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Designing the Evaluation Model of Proportionalization Policies Administrative System Formations in Iranian National Oil Company

Iraj Akbarifar [1], Foad Makvandi [2*], Mohammad Hemati [3], Ghanbar Amirnejad [4]

Abstract

The purpose of this research is to design a model for evaluating the policies of proportionalization of administrative system formations in Iranian National Oil Company. In this regard, the research method was a combination of qualitative and quantitative methods and tools with an applied orientation along with survey strategy and inductive approach. The qualitative part of the research included a review of the records and background of the research and conducting library studies based on the content analysis and meta-composition methods and the Delphi technique, and in the quantitative part, several techniques and tools were used, including interpretive structural modeling and structural equations, factor analysis, pairwise comparison matrix, and questionnaire tools. By carrying out the qualitative stage and refining and screening and verifying the achievements in the quantitative stage, finally 89 indicators in the form of 11 dimensions and 35 components, under the four main concepts of "policy evaluation", "proportionalization", "administrative system formations" and "macro environment" were counted and classified. In the next step, by identifying the relationship and mutual effect of the identified factors, the evaluation model of the design policy and finally the validity and reliability of the model was put into the test and approved. The issue of the optimal size of the government and the public policies related to it has been discussed and debated among political and economic experts for about three decades in the documents of the government and the ruling space of the country with different expressions such as "downsizing", "privatization" and "rationalization". Following the studies conducted in this research, with the premise that on one hand, the correct and scientific evaluation of public policies has an undeniable role in the successful implementation of policies, and on the other hand, in our country, the issue of evaluating public policies has always been like a missing link in the space that governs this territory and better management of resources in Iranian National Oil Company.

Keywords: *Policy Evaluation, Proportionality, Administrative system formations, Iranian National Oil Company*

Introduction

Public policies pave the way for the realization of macroeconomic, political and social goals of the countries by solving the general problems of the society and influencing the development factors (Hoseini Rad et al., 2023). Nowadays, as the administration of countries has become more complicated, the issue of evaluating public policies has become inevitable for governments (Perez-Morote et al., 2023). Public policies are formed due to the existence of public problems and are an answer to solve these problems. In order for public policies to achieve their desired goals, the existence of a suitable evaluation system is necessary (Martinsuo & Ahola, 2022). Today, one of the factors of ineffectiveness of organizations is the extensive physical formations of large structures that are not

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1. Department of Public Administration, Shoushtar Branch, Islamic Azad University, Shoushtar, Iran
2*. Department of Public Administration, Shoushtar Branch, Islamic Azad University, Shoushtar, Iran (Corresponding Author: F.makvandi@iau.shoushtar.ac.ir)
3. Department of Management, Ahvaz Branch, Islamic Azad University, Ahvaz, Iran
4. Department of Public Administration, Science and Research Branch, Islamic Azad University, Tehran Iran

aligned with their main mission, and this issue is more apparent in state-owned companies and is considered an inhibiting factor in their efficiency and agility (Qian et al., 2023). In recent years, following the drop in oil prices and severe financial straits, many oil companies have paid serious attention to restructuring and downsizing. Evaluations are carried out for this reason to examine the output, effects and consequences related to the implementation of policies (Alizadeh et al., 2023).

For many years, the evaluation system has become common in the government sector of most developed countries, and its purpose is to generate information for the review and review of policies and programs by government organizations. Despite many efforts and the implementation of numerous programs to reform and improve the administrative system, most of the programs related to proportionality and optimization of the size of the government have been unsuccessful or no serious movement towards improving the administrative system has been observed (Karimikia et al., 2023). The issue of optimal government size is one of the oldest disputes among many experts in the field of governance of countries, and in this regard, different opinions have been raised between minimal and maximal government. The lack of evaluation and control system and the inappropriate process of monitoring the performance of various departments of the administrative system and the lack of a clear management definition of it have caused evaluation and monitoring to lose their special function and lead to non-managerial and inefficient performance (Firouz et al., 2022). The evaluation of the policy is always like a missing link in the space that governs the territory of the policy in Iran. Despite the growing growth of evaluation research since the 1960s, strong studies in this regard have not been conducted in Iran. There are few theoretical and technical discussions, and the topic of policy evaluation in Iran is an unknown and undeveloped field, which has caused its concepts and tools to remain vague (Khalatbari Moazzam et al, 2023).

Regarding the process of public policy making, one of the most important issues of the governments in order to improve the performance of the government is to conduct an accurate and knowledge-based evaluation. One of the most important things that has been neglected in the evaluation of public policies and has led to the formation of ineffective policies is the existence of a comprehensive and coherent model for the purpose of evaluating the quality of public policies. According to many experts, policy evaluation is a legal requirement, but in principle, evaluation is a way for effectiveness, policy improvement, and policy development, service delivery, ensuring the fulfillment of needs and using existing potentials. The main core of modern policy is evaluation, which can lead to the effectiveness and efficiency of service delivery (Shariatnejad et al., 2023). A significant part of the problems and obstacles to the successful implementation of policies have their roots in the inadequacies and problems related to the policy evaluation field. The lack of proper evaluation system and weak monitoring is an obstacle in the successful implementation of policies. The issue of "evaluation and control in the administrative system" is one of the challenges of the administrative system in Iran, and a significant part of the problems of the successful implementation of policies is rooted in the inadequacies related to the evaluation of policies. Some of the basic challenges related to monitoring and evaluation in the country's administrative system are: the inefficiency of the strategic monitoring system, the inefficiency of the monitoring systems in medium-term and short-term programs, and the lack of systematic monitoring mechanisms of people and government organizations (Babaei et al, 2022).

In the total of the searches that were conducted regarding the research topic, the lack of research and the knowledge gap were felt, so the main question that this research sought to answer was "What is the pattern of evaluating the policies of proportionalizing

the formations of the administrative system in line with the management of resources in the Iranian National Oil Company?" which included five sub-questions regarding the identification of the dimensions, components and indicators of the evaluation model and the relationships and mutual effects between the dimensions and components of the identification as well as their leveling and prioritization. Therefore, the forward study was carried out with the premise that the existence of a public policy evaluation model is one of the important prerequisites for the successful implementation of policies, with the aim of designing the aforementioned model.

Literature Review

Experts have used different words in the field of evaluation, which usually mean the same concepts. Just as the words "policy" and "policy" have separate but close concepts, the two words "policy evaluation" and "policy evaluation" are also considered synonymous in many writings. Also, in many cases, the three words "evaluation", "evaluation" and "measurement" are synonymous with each other (Hasanpuor et al., 2023). There is systematic evaluation during the whole process of the policy, from its formulation to its implementation. In general, evaluation is an activity designed in the policy-making process and one of its implementation steps, which is done in order to judge the effects of government policies or programs. Through its policies, the government is trying to expand the boundaries of accountability with monitoring and evaluation, and reveal transparency in the policy for the evaluator. Designing a monitoring and evaluation system in each of the areas of government activity, in addition to improving the policy, also helps to learn the policy (Jorsaraee et al., 2023).

Experts have stated several definitions of policy evaluation. In general, the definition can be summarized as follows:

Policy evaluation is a continuous monitoring system that is implemented in various ways during all stages of policy making, including problem identification, formulation and implementation by the government or private sectors, and by using the feedback it receives from the policy beneficiaries, by measuring quantitative and qualitative indicators, it examines and judges the short-term and long-term results of the policy, and at the end, this awareness is created for the policy beneficiaries (Sadeghnia et al., 2021). To what extent has the general problem been solved? How much have the goals of policy planning been achieved? What unwanted effects did it leave behind? The answers to these questions help to make the most appropriate decision to continue, modify or terminate the policy.

Types of policy evaluation

Policy evaluation is classified into three types or categories: A: administrative evaluation B: judicial evaluation C: political evaluation (Dehbalai et al., 1402)

Objectives and applications of policy evaluation

Evaluation in policy analysis performs several special tasks:
1- It provides reliable information about the performance of the policy;
2- It helps to clarify the values that emphasize the selection of goals and objectives;
3- It leads to efforts to reconstruct policy issues and also plays a role in the emergence of new objectives and potential solutions. Some of the goals of evaluation are: how the government works; measuring the degree of achievement of policy goals; Measuring the impact of the law; Determining the amount of government intervention; Determining the accuracy of law enforcement; the cost-effectiveness of the policy; solving a general problem or problem; Lessons to learn (Baghernezhad et al., 19).

The evolution of evaluation

The evolution of policy evaluation is divided into four periods: the first period was from 1900, with emphasis on quantitative measurement and under the influence of

scientific management theory. The second period began in 1942 with a focus on quantitative-qualitative description instead of measurement. The third period began in 1967 with a shift in focus from the description of how to achieve goals to judging the value and merit of the policy, and the fourth period began in 1985 with the introduction of structural evaluation by promoting the interactive model of interest group evaluation based on postmodern epistemology (Danaeefard & Torabzadeh, 2017).

Adaptation of the formations of the administrative system

Administrative system is a tool for organizing and implementing activities in order to achieve the set goals and it is made up of components such as human capital, organization and formations, systems, methods and procedures, laws, regulations and technology and facilities, etc., and it is in accordance with the expectations of the society and the changing role of the government in the administration of affairs, and it constantly needs to change and evolve and improve (Taheri et al., 2023). Reforming the administrative system and government management involves a systematic and integrated effort; in such a way that effective changes can be made in the public administration system and its ability to achieve national progress can be increased. From this point of view, transformation in the administrative system and government management, or in other words making it suitable and worthy, is a vital and unavoidable necessity (Ahmadvand et al., 2022).
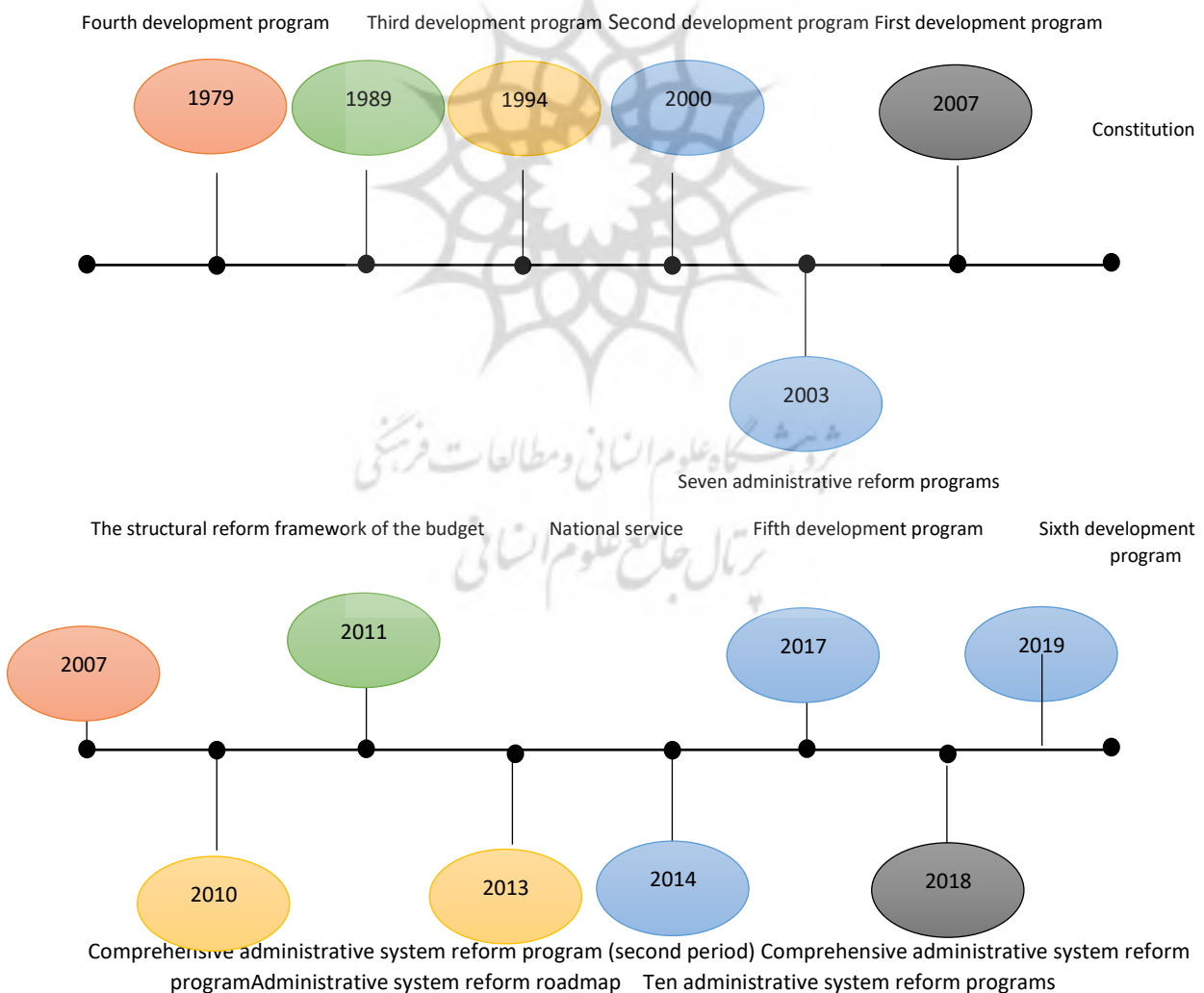

Figure 1. *The progress of administrative system reform programs in Iran (Ghoreishi et al., 2018)*

The Findings of Moslehi et al (2020) research titled: "Organizational policy model of employee performance based on justice" showed that the themes of the research are 6 main variables of the research including: gender justice seeking, supportive view, empowering attitude, confidence building, ethical ethics and social commitment. After the themes were identified, the categories of analysis were defined. The way each theme encompasses categories. Thus, 23 main categories are defined in this study.The Findings of Nouri et al (2021) article titled: "Presenting a Conceptual Model for Evaluating the Implementation of Administrative System Policy: A Case Study of Executive Bodies and Medical Universities of Semnan Province" showed that Extracting a systemic conceptual model from the administrative system reform programs of the first and second periods implemented in the executive bodies of Semnan University of Medical Sciences includes 280 basic concepts, 71 basic categories, 9 macro categories and six dimensions. Ritta Coelho et al (2022) research titled: "EParticipation practices and mechanisms of influence: An investigation of public policymaking" dedicated that it is also necessary to recognize the interactions and mechanisms implemented in practice. Our findings are helpful for policymakers seeking to create effective participatory processes while considering citizens' opinions. The Findings of Kasbdoust et al (2022) article titled: "Predicting Organizational Productivity: Pathology of Implementation Gap Human Capital Management Policy (Case Study: Ministry of Interior)" showed that the existence of a gap in the implementation of human capital management policy that hinders the promotion of organizational productivity and categorize that in five concepts and quantitative findings shows the effect of these components on the organizational productivity, respectively; process-based with an average 3.58, technical with an average 3.37, contingency with an average 2.99, human-related with an average 2.76,

systematic with an average 2.30 and the final finding modifies that improving the above factors in the organization accelerate the processincreasing organizational productivity. The Findings of Ansari et al (2022) article titled: "Presenting a model of cultural policy with a change approach (Case study: Islamic Azad University, Science and Research Branch, Tehran)" showed that ultural policy-making in the direction of cultural transformation in higher education as a central category in the research model, along with contextual categories, interventionist, strategies and the consequences explain the policy model of the Islamic Azad University, Science and Research Branch of Tehran. The results of the present study, in addition to drawing a policy model in the organization, also analyzes and explains the policy-making process in Iranian higher education. The Findings of Eshgarf et al (2022) research titled: "The Relational Network of Policy Entrepreneurs' Strategies in the Public Policymaking System of Iran" showed that the most effective strategies are found to be "strategies of relational management, using the media, and persuading and convincing the audience through speech power," while "changing the actors and stakeholders with the right to address the issue in order to remove the opponents" was found to be the most influenced strategy of the policy entrepreneurs. The Findings of Blair-Hamilton & Raphael (2023) research titled: "A critical analysis of the Finnish Baby Box's journey into the liberal welfare state: Implications for progressive public policymaking" showed that only Scotland and Wales recognized the decommodification and equity roles played by the baby box. This study identified numerous barriers to building progressive public policy in Canada, UK, and USA: the structures and processes of the liberal welfare state, commercial interests that skew public policymaking and media logic that limits news reporting to the concrete and simple, eschewing complex analysis. The Findings of Taghavi et al (2023) research titled:

"Designing a stakeholder participation model in the formation of cultural tourism policies (Case study of Tehran)" showed that the cases of participation in the field of cultural tourism policy making, including identification and development of stakeholders' participation platform, communication and support of methods, development, focus on participation and creation of structure and attention to problem analysis from the perspective of stakeholders and alignment. It is between them. Finally, research studies have identified a pattern.

In this research, a study was conducted in the country's high-level and macro-level documents that were compiled and announced in the past governments (ninth, tenth, eleventh and twelfth) in order to reform the administrative structures, and the titles of the programs and related clauses were extracted.

Table 1.

Programs related to the concept of "adjustment of administrative system formations" extracted from upstream documents and country's macro plans (1999-2017)

Document title- Date of notification	Programs Titles/ Related clauses
Strategic plan for transformation in the administrative system (1999)	**Macro strategies:** 1- Re-engineering administrative structures and standards with regard to national development goals 2- Economizing government activities and services based on non-oil revenues. **Micro strategies:** 1- Development of legal participation of people in decision-making, decision-making and implementation 2- Re-engineering of administrative structures and standards aimed at development goals 3- Adapting organizational structure patterns to the type of tasks of the devices. 4- Economizing government activities and services based on non-oil revenues. **Implementation policies of the transformation program in the country's administrative system** A. Implementation policies of the government size rationalization program: 1- The government should carry out the governmental duties at the desired qualitative level in an efficient and effective manner. 2- Duties related to government social enterprises should be performed in the following three ways: (A) Developing the activity of non-governmental sectors using government support and subsidies b) Paying per capita expenses from the government budget to the non-governmental boards of trustees approved by the relevant institutions in order to perform the duties of the administration under the supervision and guidance of the government, such as schools, medical centers, rehabilitation centers and universities. c) Establishing and directly managing relevant units in departments and regions where it is not possible to implement the above-mentioned two clauses.). B. Implementation policies of the transformation program in the organizational structures of the government: 1- The government's macro formations should be fundamentally revised based on the relevant policies. 2- The structure of the formations of the institutions responsible for the exercise of sovereignty will follow the rules and regulations provided, and the approval and

Document title- Date of notification	Programs Titles/ Related clauses
	approval of the formations outside of the mentioned regulations will be avoided. 3- In order to create coherence and integrity in the structure of the government sector and reduce inconsistencies and establish order, the number of management positions should be reduced to the minimum possible and the development of government organizations should be accompanied by restrictions and necessary supervision. 4- Those duties that must be done nationally, be legalized and specified, and their performance be assigned to national institutions. Also, those tasks that are among the regional and local tasks should be assigned to local authorities by granting the necessary powers, and such authorities should be given the necessary powers regarding decision-making, implementation and allocation of resources. **Implementation policies of the transformation program in employment systems:** By reducing the size of the government, adequate salaries, benefits and compensation for government employees should be established.
Seven main programs for creating transformation in the administrative system (2003)	Program 1: Program to rationalize the size of the government.
	Program 2: Transformation program in the organizational structures of the government.
	Program 6: Program for improving processes, working methods and developing administrative technology.
The government notification regarding the duties and regulations of the organization of the renovation and administrative transformation units of the ministries and government institutions (2003)	Task 1: rationalizing the size of the device
	Task 2: Modifying formations
	Task 3: Modifying processes and methods of doing work
The general policies of Article 44 of the Constitution of Iran (1384) promulgated by the leader of Iran	**General goals:** 1- To accelerate the growth of the national economy including: a) Expansion of ownership at the level of the general public in order to ensure social justice b) Improving the efficiency of economic enterprises, and the productivity of material, human and technological resources c) Increasing competitiveness in the national economy 2- Increasing the share of private and cooperative sectors in the national economy 3- Reducing the financial and administrative burden of the government in undertaking economic activities 4- Increasing the general level of employment 5- Encouraging people to save and invest and improve household income.
	In paragraph "A" of the general policies of Article 44 of the Constitution of the Islamic Republic of Iran regarding the general policies of the development of the non-governmental sectors and preventing the expansion of the government sector, it is stated: "Investment, ownership and management in the fields mentioned at the top of Article 44 of the Constitution are allowed by non-governmental enterprises and public institutions and cooperative and private sectors as follows: 21 large industries, parent industries (including large downstream oil and gas industries) and large mines (excluding oil and gas)"

Document title- Date of notification	Programs Titles/ Related clauses	
	According to this paragraph, we find out that at least in the downstream sector of the oil and gas industry, permission has been issued for the entry and ownership of the private sector.	
	General policies of clause "C": • Changing the role of the government from direct ownership of the company to policy-making, guidance and supervision • Empowering the private and cooperative sectors in the economy and supporting it in order to compete for goods in international markets • Orientation of privatization in order to increase efficiency and competitiveness and expand public ownership and…	
	Out of the total of 92 articles and 90 notes of the said law, 2 articles (Articles 7 and 8) and 6 notes are related to facilitating and speeding up investment and licensing of economic activities for non-governmental sectors and 3 articles (Articles 9 to 12) with 4 notes of it is also directed to the development of the cooperative sector, while 20 articles and 35 notes of this law are directed to the process of handing over state companies. This study alone is proof of the importance that the development of the non-governmental sectors through the transfer of activities and government enterprises has been the focus of the three axes of the policies announced in Article 44.	
Civil Service Management Law (2007) promulgated by the Islamic Council according to the eighty-fifth article of the Constitution	Article 31: The executive bodies are required to prepare their detailed formations in compliance with the provisions of Article (29) and send a copy of it to the organization.	
	Article 33: Regulation of the internal formations of units of executive bodies that are managed based on the cost price (the subject of Article 16 of this law) is their responsibility and they will send a copy of their formations to the organization for compliance with the regulations.	
	Article 36: The executive bodies are obliged to implement the processes and methods of doing their work with the aim of increasing the productivity of the human force and the efficiency of the activities such as speed, accuracy, cost, quality, health and safety of affairs and ensuring satisfaction and the dignity of the people and prepare and implement them based on the instructions of the organization and review and modify these methods at least once every three years.	
General policies of the administrative system (2010) communicated by the leader of Iran	Clause 10: Agility, adaptation and rationalization of administrative system formations in order to realize the goals of the vision	
	Clause 11: Flexibility and lack of administrative and organizational concentration with the approach of increasing the effectiveness, speed and quality of national services.	
	Clause 14: Overview, alignment, coordination and effective interaction of administrative bodies in order to realize trans-sectoral goals and vision.	
	Clause 19: Laying the groundwork for attracting and using people's capacities in the administrative system	
	Program 4: Decentralization	1-4- Transferring employees, organizations, companies, educational and research institutes from Tehran to cities. 4-2 Paying attention to deprived and remote areas.

Document title- Date of notification	Programs Titles/ Related clauses	
Ten administrative system reform programs (2010), announced by the president's vice president for development of management and human capital		4-3 Delegating administrative and employment authority to governors across the country. 4-4 Prohibition of any recruitment and transfer to Tehran.
	Program 7: Modifying the structure and processes	7-2 Organizing, designing and regulating the formations of executive bodies. 7-3 Shortening the work steps and administrative hierarchies at the vertical and horizontal management levels. 7-4 Modifying the detailed structure of executive bodies. 5-7 Modifying processes and work methods with the administrative automation approach.
The general policies of resistance economy (2012) announced by the leader of Iran	Clause 16: Saving the public expenses of the country by emphasizing the basic transformation in the structures, rationalizing the size of the government and eliminating unnecessary and parallel institutions and unnecessary expenses.	
Administrative System Reform Roadmap (2012) announced by the President's Vice President for Development of Management and Human Capital	First program: Engineering the role and structure of the government	Objective: Explaining the proper role of the country's development activists and achieving a facilitating, agile, proportionate and decentralized structure for the government in interaction with other actors (private sector, non-governmental organizations, local administrations and people).
Sixth five-year country development plan (2017-2021)	Section 6 (Administrative system, transparency and anti-corruption) - Article 28 - Clause A: Reducing the volume, size and structure of all executive bodies, excluding public schools, during the implementation of the program law, by at least fifteen percent compared to the current situation (at least five percent at the end of the second year) by handing over operational units, purchasing services and cooperation with the non-governmental sector with the priority of cooperatives, eliminating unnecessary units, reducing management levels, reducing organizational positions, dissolving and merging organizations and Institutions and delegation of some functions of executive bodies to municipalities and rural areas and the Islamic Revolution Housing Foundation with the approval of the Supreme Administrative Council.	
	Article 10 - Clause 4: The government is allowed to reform the structure of the government and reduce the volume and size of executive bodies, with the proposal of the organization and the approval of the Supreme Administrative Council, regarding the merger, dissolution and transfer of subordinate organizations and related ministries and organizations to take action.	
Comprehensive program of administrative reforms of the second period (2017)	Clause 1: Economic field	Paragraph 1-1: Macroeconomic and economic stabilization reform program (including: structural reforms in the country's resource management)
	The main objective: Turning the government into a	Efficient and effective government
		Agile, flexible and drivers of development

Document title- Date of notification	Programs Titles/ Related clauses	
	government is one of the main strategies.	Agility of the government
		proportionality and rationalization of the size of the government

Research Methodology

Choosing the right research method depends on the goals, nature and topic of the research and facilities. Since this research is aimed at solving a problem in a specific organization and its results can be generalized to other similar units of the organization, it is considered practical in terms of orientation. Due to the fact that qualitative data were extracted from library sources and then screened and summarized and a process was completed from part to whole, it has an inductive approach. In this research, the opinions, attitudes and views of the selected people of the statistical community, who were selected through purposeful judgmental sampling, are obtained using the questionnaire tool regarding the research topic, therefore, it is considered a survey in terms of purpose.

Considering that a combination of qualitative and quantitative strategies and tools were used in this research, it is considered a combined research:

First stage: The qualitative data collected from the study of library resources, theoretical foundations and research history with the help of qualitative content analysis strategy and with inductive approach, were analyzed and described, and after classification, concepts, dimensions, components, indicators and initial values were obtained.

Second stage: In the next stage, the indicators obtained with the help of metacomposition method were re-examined in a systematic, precise and deep way and were modified and combined as much as possible.

Third stage: The indices obtained from meta-composition were given to the experts using the Delphi technique and the questionnaire tool, and were modified through several rounds. The number of experts (statistical population) was 68 people.

Fourth stage: With the help of pairwise comparisons questionnaire and interpretive structural modeling method, the relationships between the obtained indicators which are actually the components of the target model are determined, and then with the help of SmartPLS software, ranking and prioritization done.

In the quantitative part of the research, the tool of explanatory structural equations was used. With the help of the factor analysis questionnaire, the factors and components of the obtained model were subjected to quantitative fit and test for the purpose of verification and validation, and after confirming the conformity of the data and the correlation of the hypothetical relationships between the dimensions and components and their mutual effects and desired final model was designed.

The target range of the researcher in this study is the Iranian National Oil Company, including the headquarters units of the National Oil Company, the subsidiary companies of the National Company, including the National Company of the South Oil-bearing Regions located in Khuzestan province (the headquarters units and subsidiaries of Karoon Oil and Gas , Maron in Ahvaz and Gachsaran, Aghajari and Masjed Soleiman Oil and Gas Exploitation Company), Pars Oil and Gas Company, Iran Continental Plateau Oil Company, Iran National Drilling Company, Iran Central Regions Oil Company.

Findings

After carrying out the method of content analysis and meta-composition, 124 interpretive codes were counted, which were screened with the help of 3 experts and supervisors, and during this process, 31 primary interpretive codes were integrated into the rest of the codes, 6 codes were

removed and 2 codes were also added. In the end, 89 interpretive codes remained, which were sent to 15 experts in the form of a questionnaire containing 4 concepts, 11 dimensions, 35 components and 89 indicators. The validity and reliability of the aforementioned questionnaire, which was sent based on the Delphi method and included 89 items and a 7-item Likert scale, had already been approved by the supervisor and three experts. After performing the Delphi method, the following table was obtained.

Table 2.

One-sample t-test and Friedman's Delphi questionnaire results

Row	Structures	Average	Standard deviation	Average rating	Friedman	Result
1	The rate of determining the performance guarantee of evaluation	3.5082	7.7460	49.30		Approved
2	Explanation of evaluation values	3.3607	0.94112	45.98		Approved
3	The level of expertise of the evaluator	3.5574	0.92582	50.10		Approved
4	Mastery of the evaluator in research and statistical methods	3.3934	0.99043	45.24		Approved
5	Economic feasibility / capital return rate	3.4590	1.24212	45.86		Approved
6	Administrative feasibility	3.3770	1.18723	45.17		Approved
7	Simplicity and comprehensibility of the policy	3.4590	1.09978	47.01		Approved
8	Policy flexibility	3.4754	0.97590	46.39		Approved
9	Compatibility/adaptability of the policy with the requirements of time	3.2787	0.97590	43.11	0.000	Approved
10	Measurability/objectivity of standards	3.4098	0.89974	45.71		Approved
11	Comprehensiveness and learning of standards	3.3443	1.09978	43.55		Approved
12	Availability or simplicity of standards	3.2131	1.53375	42.20		Approved
13	Accuracy and precision of standards/observance of scientific and standard scales	3.3279	1.35576	43.51		Approved
14	Representation of the reality of the existing situation	3.7377	1.04654	53.97		Approved
15	Facilitation of responsiveness	3.7049	1.12546	52.20		Approved
16	Transparency in the dissemination of information	3.4590	0.79881	46.30		Approved
17	Fair judgment of the evaluator	3.1803	0.99043	39.70		Approved
18	Realization of the ideal of justice and equality	3.2787	1.20712	44.36		Approved
19	Contribution to social development	3.5246	0.83381	48.11		Approved
20	Attention to environmental factors	3.4754	1.08233	48.63		Approved
21	Reliance on existing facilities and resources	3.1967	1.22280	40.76		Approved
22	Alignment/coherence/compatibility with other programs of the organization	3.5246	0.70373	47.24		Approved
23	Consideration of the problem definers' tendencies	3.1475	1.03280	39.41		Approved
24	Foresight in defining the desired situation	3.4098	1.03280	43.47		Approved
25	Necessity of the problem or considering the general priorities of the society	3.2295	1.17514	40.04		Approved

Row	Structures	Average	Standard deviation	Average rating	Friedman	Result
26	Alignment / compatibility of the problem with the solution	4.9508	1.39728	35.84		Approved
27	Consideration of the impact on related policies	3٫0984	1.11270	37.43		Approved
28	Public trust	3.0820	1.40408	37.66		Approved
29	Legal/political acceptability	3.4098	1.09978	46.48		Approved
30	Commitment and participation of stakeholders	3.1803	1.17514	41.91		Approved
31	Correct perception / heart belief of the actors	3.0820	0.91548	38/20		Approved
32	Agility and flexibility of performers	3.2131	0.97590	40.89		Approved
33	Measurement of desired results/policy goals	3.3934	0.98561	46.13		Approved
34	Positive impact on the mentality of society	3.4590	1.24595	46.67		Approved
35	The measurement of the consequences of the policy	3.6066	0.94112	51.66		Approved
36	Achievement of desirable goals compared to the allocated costs and resources	3.3443	0.70373	42.77		Approved
37	Actual unwanted changes compared to allocated costs and resources	3.3934	1.14642	44.39		Approved
38	Attention to objective and real results	3.2951	1.16292	42.44		Approved
39	Assistance to organizational learning and implicit training and empowering people	3.6721	1.30931	27.57		Approved
40	Contribution to the common understanding and superiority of the policy	3.2459	0.74322	41.27		Approved
41	Amount of suggested corrective solutions	3.2951	0.97590	42.56		Approved
42	Continuous assessment	3.1803	1.24212	39.16		Approved
43	The adjusted number of manpower in National Oil Company	3.2623	0.77460	43.52		Approved
44	Per capita cost reduction in National Oil Company	3.2131	0.94112	43.69		Approved
45	Units of the National Oil Company whose management has been transferred outside the government	3.4590	0.92582	47.13		Approved
46	Merged or combined units in order to change the size of the organization	3.0984	0.99043	37.14		Approved
47	The number of unnecessary organizational units removed in order to make the organization more flexible in the National Oil Company	3.4426	1.24212	45. 33		Approved
48	The number of birth certificates of the processes that have undergone fundamental reforms in order to reduce or rationalize the organization.	3.4426	1.18723	45.65		Approved
49	A number of directives or guidelines have been established in order to reduce or rationalize the organization.	3.4098	1.09978	44.39		Approved
50	Financial volume of goods supplied by external companies per year at the order of National Oil Company	3.3443	0.97590	43.07		Approved

Row	Structures	Average	Standard deviation	Average rating	Friedman	Result
51	The number of goods supplied by external companies per year to the order of the National Oil Company	3.3934	0.97590	44.78		Approved
52	The number of companies providing goods in the field of development and engineering of the National Oil Company	3.4918	0.89974	48.01		Approved
53	The number of services provided by external companies per year	3.1639	1.09978	39.80		Approved
54	Financial volume of services provided by external companies per year	3.7049	1.53375	30.95		Approved
55	The number of private companies in the field of repair and maintenance of oil fields	3.4262	1.35576	45.37		Approved
56	The number of private companies in the field of oil field exploration	3.8033	1.04654	55.32		Approved
57	The number of middle and higher managers who are relatively familiar with privatization laws	3.0492	1.12546	38.02		Approved
58	The number of hours of personnel training in order to strengthen the human force and inculcate the culture of privatization	3.9508	0.79881	36.88		Approved
59	The total number of approved organizational positions	3.6066	0.99043	49.59		Approved
60	The number of vacant organizational positions	3.6885	1.20712	50.98		Approved
61	The average number of organizational levels including the highest executive in each organizational unit	3.7705	0.83381	54.02		Approved
62	The number of official employees	3.4262	1.08233	46.46		Approved
63	The number of informal workers	3.4098	1.22280	44.78		Approved
64	The number of office buildings	3.4754	0.70373	48.32		Approved
65	Area of office buildings	3.1475	1.03280	42.93		Approved
66	The number of industrial units	3.5410	0.77460	47.94		Approved
67	The number of management systems implemented in the organization	3.4754	0.94112	46.81		Approved
68	The number of financial systems implemented in the organization	3.5410	0.92582	50.07		Approved
69	The total number of birth certificates of the organization's processes	3.5902	0.99043	49.86		Approved
70	The total number of birth certificates of the organization's processes	3.5574	1.24212	48.62		Approved
71	Technology budget	3.4262	1.18723	46.77		Approved
72	The number of technologies	3.5082	1.09978	48.88		Approved
73	The number of directives or instructions issued in connection with downsizing or privatization in the organization.	3.4590	0.97590	47.94		Approved
74	The number of directives or instructions that have been modified in connection with downsizing or privatization in the organization.	3.5738	0.97590	50.36		Approved

Row	Structures	Average	Standard deviation	Average rating	Friedman	Result
75	The number of oil companies in the field of development and engineering in the sanctions list compared to all companies	3.5574	8.9974	48.07		Approved
76	The number of oil exploration companies in the sanctions list compared to all companies	3.2131	1.09978	38.85		Approved
77	The number of banks sanctioned in the last year	3.3607	1.53375	44.98		Approved
78	Exchange rate fluctuations in the last year	3.2951	1./35576	43.00		Approved
79	Exchange rate increase in the last year	3.5574	1.04654	48.16		Approved
80	The speed of technological changes	3.4098	1.12546	46.75		Approved
81	Access to today's technologies	3.6066	7.9881	50.10		Approved
82	Research and development budget	3.4590	0.99043	46.08		Approved
83	The number of mid-level and higher oil managers who have moved from their position in the last 2 years.	3.2295	1.20712	41.70		Approved
84	The average tenure of middle and higher oil managers	3.3770	8.3381	44.33		Approved
85	Existence of binding provisions	3.1967	1.08233	41.63		Approved
86	The number of votes in the legislature	3.0656	1.22280	36.48		Approved
87	Unemployment rate in the last year	3.0164	7.0373	36.91		Approved
88	Population growth rate in the last year	3.3607	1.03280	45.22		Approved
89	The degree of enjoying the facilities and comforts of the society	3.2295	1.20846	15.79		Approved

The output of Kendall's test for the evaluation components of policies of proportionalizing administrative system formations in National Iranian Oil Company is shown in Table 3.

Table 3.

Statistical results of the second round of Delphi

N	15
Kendall's W(a)	0.903
Chi-Square	379.411
df	81
Asymp. Sig.	0.000

After determining the measurement models in order to evaluate the conceptual model of the research and in order to make sure of the existence or non-existence of a causal relationship between the dimensions and components of the research and examining the appropriateness of the observed data with the conceptual model of the research, from the equation model A structure was used, the results of which are reflected in the diagram below.
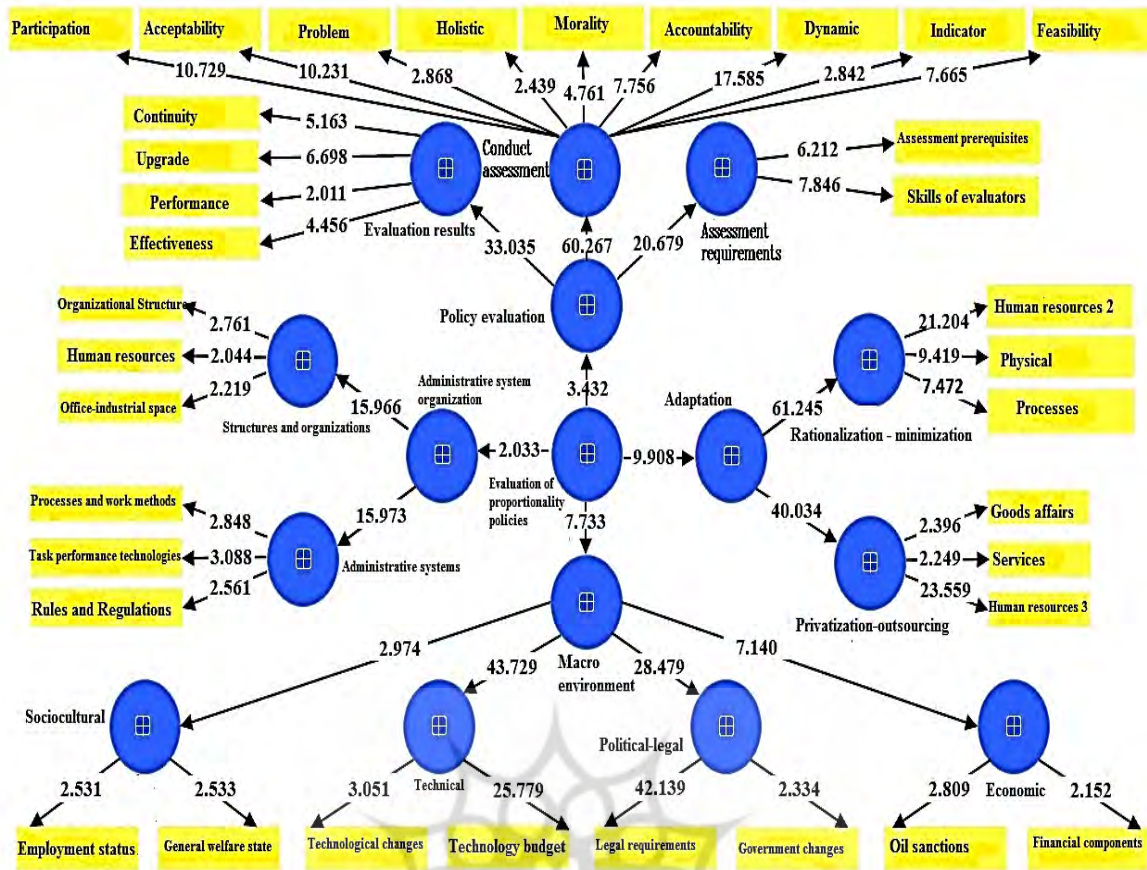
Figure 2. *Measurement of the overall model in the meaningful state*

Discussion and Conclusion

This research aimed to answer this main question: "What should be the pattern of evaluating the policies of proportionalization of administrative system formations in line with resource management in National Iranian Oil Company?" In order to find the most appropriate answer to this question and the following questions that were stated in the introduction section, according to the contents that were discussed earlier. Designing a model to evaluate the proportionality policies of administrative system formations in line with resource management in the National Iranian Oil Company was included in the researcher's agenda, for this purpose, various activities were carried out during the conduct of this research. First, with the help of qualitative strategies and methods such as content analysis, meta-composition and Delphi technique, extensive studies were conducted in library sources and documents, which resulted in the identification of 89 indicators

under different dimensions and components. In the next step, in order to identify the relationships and mutual effects of the dimensions and components calculated in the qualitative stage, the interpretive structural modeling method was used. In the last stage, according to the findings from both quantitative and qualitative stages, the obtained concepts, dimensions and components were shown in the form of a model (figure 3). In the last stage of the research, in order to validate the obtained model, structural equations and factor analysis tools were used. As mentioned in the introduction section, one of the topics that has been a point of disagreement among statesmen, politicians and economists for many years in our country, especially in the National Iranian Oil Company, is the optimal size of the government and the public policies that are formulated in this regard. According to the preliminary study that was conducted, public policies in Iran have many problems in the field of implementation, since policy

evaluation as an approach that should cast a shadow in the entire policy making process and it is one of the main factors of the success of policy implementation, this study hopes to take a small step in the direction of resource management and productivity improvement in the National Iranian Oil Company by designing a policy evaluation model in the mentioned field. The final pattern of this research is shown in Figure 3.
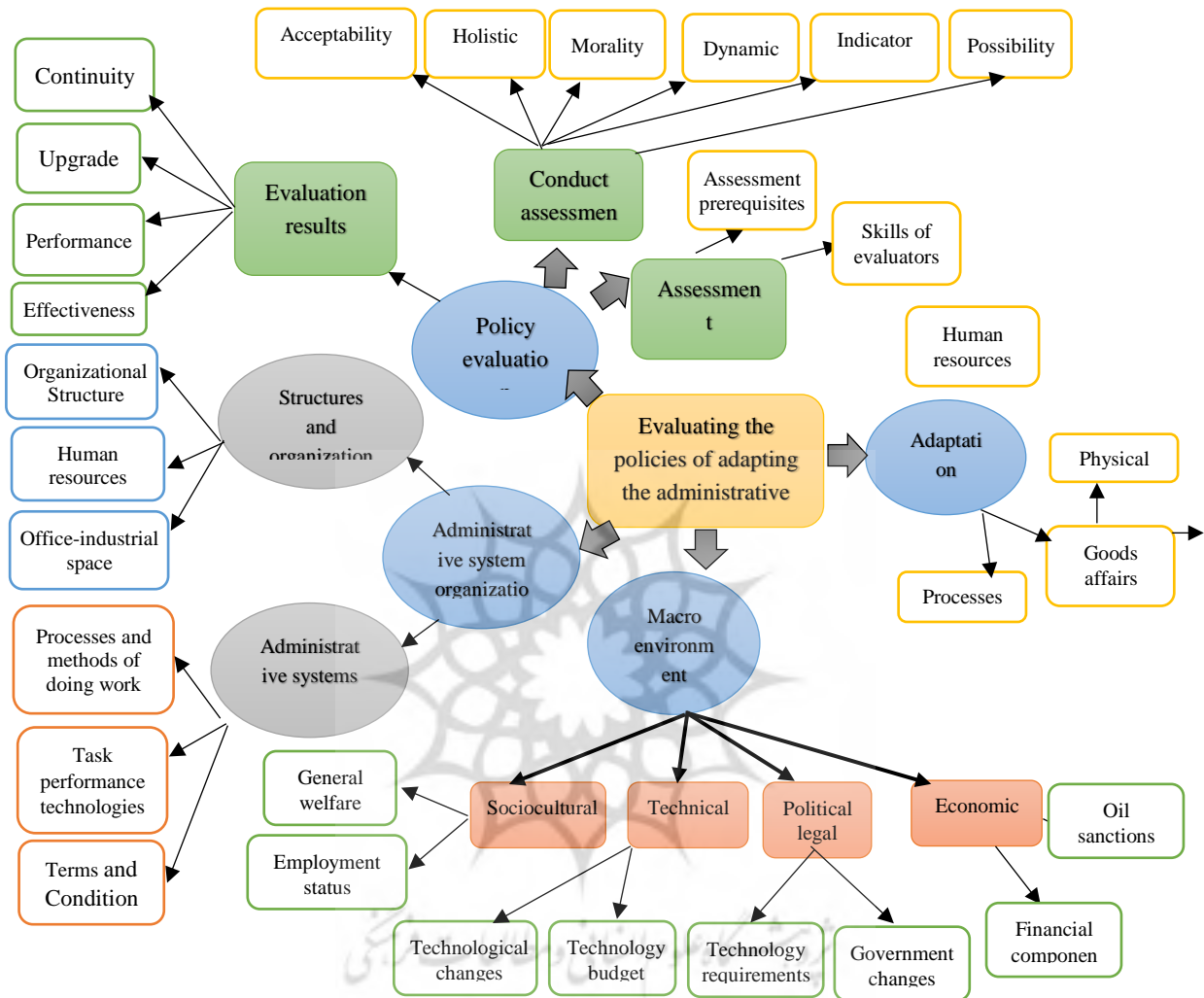

Figure 3. *Evaluation model of the policies of proportionalization of administrative system formations in the direction of resource management in National Iranian Oil Company*

The findings of this research are in line with the findings of Ansari et al. (2021), Eshgarf et al. (2022), Nouri et al. (2020) and Moslehi et al. (2020) but it is not in line with with the Taghavi et al. (2023) and KasbDoost et al. (2022) research findings.

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