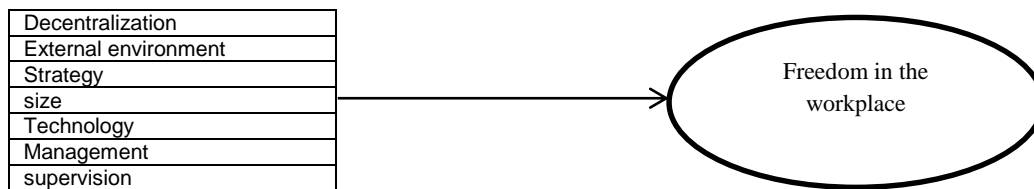
Today with complicating of structure and performance of organizations, organizing the work place and creating of mild environment and productivity in organization should be leaded to activating of human power, succulence of them, elimination of possible risk, increasing in quality of work, reduction of depressions, positive growth of services and finally achievement to productivity which are the concerns of managers of performance and supervisors of organizations. The results of related studies for human forces shows that development of human forces of production has directly an important goal an achievement to many goals of organizations. Representing effective services can be achieved by creating space and healthy, and appropriate environments. It is not important that this space and environment should be in public organization or private organization, and in opened space or closed space.

What signifies is creating pleasure and satisfaction in human forces in order to implement their work with happy spirit and feeling of security as well as more attempts and achieve worthwhile results for organization (Belk, 1996). Now what is seen in the universities of Payam Noor is a sharp reduction of student and lack of appropriate response with requests of students by employees. Because employees perform all of decisions made by central organization and when a student refers to university for receiving educational services, he confronts with lack of flexibility of university, so he refuses from referring to Payam Noor. Now the main question of research is Does possible decentralization effect' on freedom in the workplace of departmental and academic personnel in the universities of Payam Noor of east Azarbaijan?

### **Initial question of research**

Does possible decentralization effect on freedom in the workplace (departmental and academic personnel) in the universities of Payam Noor of east Azarbaijan?

**Dependent variable independent variable**



**The main hypothesis**

Decentralization in organization effects on freedom in the workplace of departmental and scientific personnel in the universities of Payam Noor of East Azarbaijan.

**The secondary hypothesis**

- 1- The external environment of organization effect on freedom in the workplace.
- 2- The strategy of organization has a relationship on freedom in the workplace.
- 3- The size of organization effects on freedom in the workplace.
- 4- The technology in organization effects on freedom in the workplace.
- 5- The management in organization effects on freedom in the workplace.
- 6- The supervision in organization effects on freedom in the workplace.

**The variables of research**

In present research, independent variables are: Environment, strategy, size, Technology, Management and supervision and dependent variables are dimensions of freedom in the workplace including practical and notional dimensions.

**The conceptual definition of variables of the research**

Decentralization means tendency to distributing the power of organization for deciding on the basis of distinct structure, thus devolved authorities are changed to decentralized authorities.

The purpose of decentralization is that authorities are devolved which represent the philosophy of organization and management. It requires that management determines what decisions should devolve to the low ranks of organization and which decisions should remain in over rank of organization. The policy of decentralization effect on all areas of management and It can be considered as one of the main pillars of the system. In fact management cannot use without it from its authorities and confront with changing conditions. Environment: the definition of environment is infinite and includes everything which locate in outside of the organization.

But only aspects of environment is considerable in analysis that organization has sensitivity toward them and the organization should react against for it survival and the continuous of life. The workplace includes parts that organization has directly reciprocal relationship with them and they effect on the power of organization for reaching to its goals. The environment of organization is formed of forces and characters that locate outside of it and effect potentially on turnover of organization.

**Operational definitions:**

Transfer of power: the purpose of transferring of power is that necessary power is given to employees, managers, and teams at all levels of the organization that adopt the necessary decisions without permission from manager. The prospect of transfer of power places on this basis that people who specialize in special work can decide better than everybody about it. (Provided that they have the necessary competences).

Submission of authority: submission of authority is a tool that manager achieves necessary performance in fulfilling works by it.

The process of submission of authority is complementary of the role of manager and the success of manager is in the stake of submission of authority is one of important skills of management. To achieve the best results, the advantages of authority and its obstacles should be identified which threaten its success.

Decentralization: consisting of submission of the parts of supervisions and departmental authorities to lower level within the ministries and central organization (Claus, 1998).

According to the definition of decentralization, the main character is that tasks and responsibilities of central organization to lower levels has been shifted within the organizational structure but the overall control of the programs and projects are carried out in the center.

Consigning to private sector: some organizations have generally taken the burden of responsibility from their shoulders and they consign responsibility to the voluntary organizations or private companies. In some cases, the organization implement the plan of decentralization by transferring their responsibilities in areas such as services to private sector. (Claus, 1998).

Lack of Administrative concentration: In lack of Administrative concentration, the central power of authority instead of providing the authority of all of public cases (local and national cases), the managing of all or part of local case according to low consign to local organizations that its members are elected by people and this is caused the lack of administrative and political concentration under the circumstances (Claus, 1998).

### ***The lack of political concentration:***

Political concentration realizes when power of diagnosis and decision-making in areas is common between all the components of a nation and diverse units of realm. It means that public revenue of society is focused in a place or in a number of member of society. We can comprehend from definition of political concentration that the decision-making and determining of systems and approaches should not have local aspect about cases that advantages and disadvantages belong to all people of society such as customs, international relations, foreign policies, Edit, emission of currency and monetary policies of realm and It should be consigned to central government. (Claus, 1998).

The lock of technical concentration: the lack of technical concentration means granting of full authority of decision rather than one or more of public case to public institute or a public organization. In the lock of technical concentration, It requires that central government secede the administration of organization or organizations and departments from the central government and give authority, independence, and legal entity of independence from the central government to them.

The lack of organizational concentration: In lack of organizational concentration, management and organization usually for acceleration at work and preventing from delay in implementing of organizational operations (operations that have been forecasted and planned and its framework is very clear), divide part of its duties and authorities between managers and or the heads of the units of organization (Briscoe, 2004).

### ***Society and sample of statistic***

This study consists of a sample of statistic that includes of academic and administrative personnel of the universities of Payam Noor of East Azarbaijan ((216 participants). Since the number of sample was so large so we calculated the bulk of sample through systematic sampling. So we used sampling formula of Cochran for the population in order to determine the bulk of sample that is described as below:

$$(n = (Nz^2pq)/((N - 1)e^2 + z^2 pq$$

Wherein:

N: The bulk of society

N: The bulk of sample

P: Ratio in society and q=1-p

e = Maximum of error of the estimate which is predetermined.

Z = some of distribution of standard normal that is determined according to the level of confidence.

Because we have no specific information of the value of p, we suppose value of it equal to 0.5 that the maximum value of the bulk of sample is achieved in this way.

### ***The way of data collection***

The way of data collection in this study is a type of library and field research. Thus organizational strategy, the system of size of organization, using of technology and management in organization, supervision in organization, decentralization and freedom in the work place and several sources including books, Journal, articles, and dissertation materials have been studied for familiarity with the concepts of organizational environment.

### ***The tools of data collection***

Because of testing of the hypothesis of this study, we have use a questionnaire which has been set with respect to variables and operating of them.

**The questionnaire consists of two sets of questions:**

The first category has been coded with letters of alphabet for determination and characterizing of the profile of A sample of population in terms of position and educational level of sample and second category has ordered for testing of hypothesis of this study.

**Test of main hypothesis**

Decentralization effects on freedom in the workplace.

Table number 1, R Pearson test for determining correlation of decentralization than freedom in the workplace.

Table 1

Correlation		Freedom in the workplace	Decentralization
Pearson correlation	Freedom in the workplace	1	%869
	Decentralization	0/869	1
Meaningful level	Freedom in the workplace	0	0/000

Table 2

		Freedom in the workplace	Strategy
Pearson correlation	Freedom in the workplace	1	0/772
	Strategy	0/772	1
Meaningful level	Freedom in the workplace	0	0/000
	Strategy	0/000	0
number	Freedom in the workplace	104	104
	Strategy	104	104

As it is observed in Table number 4-47, In meaningful level of two amplitudes, meaningful level of R Pearson Test has been 0/000 and this level is Smaller of at least meaningful level of 0/01 and also due to the value of calculated r which is 0/772. This value of %196 critical value of R Pearson is greater in level of confidence %95 and degree of freedom 103. There is meaningful relationship between two mentioned variables in secondary hypothesis of 2.

Test of secondary hypothesis of 3: The size effects on freedom in the workplace of employees.

Table number of 3. R Pearson test for determining correlation of the size of organization with freedom in the workplace.

Table 3

		Freedom in the workplace	size
Pearson correlation	Freedom in the workplace	1	0/737
	size	0/737	1
Meaningful level	Freedom in the workplace	0	0/000
	size	0/000	0
number	Freedom in the workplace	104	104
	size	104	104

As it is observed in Table number 4-48, In meaningful level of two amplitudes, meaningful level of R Pearson Test has been 0/000 and this level is Smaller of at least meaningful level of (0/01) and also due to the value of calculated r which is 0/737. This value from %196 critical value of R Pearson is greater in level of confidence (%95) and degree of freedom (103). There is meaningful relationship between two mentioned variables in secondary hypothesis of 3.

Test of secondary hypothesis of 4: Technology effects on freedom in the workplace of employees.

Table number of 4. R Pearson test for determining correlation of technology with freedom in the workplace.

Table 4

Correlation		Freedom in the workplace	Technology
Pearson correlation	Freedom in the workplace	1	0/357
	Technology	0/357	1
Meaningful level	Freedom in the workplace	0	0/000
	Technology	0/000	0
number	Freedom in the workplace	104	104
	Technology	104	104

As it is observed in Table number 4-49, meaningful level of r Pearson Test has been 0/000 meaningful level of two amplitudes and this level is smaller from at least meaning level of (0/01) and also due to calculated r which is 0/357. This value is also greater from critical value of r Pearson (%196) in level of confidence (%95) and degree of freedom (103). There is meaningful relationship between two mentioned variable in secondary hypothesis of 4. Test of secondary hypothesis of 5: Supervision effects on freedom in the workplace of employees. Table number of 5. Test of r Pearson for determining correlation of supervision with freedom in the workplace.

Table 5

Correlation		Freedom in the workplace	Supervision
correlation of Pearson	Freedom in the workplace	1	0/443
	Supervision	0/443	1
Meaningful level	Freedom in the workplace	0	0/000

### Suggestions

Suggestions with the results of research accordingly, the following strategies are recommended for promotion and enhancement of the freedom of employees in the workplace.

Environment variables: According to the results of this study that shows the effect of the environment on the freedom of employees in the environment. Therefore, Islamic Republic of Iran Broad casting in provinces as East Azarbaijan, west Azarbaijan, Ardebil, and zanjan design and implement system for presenting comprehensive information in the achievement of the expected results, the efficient methods of operating systems, avoiding of duplication of work, implementation of unnecessary work, maintenance of excess materials on consumption, using of valuable equipment, avoiding of the waste of resources, efforts to reduce costs and implementing contracts until the performance of financial managers improves efficiently (Claus, 1999).

3- In this study, the effect of internal audit has been evaluated on the performance of financial managers of Islamic republic of Iran Broadcasting in provinces of East Azarbaijan, west Azarbijan, Ardebil, and zanjan. It is also suggested that the effect of internal audit on other independent variables is conducted in this research.

4- In the present research, internal audit has been surveyed as independent variable and It is also suggested to be surveyed as dependent variable in other researches.

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