

Strategies for promoting the management system in the bureau of prisons of Khuzestan province

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Abstract: There are so many organizations which are unsuccessful in implementing and operationalizing strategies or operation management as appropriately as possible. This issue does not result from the poorly defined strategies, but it is due to the fact that they have not an integrated framework for consistency of these two vital processes (strategy and operation). In the present study, the aim is to investigate two important issues in promoting the management system in the Bureau of Prisons of Khuzestan Province. The first issue in the objective of statement of the problem in the present research is to present an ideal type of control functions of organizational strategies. In the statement of the second problem, it has been tried to identify the barriers of implementing strategic decisions in the Bureau of Prisons of Khuzestan Province. The methods of investigating the first problem include inferential content analysis as well as qualitative and quantitative descriptive method. In addition, an ideal modeling was selected as the research strategy. In the present study, three basic steps were taken: first, studying and analyzing the content of comments and ideas and different models for determining control functions, second, designing the ideal type of the reconstructed control based on content analysis of the content of different ideas, and third, the ideal type analysis obtained based on functionalism. Further, the method in investigating the second problem is applied in terms of objectives, and descriptive-survey research in terms of data collection; therefore, by reviewing the literature and utilizing the ideas of elites and experts, and employing factor analysis technique, 19 variables as barriers of implementing strategic decisions were identified at last. Using a 150 participant sample consisting of line and staff employees of the Bureau of Prisons of Khuzestan Province, the probable factors of failure of strategies were studied and the significance of the mean scores between the ideas of line employees and staff ones was investigated using MANOVA. The results indicated that signs indicating the poor management can be observed in all high, middle, and low organizational levels. A powerful management can reduce a lot of deficits and improve them. In addition, the issue of unable human forces can be another key problem in implementing decisions. Further, there is a significant difference between the mean scores of the ideas of line and staff employees in terms of probable factors of failure of strategies.

Key words: Control; strategic control; Ideal type; Implementation of strategic decisions; Failure of strategic decisions

1. Introduction

Principally, the word and concept of organization implicitly refers to the concept of control. A social organization is a kind of disciplined and systematic arrangement of the interactions of each of human being. The process of controlling contributes to limiting personal behaviors and tastes and retains them in relevance and consistence with organizational rationality. Functionalities and functions of controlling, to everything it can be defined, is one of the concerns of managers and theorists because the concept of organization without any control is approximately nonsense (Vahid Khashei et al., 2012).

Furthermore, with the severely changing conditions in the current space of the Bureau of Prisons which force managers to adopt new management decisions each day, these decisions

sometimes disaffirm previous ones and the implementation of new decisions require main changes in organizations. These changes can cover a very extensive scope:

Restructuring, culture building, new operational plans, and hiring new human forces are among these changes; but, they take place appropriate to occurring changes at the strategic level of managers' decision. General Offices in all provinces generally have no ability for required changes and consistencies; therefore, a lot of problems are faced by the executives in implementing these strategic decisions (Karimi Dastjerdi et al., 2010). It should be noted that insufficient flexibility of different parts of organizations and inability in appropriate changes are not the only barriers of implementing strategic decisions. In fact, there are issues which are the main barriers of successful implementation of this decision. Among these barriers one can refer to conflicting priorities and poor vertical communications (Beer and Eisenstat, 2000),

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managers' failure to support and lead in implementing strategies, and discouraged and inefficient human forces (Brenes et al., 2008). It is obvious that making a decision is along with its implementation and then evaluation, and the insufficiency of attention to each of these stages can make good decisions ineffective (David, 1997). Finally, succeeding a management decision is measurable in practice because there have been a lot of decisions which in spite of their appropriate and intelligent design, they have resulted in failure in their implementation (Miller, 2002).

2. Statement of the problem and significance of the study

Nowadays, promotion of the management system in the Bureau of Prisons as a security and social organization enjoys a particular significance. This is an organization which, unlike other organizations in Iran, has two separate types of management:

3. Security management: administrative and human resources departments

3.1. Training management: administrative, human resources, and the accused and convicted departments

The important issue in this line is that the activities of the Bureau of Prisons, unlike to other organizations or departments, due to the reasons of uncertainty, has less controllability. It is obvious that a specific attention to identifying factors affecting on the failure or success of implementing such decisions in organizations with a changing environment such as the case of the Bureau of Prisons, seems necessary in order that the catastrophic consequences of inappropriate implementation of these decisions can be prevented. Therefore, the present study is to investigate this issue in the General Office of the Bureau of Prisons of Khuzestan Province.

Main questions of the present study, designed based on collecting data and analyzing them, are as follows:

1. What functions should organizational control in its ideal type have for promoting the management system of the Bureau of Prisons of Khuzestan Province? In other words, if we consider the ideal type in organizational control, what functionalities can be considered in control for promoting the management system of the Bureau of Prisons of Khuzestan Province?

Accordingly, the following secondary questions can be presented:

✓ Is it possible to the ideal type of control being explained for promoting the management system of the Bureau of Prisons of Khuzestan Province? What are the control functions in playing the four functions of the organization (adjustment, access to aims, integrity, and models maintenance)?

- ✓ Is it possible to explain ideal type of control with functionalism?
 - ✓ Why different functions are presented, and how they are accumulated in the system and the control subsystem?
2. What are the factors related to the potential failure of implementing decisions for promoting the management system of the Bureau of Prisons of Khuzestan Province? What are the ranks and significance of these factors?
- ✓ How are ranking and determining the degree of significance of the factors related to the potential failure of implementing decisions for promoting the management system of the Bureau of Prisons of Khuzestan Province?

3.2. Security management and strategic control

The strategies of the Bureau of Prisons in management of administrative structure include the following axes:

1. Developing technologies and using modern and intelligent equipment
2. Establishing a modern management system in the Bureau of Prisons

3.3. Training management and strategic control

The strategies of the Bureau of Prisons in scientific wardership management include the following axes:

1. Specialized classification of the prisoners, changing prisons into training centers, and expanding training courses for prisoners
2. Providing effective services for returning clients prosperously to the society and preventing the repletion of crimes
3. Observing citizenship rights and human dignity
4. Creating employments for prisoners who are qualified and supporting released prisoners via activating centers of caring after release and supportive associations
5. Reforming thoughts, behaviors and performance of prisoners via developing and implementing the plans for classification of prisoners based on valid and scientific standards, creating employment, educational plans, learning professions, reducing the damages of risky behaviors in prisoners and etc. with the aim of returning prisoners prosperously to the society
6. Promoting the level of prisoners' physical and mental health in prisons via developing and establishing counseling and psychotherapy centers.
7. Standardizing required space and using modern and intelligent equipment and developing technology to supply prisoners' biological, educational, cultural and personal needs (The Third Judicial Development Plan, 2006).

Ideal type is the smart suggestion of Max Weber for social research. Max Weber believed that the attention of social sciences in its general sense which includes management as well, should be

interpretative not positivistic (Ashley and Orenstein, 1998). To investigate and evaluate actions, the comparison of social and historical phenomena and their evaluation, Weber suggested the conceptual instrument of "ideal type". Further, the literature of the subject indicated that several studies on identifying factors affecting the failure or success of strategic decisions have been conducted in different countries. The investigations done by researchers have indicated that so far, there have been few studies conducted on identifying the main factors related to the failure of strategic decisions in Iranian organizations and particularly in the Bureau of Prisons. This inattention may result in disastrous outcomes because the decisions made in the senior management are directly related to the security of the government.

4. Review of literature

Fateh Rad et al. (2011), consider the general model of strategic management as three dimensions: strategic planning, strategic implementation and strategic control. Strategic control is something different from operational control and is usually neglected in developing national strategies. The objective of their research was to design and develop the strategic control system based on four basic dimensions of principles, content, structure, and grounds. In this study, designing and explaining the strategic control system of the comprehensive scientific map of Iran were investigated. Regarding the importance of the subject of strategic control, it was tried to present a framework for developing the strategic control system of the comprehensive scientific map of Iran.

Mehregan et al. (2006), investigated the dynamics dominant over the commercial spaces of producing units and the multiplicity of factors affecting their performance, and emphasized the necessity of investigating planning as one of the main tasks of management. Accordingly, production planning in producing companies is considered as the most instrument of success. In this study, it was tried to present an appropriate model for production planning in the industry of wire and cable using methods of operations research, in such a way that an appropriate model of logical communication can be developed among operations and thereby, the related officials can be helped in the issue of future planning and productivity can be increased. In this study, after a brief familiarity with production planning and its techniques, and also the way of producing copper Telecom Cable, the production planning can be conducted by ideal planning model.

Lashkar Bolouki et al. (2011) conducted a research which critically and comparatively evaluated the applicable techniques in developing stable strategies. Stable strategies are a particular type of strategies which are consistent and significant in different environmental situations.

Karimi Dastjerdi et al. (2010), tried to identify the barriers of implementing strategic decisions in

organizations related to healthcare services in Iran. This research is an applied one in terms of objectives, and a descriptive-survey study in terms of collecting data. The results indicate that the most important reason of failure of strategic decisions in the healthcare services in Iran is inefficient management team.

Elahi et al. (2012) investigated the ranking of barriers of effective implementation of strategies in the sports system of Iran based on the AHP. The participants of the research were experts and elites familiar with strategic management who had roles in developing or implementing the strategies of Iran's sports system. The findings indicated that the barriers of the stage of transferring strategies to practices are the most important component of implementing strategies.

Sull and Spinosa (2007), stated that the increase in the commitment by a promised-based management in organizations results in implementing strategies effectively (Sull and Spinosa, 2007). Accordingly, the failure to implement the strategies of the sports system of the country is firstly assigned to the little commitment and belief of managers to strategic plans is a confirmation of little meritocracy in determining managers of the sports system.

Jahani (2013) believed that although developing strategies is a difficult matter, implementing or operationalizing it in the whole organizations is more difficult. Without effective implementation, no business strategy can be successful. Accessing to a true understanding of challenged which managers encounter in case of making decisions and implementing strategies, is very effective on implementing strategies effectively. This article introduced challenged available in the process of strategies and conceptual models of coping with barriers and successful implementation of strategies from experts' viewpoints and in practice.

Soleimani et al. (2012) in a research conducted on the Power Industry of Iran, regarding the literature of the research and by employing experts' ideas, identified different barriers and then categorized them in six groups. By distributing questionnaires, they investigated the barriers of implementing strategic management in this industry. The study is an applied one in terms of objectives and descriptive-survey research in terms of collecting data. The population of the study included senior and middle managers and the sampling was conducted by random cluster sampling. In analyzing questionnaire, SEM including analysis of confirmatory factors and path analysis were used. In addition, SPSS and LISREL were used for analyzing data. According to the results of the tests, six groups of communication barriers, human barriers, and barriers of organizational structure, content barriers of plans, cultural barriers, and organizational resources barriers have the most amounts respectively in the barriers available in the power industry of Iran. By coping with these barriers, the

possibility of failure in implementing strategic decisions can be reduced.

Jalali farizhendi (2012) investigated the issue that implementation and execution of strategies in organizations due to their operational nature and dependence to the element of experience among other parts of the process of strategic management, have received less attention in research and theoretical models. However, a plan or project conducted with spending great amount of time and money, but in practice, it has been faced with a lot of problems and cannot be operationalized, is valueless. By considering the vital role of marketing in the survival of organizations' activities and the significance of planning and management of strategic marketing, the necessity of paying attention to the process of planning and marketing strategies are appearing more and more. In this study, it was tried to provide applied methods for coping with the barriers of implementing strategies and define a general overview towards implementing marketing strategies by investigating barriers of operationalizing these strategies.

5. Research hypotheses

- Ideal control systems have important roles in organizational changes and promotion of the management system in the General Office of the Bureau of Prisons of Khuzestan Province.
- Identifying and ranking factors related to potential failure of implementing strategic decisions result in the promotion of the management system in the General Office of the Bureau of Prisons of Khuzestan Province in an environment with uncertain conditions.

6. Research method

The research method of the present study is a descriptive one which uses survey research for collecting data.

6.1. Population

Regarding the objective of the present study regarding investigating the strategies of promoting the management system of the General Office of the Bureau of Prisons of Khuzestan Province, the population includes the managers and experts of the General Office of the Bureau of Prisons of Khuzestan Province. Regarding the authorities which these individuals have about the quiddity of management in all dimensions and supervision on all action plans and executive plans, and also regarding the fact that some of these individuals are members of organizational groups and committees, they were considered as the population of the study. They were 850 individuals.

6.2. Sampling method and sample size

In this research, for sampling a random cluster sampling was used. Regarding the population size as 850 individuals, according to Morgan's table, when the population is 850 individuals, the sample size includes 256 individuals, but, due to problems of sampling, 150 participants participated in the study.

7. Methods of collecting data

The instrument employed in the present study for collecting data was questionnaire.

7.1. Validity and reliability

In this study, for accessing the required validity and using questionnaire, it was tried to investigate completely the studied conducted in this regard and their results after conducting primary study about the subject matter. In addition, by consulting with the supervisor and the experts of the related bureau, the questionnaire was designed. After designing the questionnaire, the primary test was administered on 30 individuals for investigating the ideas of the staff about questions and finding out the weaknesses of questionnaires. At last, after amending the questionnaire based on the ideas of the staff and experts, the final questionnaire was developed and distributed among the staff.

7.2. The reliability of the questionnaire

Those who use SPSS for analyzing data can calculate the reliability of data collection instrument by Cronbach's alpha. The higher the percentage obtained is closer to 100%, the higher the reliability (Moghimi, 1999). In the present study which used questionnaire for collecting data and SPSS for analyzing them, the reliability of the questionnaire was calculated using Cronbach's alpha. This method is employed for calculating the internal consistency of the instruments such as questionnaires or tests measuring the different characteristics. To measure Cronbach's alpha coefficient, first the variance of the scores of each sub-scale of the questions of the questionnaire and the total variance should be calculated (Sarmad et al. 1998). The Cronbach's alpha coefficient is calculated as follows:

n = the number of questions of a questionnaire.

Si_2 = the variance of the question i .

St_2 = the variance of the total questionnaire.

In this research, the value of alpha was obtained regarding the mentioned formula which indicates that the used questionnaire is reliable.

7.3. Tests used in the present study

After that the researcher identified his own research method, and using appropriate instrument, collected the required data for testing research hypotheses, he categorized the collected data and analyze them by statistical techniques appropriate to

research method, variables type, and etc., and at last, test those hypotheses guiding the research to this stage and by doing so, he can find answers for the question which the research exerted a systematic efforts to obtain it (Khaki, 1999: 303-304).

To analyze the data using inferential statistics, and testing research hypotheses, inferential statistics techniques such as Cronbach's alpha, factor analysis, and MANOVA were used.

8. Descriptive statistics

Table 1: Demographic characteristics of the studied case

Variables	Indicators	Frequency	Percentage
Educational levels	associate diploma	37	25%
	BA	89	59%
	MA	19	13%
	PhD	5	3%
	Total	150	100
Organizational position	Line managers	30	20%
	Staff management	10	7%
	Line employees	75	50%
	Staff employees	35	23%
	Total	150	100
Organizational unit	Prison	70	47%
	Prison (administrative personnel)	35	23%
	Headquarters	45	30%
	Total	150	100
	total	150	

9. Analyzing primary factors

Table 2: Frequency and percentage of answers scores to items of questionnaires

Item number	Strongly disagree		Disagree		No idea		Agree		Strongly agree	
	F	Percentage	F	Percentage	F	Percentage	F	Percentage	F	Percentage
1	2	2	2	2	11	9	65	54	70	58
2	29	24	22	18	20	17	17	14	35	29
3	3	3	10	8	29	24	48	40	60	50
4	3	3	2	2	25	21	48	40	72	60
5	2	2	0	0	19	16	63	53	66	55
6	4	3	9	8	22	18	49	41	66	55
7	1	1	6	5	22	18	52	43	69	58
8	2	2	5	4	22	18	60	50	61	51
9	4	3	5	4	23	19	55	46	63	53
10	1	1	4	3	23	19	54	45	68	57
11	5	4	4	3	20	17	46	38	75	63
12	3	3	2	2	19	16	55	46	71	59
13	10	8	19	16	15	13	48	40	58	48
14	4	3	5	4	24	20	71	59	46	38
15	5	4	7	6	16	13	68	57	54	45
16	4	3	2	2	25	21	52	43	26	22
17	6	5	6	5	21	18	42	35	75	63
18	2	2	9	8	26	22	58	48	55	46
19	4	3	4	3	29	24	49	41	64	53

Table 3: Factor coefficients of extracted items from scales for all participants

Summarizing factors information			
Factor 1	Factor 2	Factor 3	Factor 4
Q1=0.768	Q3=0.764	Q2=0.65	Q11=.86
Q4=0.722	Q6=0.676	Q9=.76	Q13=.65
Q5=0.694	Q7=0.620	Q17=0.65	Q14=0.76
Q12=0.751	Q8=0.735	Q18=0.76	Q15=0.89
	Q10=0.72	Q19=.87	
	Q16=0.65		

10. Naming factors

Table 4: Naming factors

Factor 1: Infrastructural barriers	Factor 2: developing plans	Factor 3: transferring strategies	Factor 4: implementing plans
Resource constraints	Inconsistencies at all levels	Lack of commitment in some managers	Managers' little knowledge, skills, and experiences
Uncertain strategy	Unable human resources	Not systematic management in staff and line levels	The lack of a clear evaluation system
Failure to ensure adequate allocation of funds	Conflicting aims and priorities	Failure to develop program to suit specific applications.	The lack of human forces
Lack of senior management's support	Inappropriate management team	Lack of understanding plans	Conflicts between staff and line forces
Lack of culture of planning	Poor and inappropriate communication		
	Lack of sufficient familiarity		

11. Research findings

11.1. Inferential findings (research questions)

Considering the fact that 4 main factors were identified in the research, it has been tried that in

this section, line and staff employees are compared in terms of these four factors:

1. There is a difference between line and staff employees in terms of probable factors of failure of strategies.

Table 5: Statistical tests of MANOVA related to the difference between the ideas of line and staff employees in terms of probable factors of failure of strategies

Test types	Value	Ratio f	Hypothesis df	degree of error	Sig.
Pillai's trace test	036	4.424 a	4	146	0.04
Wilks' lambda test	936	4.424 a	4	146	0.04
Hotelling's T2 test	037	4.424 a	4	146	0.04
Roy's largest root test	037	4.424 a	4	146	0.04

As observed in the above table, there is difference between line and staff employees in terms of probable factors of failure of strategies; therefore, at least one of the factors between the line and staff employees are different in this regard. Therefore, hypothesis 1 is confirmed.

1. There is a difference between line and staff employees in terms of the first property of potential factors of failure of strategies.

2. There is a difference between line and staff employees in terms of the second property of potential factors of failure of strategies.
3. There is a difference between line and staff employees in terms of the third property of potential factors of failure of strategies.
4. There is a difference between line and staff employees in terms of the fourth property of potential factors of failure of strategies.

Hypotheses 1-4 are presented in table 6:

Table 6: MANOVE related to the differences in ideas of line and staff employees in terms of probable factors of failure of strategies

Dependent variables	Sum of squares	df	Mean square	Ratio f	Sig.
Infrastructural barriers factors	156.408	1	156.408	5.21	0.01
Developing plans factors	100.45	1	100.45	6.3	0.01
Transferring strategies factors	98.56	1	98.56	4.291	0.01
Implementing plans factors	65.67	1	65.67	4.3	0.01

As indicated in the above table, there is a difference between staff and line employees in terms of some of the factors. In other words, as the table indicated, the staff and line employees are significantly different in terms of the factors of property 1 ($f=5.21$), property 2 ($f=6.3$), property 3 ($f=4.291$), and property 4 ($f=4.3$). Therefore, hypotheses 1 to 4 are confirmed.

12. Conclusion and suggestions

In general, using the results obtained from the study, the following suggestions can be suggested:

- The Bureau of Prisons should apply developed and pre-determined plans for implementing plans.
- Plans should be developed in the form of a process for better understanding.
- Employees' participation in developing plans
- Interactions should be established between line and staff forces.

13. Limitations of the research

Since every research has limitation, the following cases can be mentioned as the limitations of the present study: since the present study has been conducted in the domain of humanities, the possibility of influence of some variables, outside the control of the researcher, on the results of the research is available. In the present study, variables such as age, gender, years of service were not considered.

Developing questionnaires from which factors can be extracted was difficult

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