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ANALYSE THE RELATIONSHIP OF PRIVATIZATION TO ORGANIZATIONAL PERFORMANCE & EFFICACY OF MELLAT BANK (STUDY CASE: THE ADMINISTRATION OF WEST AZARBAIJAN STATE)

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ABSTRACT

This survey was conducted with aim of analyzing the impact of privatization on organizational performance & efficacy of Mellat Bank of west Azarbaijan state. It is considered as an applied research in nature. The statistical universe in this research includes all of personnels in the administration at that mellat bank which their number is 192. Sampling is done randomly, and reliability of questionnaire is achieved using Cronbach Alpha coefficient. Even though its degree is, 0/926 & 0/901 to questionnaire of performing standard & organizational efficacy & for privatization, respectively. The data which were collected, were analyzed upon research hypothese and because using from descriptive statistics such as: mean, frequency and standard deviation & person correlation test to inferential statistics. The main hypothesis of research shows that, there is meaningful relationship between privatization and performance with organizational effectiveness among personnels at Mellat Bank the relationship between privatization and bimensions of orfanizational effectiveness(personnels motivation, personnels organization creativity, the degree of organizational clearness among personnels performanc, the aspect of organizational support of personnels performance, the aspect of powering regarding personnels performance, teaction aspect of personnels performance) is studied in secondary hypotheses. According the achiened conclusion, privatization has meaningful effect on improving the performance & organizational effectiveness, and results concerning secndary hypotheses showed, there is meaning ful relation between privatization and any of dimensions of organization effectineness ($p < 0/05$).

Keywords: Privatization, Performance, Organizational Effectiveness (Efficacy), Mellat Bank

INTRODUCTION

For the first time, the new theory on privatization as economy policy, was applied by Germany federal republic in 1957. At that time, the government sold the main part of vagon folex share to investors at private sector. In 1980, the next great movement, at privatization, i. e, privatization of telecame done by margaret tacher & privatization in the large banks of France done by shirak. To extend of privatization toward countries in other continent, Japan and Mexico made that public tele- communicational companies become private (Megginson, 2005). The main other share in the process of universe privatization, was, the failure of communist regame in eastern Europe & former union soviet. Recently, countries like china & Koba and also many developing countries have begun to establish the privatization with the aim of simulation the economic development, and during 10 years between 1984 & 1994 it was transferred a capital amount to \$ 468 miliard from public sector to private sector (Filipovic, 2005).

In general, privatization means, ways to reduce the role of government & to get its responsibility to private sector and following from market logic in all economic decisions. From this point of view, going away from policy concerning keep the sone certain activities which they in the power of government, to more develop by public sector(demonopolization). It refers to relative position decrease of public sector and giving more responsibility to private sector. Introducing new institutions at private sector can make struggle in a situation that a public sector had the right of monopolization. The public institutions will have to become the place of trading and they react regarding codes & market forces. Some times, the process of demonopolization is described as an parallel & complement activity at the fromework of

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privatization. Furthermore, privatization becomes apparent when the governments decide to lower their commitment concerning the regulate & manage the private actors's behavior in economy. The purpose of following policies on deleting extra regulations is that, the regulating system which has limitation, becomes less important (Seyed, 2010).

In Iran, high amount of government in the economy, to participate of public companies in non- essential economic activities, low competition of economy in national & international level, undeveloping of active private sector at capitalization are as, weakness of capital market to private sector, lack of suitable distribution resources & opportunities between public & non- public sector, after the end of forced war & executing the first plan on 5 years developing, so, the privatization was presented with serious since 1990 and the Government tried to give the responsibility of some part of economy activities at public companies into non- public sectors. But privatization in an organized way and based on certain & clear regulations centralized- based of privatization organization as a performing organization which we have considered, actually it was begun since 2001 with executing the third chapter of third program law and in fourth program law followed as a suitable complementary for mentioned law, too. The Bank is one of the institutions in Iran which the process of privatization for executing the law of privatization was conducted in it.

In this study, researcher aims to study the effect of privatization in organizational efficacy of Administration at Mellat bank in west Azarbaijan state. Also, those results will be considered that senior managers at banks and also other public bank which are going to private part of services, had used of them.

Privatization is a comprehensive & varied term which refers to give the responsibility of performing control or financial control of institutions in the government ownership or in to private sector or in other words privatization toward deleting any kind of control & mediate in conducting the offer & demand mechanism. The most important aim(goal) which privatization is seeking in most countries, is to enhance the effectiveness in economy using giving the economy activities in to self- organize mechanism at the free- market sector. In general, we should say, privatization is a part of more comprehensive economic policy which now, is seeking under titles as economic releasing or joining to world economy from some governments, seriously. Also international institutions like, international monetary fund or world bank are viewed as pertinacious defenders at this new- coming policy. The privatization means changing the governing situation on public sector activities in a way beside preserving the main frame work of a activities. The situation of mentioned sector changed absolutely and situation & market atmosphere influence on performance of company in a way so that motivation and private sector be. The basis of action (Otchere and Chan, 2003).

The aims of privatization which are presented, social- politics procedures and running, it is based on giving economy institutions into private sector and its most important aims are: demonopolization at economy, to participate more & more people (private sector) in positive & deterministic consequences. After gaining victory of Islamic revolution of Iran, area of public economy activities were spreaded due to different reasons. As a result of this, public activities faced with inefficiency at the end of 136 decades, and for this reason, limiting the economy activities of government & privatization were the first aims in the first planning of development (Megginson, 2005).

One of main discussions organizational theory, is the organizational effectiveness which it views as a criteria to assess the organizational performance. The importance of mixed procedure in human- sciences makes that scientists study organization subjects at three- level, I. e, definition, theory & research (Zaki, 2004). In one hand, there is no comprehensive & certain definition about effectiveness, because, to achieve it. Is a difficult issue (Zareii, 2005). Organizational effectiveness is an extent which an organization gets to its aims in it (Rabinz, 1999). In this study, criteria that are measuring organization efficacy achieved from the study which was done by Li & Choi and include whole understanding of organization members on degree of organization success, market share, degree of profit, development rate, organization innovations compared to other. How science is getting share in organizational effectiveness, it is an issue which institutions want to know to explain their performance (Argote and Ingram, 2000).

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Organization efficacy isn't a unify & single concept, but it is a complicated subject that includes preferences & varied expectations (Katsikea *et al.*, 2011). Organization efficacy is a way which through it, organizations assess the way of successful achieve in their commission by organization procedures (Qiu and Lin, 2011). In simple words, usually, organization effectiveness is in an extent from which an organization meets its goals (Kim *et al.*, 2011). Kambel (1997), in his reviewing on conducted researches around organization effectiveness, stated that criteria for assessing the organization efficacy should be created in a way that we could use them in order to compare of organizations, to assess (measure) the effect of done toward development of organization & to determine those characteristics in the organization they're related with organization efficacy as a base concept. Meaningfully. We can refer to these criteria as: general effectiveness, efficacy, quality, development, motivation, to control, flexibility & adjustment, management duty skills, repairation, applying from environmental resources, value of human resources, education & development (Kaplan and Norton, 2008).

Necessity important in their position due to their key role in economy. According to loan theory (1997), the structure of banks ownership & their base role in national economy, is a vital variance in the process of financial development & economic growth. The main duty at banking is to guarantee this issue so that resources & financial credits go toward projects with more efficacies & deposits, until it will help to future growth. Also the role of government in financial system is to guarantee this issues, that banks do this vital duty with more efficiency, through regulation and self supervision principle precise therefore it isn't surprisingly, that in developing countries, there are many public banks. The privatization of banks, is the biggest challenges which most Governments meet with is in all of world. Government resists against exiting from banks & credit systems and lowering of their mediation from other hands, public banking system in almost every country whose banks public ownership is comprehensive, is a dangerous work. In any way, if the government aims at creating an economy with more efficiently & more expensive markets, so towering of government impact on decisions about credit allocation is very important (Rezaiian, 2008).

Those who suggest the issue of privatization at banks, believe that, to improve of banking system beside from benefits that has for banks, it makes the whole growth on economy & improvement in other areas & more suitable allocation of resources into economy activities. As Beili said, today one of the main and interest concepts in economy are the discussions on privatization (Rahimi, 2006). Despite this fact that privatizations are conducted in countries which this issue is a performing financial & low process view to level of development & social systems on privatization, and government in many countries perform it to make changes in the economy & administrative system of the country. Privatization word refers to change in equilibrium between government & market and in interest of market.

Privatization is a means for enhancing efficiency (financial & social) in the operations of an economy institution (Shafiqabadi, 2010). Statistics & figures show that's in sectors with most privatization at the world during (2004-2005), there are bank, transportation, tele-communication & competitive parts and these three areas have allocated almost 90 percent of value on giving credit.

Research Hypotheses

Main Hypotheses

There is a meaningful relationship between privatization and performance to organization effectiveness among personnel at Mellat bank.

Sub Ordinate Hypothesis

1. There is meaningful relationship between privatization & personnel
2. Motivation at Mellat bank.
3. There is meaningful relationship between privatization & personnel organization creativity at Mellat bank.
4. There is meaningful relationship between privatization and degree of personnel organizational clearness at Mellat bank.
5. There is meaningful relationship between privatization and personnel organizational support association at Mellat bank.

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6. there is meaningful relationship between privatization and personnel performance aspect at Mellat bank.
7. there is meaningful relationship between privatization and personnel performance reaction aspect.

MATERIALS AND METHODS

Methods

This research is an applied research and its method is descriptive-Measuring the researcher tries to using questionnaire, To collect the data analyzes idea, thoughts and personnel view at Mellat bank and studying the effect of privatization and performing & organizational effectiveness.

It is used from statistical-descriptive and inferential methods in order to analyze the data which were collected of questionnaires therefore, it is used from descriptive statistics (frequency table, simple diagram chart, and circular chart). It is used from person correlation method at kalmograph inferential statistics level, and the questionnaire which was used in this research it is Achio questionnaire Exploitation part it is used of herzi & blanchard Questionnaire and this questionnaire has been in order to assist to managers in determining reason for being operational problems at creating change strategies for resolving this issue so it is used from Achio questionnaire to gather data from statistical universe and for the purpose of testing regulated hypothesis in the present study.

The credibility of content in this questionnaire has affirmed by technique professors & clear-sighted persons confident coefficient by using Cronbach Alpha method was computed through statistical software SPSS 20, and it is summarized in below table for questionnaires and show, that, the questionnaire has confidence or in other words, it has good reliability.

Table 1: Cronbach Alpha coefficients for questionnaire according to differentiation of components

Number of items	Cronbach Alpha	Under- analyse components
30	0/926	Performance & organizational efficacy of Mellat bank
16	0/901	privatization

Distribution of frequency & percent of respondents according to sex in this study that: 90/1 percent of under study personnel are male and 9/9 percent female.

Based on current information and differentiation of age groups between 1 to 50, have the biggest of frequency and they're included %50 of respondents, and the lowest degree of frequency is in the age groups the 20- 30 years old and they only compose 5/7 respondents. Based on record of service, of respondents to questionnaires, 50, the most amount of frequency which are at the record of service between 16- 23 years old, they are composed 43/8 percent of total respondents.

Also, according to present information, we could that, 41/1 percent of under- study personnel have diploma, 10/9 percent upper degree then diploma & %38 have intermediate degree & %9/9 have M.A degree & upper. View to consider the marital status, the most number of personnel who were answered to questionnaires, were married and the amount of frequency were 179 individuals and they compose the total number of personnel amount to %93/7.

Table 2: Results of Kolmogorov- Smirnov test for independent & dependent variables

Performance & organizational efficacy of Mellat bank	privatization	Variables
192	192	Number of questionnaires
0/675	0/789	Kolmogorov- Smirnov
0/75	0/56	Meaningful level

Results of table 2 show that in the test of normalizing related data distribution, so, distribution of privatization and performance is normal to organizational efficacy at Mellat bank.

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Interential Analyze

Test of Bresearch Hypothes

Main hypothesis: there is meaningful relationship between privatization and performance to organizational efficacy of Mellat bank's personnl.

Table 3: Relation between privatization and performance to organizationl

Affirmation of hypothesis	Determination coefficient	Person correlation	Meaningful level	Error degree	Privatization
H1	0/47	0/684	0/000	0/05	Performanie & organization effectiveness

View to this, normalizing hypothesis is the condition for studying the relation between variances, and also according to results at table 9-1, so, person correlation coefficient test shows that, as, meaningful level degree of test between privatization to performance & organizational effectiveness of Mellat bank's personnl is lower than $\alpha = 0/05$, therefore, null hypothesis is rejected and alternative hypothesis is accepted. In other words, there is meaningful relationship between privatization to performance & organizational effectiveness of Mellat bank's personnl, and degree of this correlation and relation equals to %687 and relation between two variables is in a direct way, i.e, there is too much relation between privatization with performance & organizational effectiveness of Mellat bank's personnl.

Frist subordinate hypothesis: there is meaningful relationship between privatization & personnl motivation at Mellat bank.

Table 4: Relation between privatizing personnl, motivation of Mellat bank.

Affirmation of hypothesis	Determination coefficient	Meaningful level	Error degree	Person correlation coefficient	Privatization
H1	0/47	0/000	0/05	0/689	Personnl motivation

As normalizing hypothesis is the condition to study the relationship among variables, and according to table 4, so, person correlation coefficient test shows that, since, the degree of test meaningful level between privatization to perspnnl motivation is lower than $\alpha = 0/05$ there for null hypothesis is rejected and alternative hypothesis is accepted. In other words, there is meaningful relationship between privatization personnl's organizational motivation and amount of correlation & relationship equals to %689 so, there is direct relation between two vorianle, i. e, there is too much relation between privatization with personnl motivation.

Second subordinate hypothesis:there is meaning ful relation ship between privatization & personnl organizational creativity os Mellat bank.

Table 5: Relation between orivatization and organizational creativity of personnl at Mellat bank

Affirmation of hypothesis	Determination coefficient	Person correlation coefficient	Meaningful level	Error rate	Privatization
H1	0/37	0/605	0/000	0/05	Personnl organization creativity

As the normalization hypothesis is the condition for analyzing the relationship between variables, and also, according to table 5, person correlation coefficient test shows that, since meaningful level of test

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between privatization to organization creativity is lower than $\alpha = 0/05$, so, null hypothesis is rejected & alternative hypothesis is accepted. In other words, there is meaningful relationship between privatization to person's organizational creativity and amount of correlation equals to %605 and there is direct (linear) relation between variables. This means there is too much relation between privatization with person's organizational creativity.

Third subordinate hypothesis: there is meaningful relationship between privatization & degree of organizational clarity on person's performance at Mellat bank.

Table 6: Relationship between privatization and organizational clarity degree of person's performance

Affirmation of hypothesis	Determination coefficient	Person correlation coefficient	Meaningful level	Error rate	Privatization
H1	0/23	0/478	0/000	0/05	

View to normal hypothesis is the condition to analyze the relation among variables and also according the results of table 7, person correlation coefficient test shows that, since amount of test meaningful level is lower than $\alpha = 0/05$ between privatization to degree of organizational clarity at person's performance, so, null hypothesis is rejected and alternative hypothesis is accepted.

In other words, there is meaningful relationship between privatization to organizational clarity degree at person's performance and amount of this correlation and relation equals to %478, so that, there linear relation between two variables.

This means, there is relative much between privatization to organizational clarity degree at person's performance.

Fourth subordinate hypothesis: there is meaningful relationship between privatization and organizational support aspect in person's performance at Mellat bank.

Table 8: Relation between privatization & organizational support aspect of person's performance

Affirmation of hypothesis	Determination coefficient	Person correlation coefficient	Meaningful level	Error rate	Privatization
H1	0/36	0/601	0/000	0/05	Organizational support aspect of person's performance

Regarding to normal hypothesis is the condition to analyze the relations among variables, and also upon to results at table 8, person correlation coefficient test shows that, because meaningful level of test is lower than $\alpha = 0/05$ between privatization with organizational support aspect in person's performance, so, null hypothesis is rejected and alternative hypothesis is accepted.

Table 9: Relation between privatization & powering aspect of person's performance

Affirmation of hypothesis	Determination coefficient	Person correlation coefficient	meaningful	Error rate	privatization
H1	0/12	0/345	0/001	0/05	Powering aspect of person's performance

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In other, there is meaningful relationship between privatization to organizational support aspect in personnels performance and its amount equals to 0/601 and there is linear relation between two variables, this means, there is too clos relation between privatization and organizational support aspect in personnels performance. Fifth subordinate hypothesis: there is meaningful relationship between privatization and powering aspect at personnels performance at Mellat bank. Since normal hypothesis is the condition to analyze the relations between variables, and according table 9, person correlation coefficient test, shows that, because meaningful level of test, is lower than $\alpha=0/05$ between privatization to powering aspect on is lower than $\alpha=0/05$ between privatization to powering aspect on personnels performance, so, null hypothesis is rejected and aiternative hypothesis is accepted. In other words, there is meaningful relationship between privatization with powering aspect on personnels performance and its amount equals to 0/345 and there is linear relation between two rariables, this means, there is too clase relation between privatization with powering aspect on personnels performance.

Sixth subordinate hypothesis: there is meaningful relationship between privatization and reaction aspect on personnels performance at Mellat bank.

Table 10: Relation between privatizational and Reaction aspect of personnels performance

Affirmation of hypothesis	determination	Person correlation	Meaningful level	Error degree	Privatization
H1	0/21	0/459	0/000		Reaction aspect of personnels performance

As normalizing hypothesis is the condition to analyze the relations between variable and according table 10, person correlation coefficient test, shows, because, meaningful level of test is lower than $\alpha=0/05$ between privatization with reaction aspect on personnels performance, so, null hypothesis is rejected and alternative hypothesis is accepted. In other words, there is meaninfful relationship between privatization to reaction aspect on personnels performance and its amount equals to $\alpha=0/459$ and there is linear relation between two variables. This means there is relative powerful relation between privatization with reaction aspect on personnels performance.

Conclusion and Discussion

Results of this survey show that, there is meaningful relationship between privatization and performance with organizational effectiveness among vpersonnels at Mellat bank.

In subordinate hypothesis, it was considered there relations between privatization and aspects on organizational effectiveness(personnels motivation, personnels organizational creavity, defree of organizational clarity at personnels performance, organizational support aspect of personnels performance, powering aspect of personnels performance, reaction aspect of personnels performance).

According results, the process of privatization has meaningful effect on improving the performance & organizational efficacy and results of subordinate hypothesis showed, there is meaningful relation between privatization and ovy of organizational efficacy aspect.

In the process of privatization at banks, besides a bank system has benefits for itself, so it makes the whole & improvement in other sectors & it also allocated more suitable resources into economic activation, in a way, now, banks are one of the main and interest concept in economy & discussions in the issue of privatization. In fact, privatization, is a part of correction process, reconstrueting and changing of public economy system through change the distribution system and monitoring the economic resources in one hand and reviewing at open system of national weath toward increasing capitalization motives zt non-public sector in other hand. There fore, privatization isn't transfer the public ownership into private sector and relasing economy activities in their from, only. But, the sovereignty of government is more sensitive & colory and with seeking aims like applying suitable method toward improving and suitable use from human & financial resources, not only, we consider the reduction of tenure of government at economic

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activities, but also, we provide the opportunity to enhance the government improvement besides non-public sector growth, through increasing policy- making power & government monitoring, reduction of government wealth & using of active participation of people.

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