ASSESSING INTERNAL ORGANIZATIONAL ENVIRONMENT BASED ON WEISBORD MODEL (CASE STUDY: GENERAL DIRECTORATE OF PORTS AND MARITIME OF MAZANDARAN PROVINCE)

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Abstract
The purpose of this study is to investigate internal strength and weaknesses in general directorate of ports and maritime of Mazandaran province based on Weisbord model. This study in terms of purpose is an applied research and in terms of nature is correlation. The statistical population of includes all employees of general directorate of ports and maritime of Mazandaran province, who have at least bachelor degree (167 people) which a sample of 115 employees were selected randomly based on Cochran formula. Data was gathered by organizational diagnosis questionnaire based on Weisbord model which has 34 questions, and validity approved formally. The reliability of questionnaire were calculated by Cronbach’s alpha, 0.939. In order to test hypothesis by SPSS V21.0, t-student test was used. Findings of data analysis shows that of organizational diagnosis dimensions- organizational mechanisms and processes, communication, leadership and goals are in a suitable situation and organizational structure components and rewards are in optimal situation. Finally, regard to high-desirable situation of employee’s attitude to change, some suggestions are offered based on results of this study to improve exiting situation.

Keywords: Organizational Diagnosis, Weisbord, Ports and Maritime, Nowshahr Port.

Introduction
Organization environment is a set of elements that surrounds it and has a potential for influencing on organization’s performance and finally achieving organizational goals. These factors and elements may be within or outside boundaries of organization. In fact, organizational environment discussion is started from creation and governance of open systems model which researchers can’t easily ignore the organizational environment effects and it is necessary to create some practical theories about environment in order to investigate these casual communications [1].

Since performance is affected by a set of internal and external factors, for improvement organizations should continuously have a clear picture of their internal and external environment to adopt critical decisions based on these pictures [2]. Internal environment assessment enables organizations to investigate their strength and weaknesses through targeted managerial decisions and proper planning, decrease their weaknesses and improve their strength in order to improve their situation between other competitors, gain competitive opportunities, more investment, and disposal of threats ahead.

Internal environment assessment cause reduction in anxiety and fear of external environment and selecting appropriate strategy related to conditions and its results are accepted easier than external assessment [3]. Internal assessment can prepare vital and necessary information for planning to provide working environment by goals of maximizing effectiveness, optimal use of employee’s services, diagnose different organizational dimensions, efforts to limit inadequacies, possible internal threads and weaknesses, and support capabilities and strength of it. Internal assessment of organization is a managerial strategy for organizing it and its importance is clear; if organization does not have a clear picture of itself, it can’t adopt effective decisions. Also if senior managers want to have a correct diagnosis of organization, they should have enough awareness of their human resources diagnosis as main elements of organization.
Hence, according to the above, authors in this study want to analyze Weisbord six dimensional model as main factors of organization internal environment, and also attitude to change between employees of general directorate of ports and maritime in Mazandaran province in order to provide practical and scientific solutions to improve exiting situation by identifying strength and weaknesses of this general directorate.

**Research questions**

**Main questions**
- Is organizational diagnosis in general directorate of ports and maritime in Mazandaran province in an appropriate status based on Weisbord model?

**Secondary questions**
- Are organizational goals in general directorate of ports and maritime in Mazandaran province in an appropriate status?
- Is organizational structure in general directorate of ports and maritime in Mazandaran province in an appropriate status?
- Is communication in general directorate of ports and maritime in Mazandaran province in an appropriate status?
- Are rewards in general directorate of ports and maritime in Mazandaran province in an appropriate status?
- Is leadership in general directorate of ports and maritime in Mazandaran province in an appropriate status?
- Are useful mechanisms and processes in general directorate of ports and maritime in Mazandaran province in an appropriate status?
- Is attitude to change in general directorate of ports and maritime in Mazandaran province in an appropriate status?

**Methodology**

This study in terms of nature and goals of researchers and in terms of use and purpose is an applied research, in terms of research purpose is a descriptive, survey and cross-sectional research. The statistical population of this study are employees of general directorate of ports and maritime in Mazandaran province with at least bachelor degree. Total number of employees based on recent information is 167. The sampling method is random sampling and Cochran formula is used for determining number of samples.

\[
n = \frac{z_{1/2}^2 \cdot p \cdot q \cdot N}{d^2 \cdot (N-1) + z_{1/2}^2 \cdot p \cdot q}
\]

\[
n = \frac{1.96^2 \times 0.5 \times 0.5 \times 167}{(0.05^2 \times 167 + 1.96^2 \times 0.5 \times 0.5)} \approx 112
\]

Regard to researches previous experiment which was done in this general directorate, the total number of selected sample with 10 percent likelihood of loss is 125 people. As we expected, all of the distributed questionnaires were not completed and the final sample is reduced to 115 people, which is more than primary estimation of Cochran formula.

**Data Collection method**

For gathering information, library methods (such as Internet, related academic books and papers) were used. In field research, organizational diagnosis questionnaire based on Weisbord six dimensional model including goals, structure, communication, rewards, leadership, useful mechanisms by Likert 5 scale is used which was used before by Shams et al in Journal of Health information.

**Table (1)- Reliability of questionnaire**

[www.saussurea.org](http://www.saussurea.org)
According to table 1, the Cronbach alpha coefficient is more than 70% for used questionnaire, which shows high reliability of it and accordance of questions with each other, so the questionnaire has the sufficient and necessary reliability.

Findings

Descriptive statistic

Demographic characteristics are investigated in terms of education and working experience, the results are shown in table 3:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Frequency percent</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>bachelor</td>
<td>74</td>
<td>64.3</td>
<td>66.1</td>
<td>66.1</td>
</tr>
<tr>
<td>Master</td>
<td>38</td>
<td>33</td>
<td>33.9</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>112</td>
<td>97.4</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>No response</td>
<td>3</td>
<td>2.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>115</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 10 years</td>
<td>20</td>
<td>17.4</td>
<td>17.9</td>
<td>17.9</td>
</tr>
<tr>
<td>Between 10 to 20 years</td>
<td>44</td>
<td>38.3</td>
<td>39.3</td>
<td>57.1</td>
</tr>
<tr>
<td>More than 20 years</td>
<td>48</td>
<td>41.7</td>
<td>42.9</td>
<td>100</td>
</tr>
<tr>
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<th>Valid percent</th>
<th>Cumulative percent</th>
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</thead>
<tbody>
<tr>
<td><strong>Experience</strong></td>
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<td></td>
</tr>
<tr>
<td>Less than 10 years</td>
<td>20</td>
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<tr>
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<td>100</td>
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</table>

Inferential statistic

Before doing test, it is needed to test normality of data by appropriate test; In order to do that, Kolmogorov–Smirnov test was used. For investigating normality of variables, the below hypothesis is used:

H₀: Variables have normal distribution
H₁: Variables don’t have normal distribution

Given to the test result in table 2, as significance level of most of organizational diagnosis components is more than 0.05, it can be said the distribution of data is normal and using parametric statistic is proper. So t-student test is used. Due to the Likret 5 scale is used and scores are among 1 to 5, the desired situation based on the average of values is considered 3 by researchers.

<table>
<thead>
<tr>
<th>Test Value</th>
<th>Mean Difference</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>t</td>
<td>df</td>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>3</td>
<td></td>
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</table>
Table (3) shows that the t statistic of organizational goals is equal to +15.116 and significance level of it is 0.000 (less than 5%). Regards to maximum and minimum level of this component includes values of 0.7414 to 0.9650, it can be said that organizational goals in general directorate of ports and maritime of Mazandaran province is in a really appropriate status and there is no problem in employee’s proper diagnosis of organizational goals.

Results of organizational structure analysis show that the t statistic of this component is +1.914 and its significance level is 0.058 (more than 5%) so H_0 is confirmed. Regards to maximum and minimum level of this component includes values of -0.0053 to 0.3106, it can be said that organizational structure in this general directorate is in an appropriate state and the organizational performance in order to correct understanding of employees is in optimal state.

Results of leadership analysis shows that the t statistic of this component is +7.971 and its significance level is 0.000 (less than 5%). Regards to maximum and minimum level of this component includes values of 0.4179 to 0.6493, it can be said that leadership in this general directorate is in a really appropriate status and there is no problem for employee’s proper understanding of leadership.

The t statistic of organizational communication is equal to +15.742 and its significance level is 0.000 (less than 5%). Regards to maximum and minimum level of this component includes values of 0.7538 to 0.9708, it can be said that organizational communication in this general directorate is in an appropriate state and there is no problem in employee’s correct understanding of interpersonal and organizational communication.

The t statistic of rewards is equal to +1.746 and its significance level is 0.084 (more than 5%) so H_0 is confirmed. Regards to maximum and minimum level of this component includes values -0.0153 to 0.2429, it can be said that rewards in this general directorate is in an appropriate status and the paid rewards are related to employee’s performance so organizational performance in optimal state.

Results of organizational mechanisms and processes analysis show that the t statistic of this component is +7.119 and its significance level is 0.000 (less than 5%). Regards to maximum and minimum level of this component includes values of 0.3176 to 0.5624, it can be said that the organizational mechanisms and processes in this general directorate are in an appropriate status, and there is no problem in proper understanding of organizational processes in order to do assigned tasks.

Results of attitude to change analysis show that the t statistic of this component is +11.141 and its significance level is 0.000 (less than 5%). Regards to maximum and minimum level of this component includes values of 0.5368 to 0.7690, it can be said attitude to change in this general directorate is in an appropriate status, so there is no problem about this in organization and the conditions for change are suitable. And it is also possible for organization to change based on considered conditions and strategies.
Conclusion and Discussion
This paper is assessing internal environment of organization based on Weisbord model in general directorate of ports and maritime of Mazandaran province. We tried to understand status of each components of diagnosis by investigating Weisbord model components of performance assessment, and see the level of employee’s understanding to offer solutions based on data analysis results for improving the existing situation. Data analysis results of t-student test shows that organizational diagnosis status in this general directorate is in an appropriate status based on Weisbord model indexes and there is no problem in to employee’s proper understanding of leadership, organizational goals, organizational mechanisms and processes, structure, rewards and organizational communication. Statistical findings show that organizational mechanisms and processes, leadership, organizational commitment of organizational diagnosis components are in a really appropriate status. In terms of organizational goals, it seems that required processes for employee’s participation which contribute to achieve organizational goals have appropriate participation. About leadership, analysis results show that direct supervisors have adequate supervision on employee’s performance and give required support for their performance. In organizational communication, results analysis shows that working and non-working constructive relationships in this general directorate and between employees are highly appropriate. The existence of appropriate organizational processes and mechanisms causes employee’s assigned tasks be measurable and it is possible to keep track of them and it is provided appropriate conditions to facilitate assigned tasks. From organizational diagnosis components, rewards and organizational structure are in an appropriate status and organization’s performance in these fields are optimal. Due to existence of conditions for change in this general directorate, it is better organizational managers try to improve organizational structure and rewards, to make organizational performance better and better. Therefore, it is suggested that by doing targeted researches, try to consider the most appropriate and consistent structure by identifying type of organizational structure related to adopted strategies. For improvement of rewards status, managers adopt smart plans for fair payments based on employee’s performance and terms of office, these rewards can be in different forms: group, individual, material, spiritual and motivational. To do this, psychological tests to identify employee’s moral and spiritual, should be done in order to provide different types of rewards for increasing employee’s morale.

Future research
- Assessing organizational performance based on other common models like balanced scorecard.
- Investigating influence of organizational diagnosis on successful execution of organizational structures.
- Investigating influence of organizational diagnosis on organizational success.
- Investigating the relationship between organizational improvement and organizational diagnosis
- Investigating the relationship between organizational diagnosis and organizational commitment and its influence on improvement of employee’s organizational learning ability.

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