Provide a model for determining the strategy level of orienting Khorramshahr port by Kaplan and Norton model

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Abstract: Organizations to better control and more comprehensive planning strongly felt that requires to the evaluation system with a logical and systematic performance. The study "provides a model to determine the strategy level of orienting Khoramshahar Port by Kaplan and Norton model" that it under a conceptual model by using the balanced scorecard and performance evaluation and by using AHP an integrated and strategic performance evaluation system identifies quantitative and qualitative indicators to offer. The population of the research was staff of Khorramshahar. To collect data in the form of a Likert questionnaire was used. In this study, 55 indicators in the balanced scorecard to assess various aspects of which were identified that among them by using a questionnaire and the Likert scale based on population sample size According to Morgan, 210 managers, employees and experts of Khorramshahr port were considered The study showed that the addition of a model to assess the strategic level of orientation, thinking management of khorramshahar port is considered. They were not mentioned in the previous investigation. The study also provided suggestions at the end of the study.
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Introduction

Balanced Scorecardthe first time in 1992 were presented by Robert Kaplan and Peter Norton with an article in the Harvard Journal on the basis of studies that were conducted on twelve major companies. In 1996, Kaplan and Norton s studies in the form of a book titled (Balanced Scorecard, strategy and action) was published, their studies continued its several times, each model was revised. Until the two men in 2001 based the two numbers in Harvard Magazine article presented a model in which the Balanced Scorecard developed from performance measurement model to a model for the strategic management of the organization. In this context, many domestic and foreign research were also done that the two of them were mentioned.

Examples of external research include:

1. The research "Lars-Goran" (2001), in this study, in particular by using the balanced scorecardin health management and how effect and interaction between the hierarchy and control of people in organizing, was focused. He the performance of clinics since 1990 by 2000, examined and stated that the management factors and policies have an impact on the use of the balanced scorecard.

- ManojAnand and Saha (2005), sent questionnaire-balanced scorecard into more than 75 Hindi global companies.

The internal sample can be used in two cases:

1-Ahmad Barati et al (1385) paid to assess the performance management system of staffs of hospital Amiralmomenin in Semnan city using (BSC).

2-Customer-oriented objectives such as improving patient satisfaction, reducing complaints and increasing motivation of staff. The organization's internal processes, objectives include improving the efficiency and quality of provided services, the performance-based financial payments and cost reduction objectives, the learning and development of staff s awareness, promote education and increase the stability of the employees.

3- Hamid Allahyari Abhar (1386), with a study titled Evaluation of collateral evaluation mechanisms to measure the performance of companies listed in the Tehran Stock Exchange, came to the conclusion that the most important financial measures that companies listed in Tehran Stock Exchange for evaluate the performance of various departments of companies and mangers include:

1-Net profit 2 Operating profit 3. The total income.

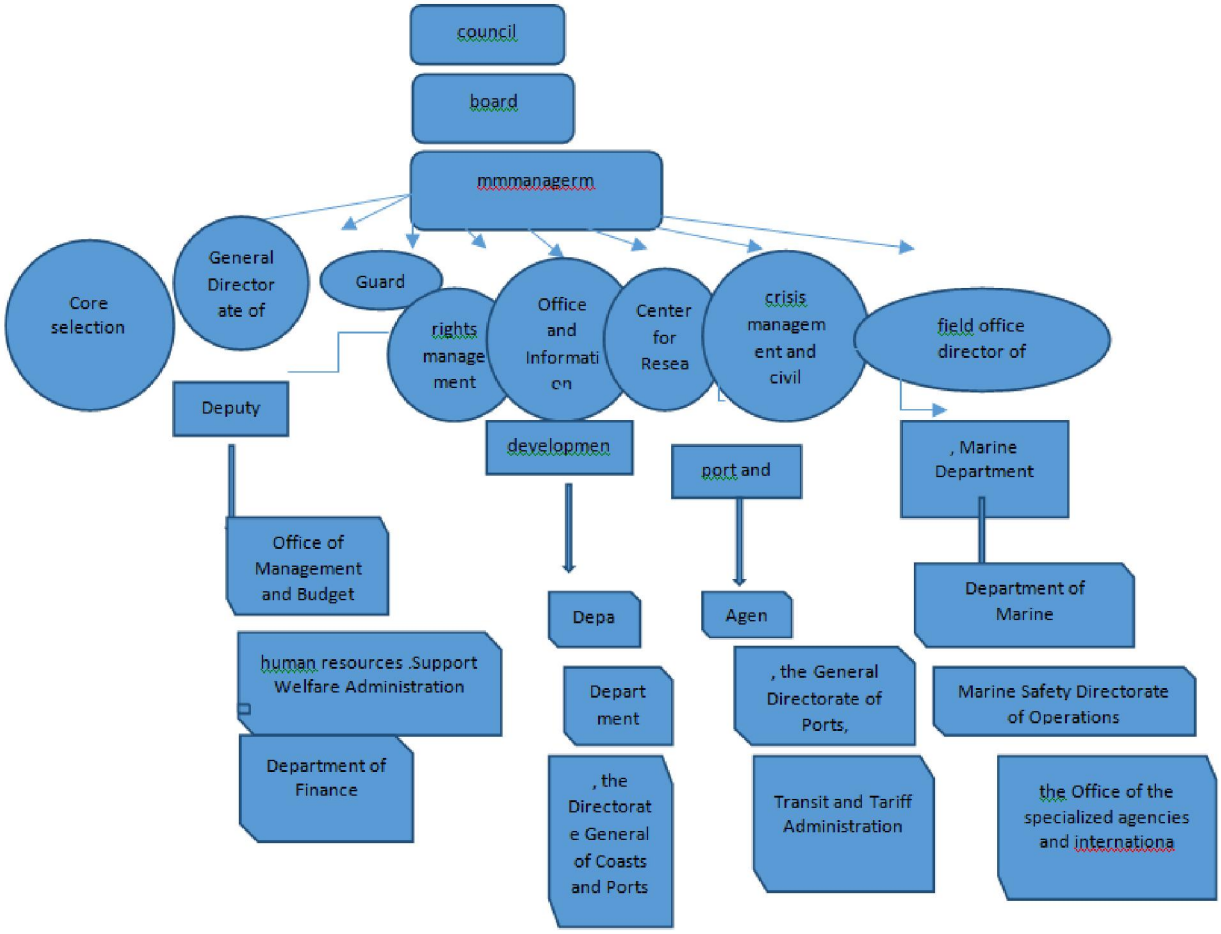
Research purposes

A) The main purpose

To assess strategic level of orienting and strategic think model of the port of Khorramshahr.

B) Sub-goals

1. To check the status of strategic vision in the management of the port of Khorramshahr.



1-category 0f indexes

2. To check the status and strategies into operational measures of the port of Khorramshahr.

3. Assessment of the status of alignment strategies in the management of the port of Khorramshahr.

-1- Hypotheses

1. Strategically oriented model to assess the situation and thinking of khorramshahr port office can provide.

2. The rate of changing strategies to operational measures can be verified inkhorramshahar office.

3. The situation is systematically reviewed and improve strategies in khorramshahar office.

Method of collecting information

In this paper, the collected data is used questionnaire for analysis. After the concepts and the research questions clearly were emerged and basic information in relation to them were prepared to provide, it was the turn of the questionnaire. The spectrum associated with the questionnaire was used. In this study, it was used Likert scale five-storey spectrum, and population consisted 670 people, employees, working group of experts to develop strategies in the management of the port of Khorramshahr.

The importance and necessity of research

Considering the growing trend of the domestic industries of strategic management, organizations need to design models for the implementation of the organization's strategy that seems to be more and more essential. On the other hand one of the most important inputs for the design of the conceptual model for the implementation of the strategy is to identify factors contributing to the success or failure of strategy components in organization. Therefore, to identify effective factors in the success and failure of the strategic implementation of Mac in direction of the design of concept model greatly will be more effectively implementing in the organization's strategy.

Missions of PMO

• tomanage the port and Maritime Affairs Commerce.

• to create and complete the development of buildings and facilities and port fix store and marine facilities and related equipment and their operation

• Preparation and implementation of port and maritime regulations of trade ships and related rules.

• regulating pilot age of council o organization

• loading and unloading administration, transporting goods and storing facilities in the ports of the country's ports (ports that the organization has an office or branch).

• management of telecommunication networks (radio, telegraph, telephone, teletype, etc.) on land and sea for calling with ships and ports it is subject and preparation and provide the means of cooperation with the Ministry of Post, Telegraph and Telephone. Registered ships and commercial and recreational vessels and other citizens of the country and the implementation of the relevant provisions.

• giving certification of Khorramshahr Port Office.

With regard to the organization and its strategy, to design and establish performance measurement indicators from the perspective of the Balanced Scorecard by category of indexes in Khorramshahr port office.

Terms of growth and learning

These indicators were divided into the three categories of capital, human capital, information capital and organizational capital is expressive the assets and the available equipment in the company. Human capital is the culture of this part of the organization's personnel and of general measures. information capital is the hard phase in the organization's that to facilitate its activities has been formed.

Customer perspective

The point was divided into three process of total management, culture and customer s satisfaction. In The total management processes, activities and tasks check the community center in order to introduce performance-. The customer satisfaction, such as quality of service, time of service and rate of interest is noticeable.

Financial perspective

Financial terms was divided into the two parts budgets and financial efficiency. Finances includes public funds. In growth funds, growth funds is measured in comparison with the previous year. The financial efficiency, asset utilization and resource indicators were measured. At the end of 32 questions designed 7 questions for the perspective of learning and development 11 questions for internal process perspective,8 questions for customer perspective and 6 questions for financial perspective was given.

Reliability of questionnaires

To evaluate the questionnaire, 25 questionnaires were given to 25 coworkers and they answer to them. After two weeks, a questionnaire was given to the same people again and again to answer questions. By using Cronbach's alpha reliability and software SPSSVer15, Cronbach's alpha was calculated for each of the questions in terms of the Balanced Scorecard and it was based on the following tables. By the obtained amount can be concluded that alpha has overlay and alignment tools, and high stability.

Then it was calculated the Pearson correlation and reliability of people, and its results for each question in the column had come. So the reliability of the questionnaire were evaluated. 210 questionnaires distributed among all staff and rejected 189 questionnaires. By entering a factor of 1, 2, 3, 4, 5, respectively, for options, quite the opposite, opposition, great, agree and strongly agree, at the beginning the normal distribution approximation was used and we use statistics to calculate the Z and register it in considerable columns and we obtain the probability of P-Value and the significant level 0.05 for each 32 questions. If Sig <0.05 rejects Ho hypothesis in level of significance in a = 0/05. This means that we can say that most people agree the question and vice versa if Sig> 0/05 it doesn't reject Ho hypothesis in significant level of a = 0/05 it means that we cannot say that the majority of people agree to question.

Hypothese

Hypothesis 1

Hypothesis HO: we cannot say that a model to assess the level and the situation of strategy of orienting and management can be represented in khorramshahar port.

Hypothesis H1: model to assess the strategic situation of orienting can be represented in khorramshahar port.

H1: $\mu > 3$ HO: $\mu \leq 3$

Variable	N	Mean	StDev	SE Mean	95% Lower Bound	t	P_Value
M1	189	3.0952	0.6538	.0476	3.0166	2.002	0.023

As you can see, the Student's t test equals with t = 2.002 and according to the amount P_Value as P_Value<0.05 we reject Ho at significance level of a = 0.05. it means that we can say that a model to assess the level and strategic situation of orienting inkhorramshahr port can be provided.

Hypothesis 2

HO: we can not say the situation that become operational strategies to indexes in khorramshaharport office can be verified.

H1: the conversion status of indicators to operating strategies can be verified khorramshaharport office.

3H1: $\mu > 3$ HO: $\mu \leq 3$

Variable	N	Mean	StDev	SE Mean	95% Lower Bound	t	P_Value
M2	189	3.5097	0.4581	0333.	3.4547	15.294	0.000

As you can see, the Student's t test statistic equals to t = 15.294 and according to the amount p_Value as P_Value<0.05 HO was rejected at significance level a = 0.05. It means that we can say, the status of the conversion process to operating parameters in Khorramshahar port office can be verified.

Hypothesis 3

HO: we cannot say the situation of review and improvement in khorramshahar port office is systematic.

H1: status review and improve strategies for systemic administration is Bndrkhrmshhrbh.

H1: $\mu > 3$; HO: $\mu \leq 3$.

Variable	N	Mean	StDev	SE Mean	95% Lower Bound	t	P_Value
M4	189	3.1490	0.6866	0499.	3.0665	2989	0.002

As you can see, the Student's t test equals to t = 2.989 and according to the amount P_Value as P_Value<0.05 we reject HO at significance level a = 0.05.

8-1- the study of various levels of organization in the Balanced Scorecard.

The results obtained of the four perspectives of the Balanced Scorecard to separation, qualification, experience and service location, in the three following table are expressed.

row	Questions internal process perspective Balanced Scorecard in Khorramshahr Port Authority	Cronbach's alpha values as option	Cronbach's alpha values as option	The z-statistic for the test	The probability P_Value	result
1	Pythian centers aims to speed up community service	878/0	936/0	71/11-	999/0	reject
2	The development of public insurance (life, health, materials, events, loan) Port Authority is part of the process of achieving goals	878/0	914/0	06/7	000/0	Accept
3	Family health monitoring implementation of port management personnel positive results	879/0	929/0	40/10	000/0	accept
4	Mortgage payments through the banking system would be aimed at the community house	880/0	892/0	83/5	000/0	accept
5	Laws and regulations concerning the recruitment of children is privileged	878/0	735/0	27/2	012/0	Accept
6	Payment of staff and the target population through centralized SIBA is welcomed	876/0	785/0	38/4	000/0	accept
7	Improving cash service Select option and the targetpopulation is a good job	882/0	891/0	38/11	000/0	accept
8	Improve the level of service and the loan fund is expected	883/0	874/0	05/5	000/0	accept
9	Cooperation between the Office of Khorramshahr port and there are research centers	878/0	798/0	37/3	000/0	reject
		876/0	735/0	80/0-		

row	Asking financial perspective Balanced Scorecard in Khorramshahr Port Authority	Cronbach's alpha values as option	Cronbach's alpha values as option	The z-statistic for the test	The probability P_Value	result
1	The current budget for construction and facilities management activities with the appropriate port.	876/0	794/0	64/2-	996/0	
2	Questions the customer perspective Balanced Scorecard in Khorramshahr Port Authority	873/0	786/0	73/0-	767/0	
3	Establishing a network of consultants in the use of the capacity	876/0	848/0	02/1-	846/0	
4	Families welcome applications Frhngyadarh personnel Khrshmhr significant port.	878/0	907/0	97/9	000/0	
5	Providing cash grants to disabled people and damaged the good work	879/0	834/0	66/0	255/0	
6		874/0	892/0	94/3-	999/0	
7	Thus preserving electronic information and easy access to them.	881/0	877/0	63/2	004/0	
8	Inform your target audience about the rules and regulations for good has been done.	876/0	796/0	88/0	809/0	
9	The receipt of comments, analysis and interpretation of the expectations of the target population in order to improve the efficiency of port services in the field is in good condition.					
10	Meeting the head of the port to the target population would get more services to them is					
11	In partnership with other agencies and institutions Port Authority.					

degree	number	mean	Standard deviation	mean	Standard deviation	mean	Standard deviation	mean	Standard deviation
High school diploma	8	34/3	76/0	77/3	19/0	64/3	59/0	52/3	61/0
diploma	94	09/3	67/0	49/3	47/0	26/3	65/0	17/3	73/0
AD	30	10/3	45/0	51/3	42/0	29/3	63/0	11/3	61/0
BA	47	08/3	68/0	50/3	41/0	09/3	69/0	11/3	65/0
MA	3	29/2	51/0	88/2	41/0	79/2	51/0	28/2	19/0
total	182	09/3	65/0	50/3	45/0	23/3	66/0	14/3	69/0

job experience	Number	The growth and learning		Internal process		customer		finanial	
		mean	Standard deviation	meaN	STANDARD deviation	mean	Standard deviation	mean	Standard deviation
1-5 year	15	02/3	77/0	38/3	45/0	04/3	94/0	03/3	71/0
6-10 year	9	73/2	66/0	38/3	49/0	36/3	57/0	83/2	71/0
11-15 year	39	95/2	70/0	41/3	51/0	17/3	60/0	93/2	69/0
16-20 year	77	24/3	57/0	62/3	42/0	29/3	64/0	28/3	60/0
21-25 year	42	06/3	69/0	49/3	46/0	32/3	69/0	31/3	75/0
26-30 year	6	90/2	58/0	30/3	37/0	02/3	51/0	69/2	60/0
total	188	09/3	65/0	51/3	46/0	25/3	66/0	15/3	69/0

Discussion

To express the outcome of the investigation, it can be said that in the era of Information and Communication, current and future competitive environment requires an understanding of the long-term and short-term factors that have an impact on the

business and the position of the organization. Since the Balanced Scorecard, strategy and institutional framework for the implementation and management advantage is competitive, for development of a strategic approach, BSC is considered. Therefore, based on defined criteria, with a breakdown into three strategies for each of the measures to check the effectiveness of the success for each strategy was developed. The strategy has three objectives related to health, livelihoods and well-being of the target population with a t-statistic Astunet rated 58/15 and the second strategy of social and cultural activities related to different groups with t Astunet92.5 about one-third, third strategy lies in the second place and The first strategy means the cultural and social activities, administration of the port in relation to the target population, about lowest score t Astunet 41/3 means that it provides about one fifth of livelihood activities. Evaluation was carried out on the basis of qualification, significant difference in low and high qualifications of employees that at all three strategies was seen. This means that under graduate and graduate with high mean and standard deviation and MA takers with low mean of success accept all three strategies. And unlike port management strategies defined as a cultural institution, welfare activities, living are on top of the city's Port Authority. But the strategy is based on years of service, but in the history of 26 years have not seen a significant difference and employees are pessimistic to all three strategies Finally, employees with any kind of qualification and service location have a single view to all three strategies.

Conclusion

Totally agree and disagree questions are from 23.3 to 64 percent. With regard to growth and learning perspective are as foundations and other infrastructure and affairs related to human resources were Organizated in this respect. Therefore, to pay little attention to this part will be challenge to the organization in the future. Although 64% of the obtained results of giving score to seven questions in learning and development perspective implies that employees gave more than 3 points to financial motivations but, 27.8% of the staff with a degree of managerial positions are quite agree. This fact shows that the lack of restraining not only on the degree of managerial positions, can be said to lack a degree commensurate with the tasks is caused. In discussing certain trustees as an informal organization consisted of the Port Authority to develop quantitative and qualitative targets besides personnel of organizations. to achieves cores 3/23 shows the rejection of the plan by the majority staff of the organization. In the discussion rotation and mobility of management positions through the Commission on Appointments only 7/45 of the personnel have completely agree and 1/55 percent of staff believe in teamwork culture. How to use the software within the organization has achieved the highest rating. Totally H1 with the lowest score will be accepted that it supposed as a serious danger. from eleven designed questions in terms of internal processes, two questions had Score less than 50%, the rest have achieved an acceptable score. Atef Helpdesk and phone centers in 1616, with 6.7 percent obtained the minimum score among all the specified indicators, in this part of developed plans over the last years couldn't accept fundamental change in the system. Therefore, it seems necessary to review in Pythian. In discussing cooperation between the Port office and the academic and research centers, and with regard to in the year some credit at applied research was expensed, but only 1/47% has attracted colleagues. The most ambitious option to pay in perspective of personnel and families centralized through SIBA system, which is dedicated to 5/91 percent. After that, the public insurance plan to develop has the highest grade, which is 8/87 percent. And design and development of e-services deployment automation 7/75 percent of people strongly agree and then plan for family health monitoring of personnel with3/71 and cashing service with 5/68% with rules and regulations of attracting students of staff (support personnel with talented children) with 4/62 and the Fund have gained them is 9/65% percent But about the mortgage payments although 3/58 percent of people strongly agree and agree to select, but it should be revised so as to be more effective. Finally, in terms of internal processes it assigned the highest score to itself in the four perspectives. With the check of the eight questions posed on the customer perspective other than an electronic design of documents, 2/86 percent of people completely agree and agree with it. The discussion about more service through appointment has 6/59 points the rest of the measures are at border points to 50%. With respect to internal processes suggests high levels of customer service, but unlike perspective are not expected to get the proper rating. This means that a customer perspective must be seriously revised and the comments of staff as an effective component should be reviewed and finally in terms of the internal process, perspective of the customer has a huge difference in second rank. The obtained results of 6 questions indicate that financial perspective answers strongly agree and agree devoted 5/41 to 2/53 percent and implies that the organization has no pre-determined annual program for spending the funds that are queued for personnel and moved in its direction. Disproportion of staff, building, equipment

and administrative facilities with missions defined population.

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