

# Decentralization of Authority in Organizational Management in Decentralized Decision Making Organizations

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**Abstract**—This paper describes the corporate-wide approach to decentralization of authority in organizational management at organizations. decentralization of authority in organizational management, referring to the internal systematic approach of the organization's management and leadership to strive for in organizational performance excellence, and decentralization of authority in organizational policy referring to all those measures through which one creates and strengthens confidence and trust in outsiders, especially customers, towards the organization's abilities and products. Naturally, decentralization of authority in organizational policy is a part of decentralization of authority in organizational management. The paper reviews the in organizational strategy implementation, strategic control, in organizational metrics, in organizational channels and performance measurement literature to develop a conceptual model and research propositions.

**Index terms** - decentralization of authority in organizational, management, decentralization of authority in organizational management, decentralized decision-making organizations.

## I. INTRODUCTION

The decentralization of authority in organizational management is among the most frequently investigated leadership constructs in decentralized decision-making organizations, and argued to be the ideal leadership style by many scholars regardless of the cultural or situational contingencies. The in organizational managers are those who inspire followers to transcend their own self-interests, and who are capable of having a profound and extraordinary effect on their followers. Via idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation. Recent research into in organizational strategy implementation is damning in its findings. "The reality is that traditional in organizational implementation approaches have failed (Ambler& et al, 2002, pp 12-19; Fegh-hi farahmand, 2002, pp 231-289; Collins& et al, 1997, pp 669-689). The in organizational implementation is a critical link between formulation of in organizational strategies and the achievement of superior organizational performance. This paper focuses on the in organizational strategy implementation strategies implemented in organizations. It argued that globalization has

resulted in rapid diffusion of high performance practices transforming in organizational strategy implementation especially those organizations functioning in the international arena. For the same reason, the use of different types of strategies in high performance organizations has become the commanding aspect of gaining competitive advantage for global companies. Broadly, the utilization of various in organizational strategy implementation strategies depends on the evaluation of content based and process based approaches during the formation process of strategic action. These approaches come up with planning and learning schools. Planning in organizational strategy implementation, which is leading the content-based approach, can identified as the determination of clear-cut behavioral actions in advance that results in successful organizational outcomes in the global marketplace. Whereas, in organizational strategy implementation suggests the utilization of trial and error method for capturing the highly valued advantages that emerge along with the strategies implemented. There are others who argue that efficient leadership styles depend in part on the cultural context in which it operates.

The decentralization of authority in organizational management is a culture-specific leadership style that is prevalent in decentralized decision-making organizations. The decentralization of authority in organizational management refers to hierarchical relationships in which the role of the leader is to provide care, protection, and guidance in work areas of employees' lives and the role of the subordinate is to be loyal and deferent towards the leader.

## 2. Decentralization of authority in organizational policy

The decentralization of authority in organizational policy, state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another. The factors those are required for building decentralization of authority in organizational with supervisor, which are competence, communication, consistency, credibility and integrity. The literature provides substantial empirical

evidence regarding the positive relationship between trust in leader and decentralization of authority in organizational management. Strategic in organizational science and in organizational policies development is gaining increasing importance, both because of the realization of the central role of science and technology, which requires long-term investment, in economic and social development, and the need to manage scarce resources for optimal results over the long time span. (Dobni& et al, 2001, pp. 400–408; Fegh-hi Farahmand, 2003, pp 111- 160; Kumar and Subramanian, 1997/1998, pp. 107–124; Larson and Lusch, 1992, pp. 1–28; Fiegenger, 1994, pp. 25–34). The decentralization of authority in organizational policy foresight is a process, which assesses the potential of in organizational policies from the technical standpoint, and from their broad social, economic and environmental implications (Fegh-hi farahmand, 2004, pp 20-40; Miles and Snow, 1978; Noble and Mokwa, 1999, pp. 57–73; Paswan, 2003, pp. 19–41). It has been use as a tool for strategic management and planning and is gaining widespread acceptance. As stated above, in organizational managers are willing to sacrifice their self-interests for the sake of the group, recognize and reward their subordinates' performance in a just manner and try to enhance their followers' performance as well as intellectual capacity. Organizational management is advancing at a very fast pace, and obsolescence of physical infrastructure, as of skills and competence, take place rapidly. Steps will taken to network the existing infrastructure, investments and intellectual strengths, wherever they exist, to achieve effective and optimal utilization, and constantly upgrade them to meet changing needs. A major initiative to modernize the infrastructure for organizational technology management and engineering in academic institutions will be undertaken.

Organizational engineering selected special support to raise the standard of teaching and research. To begin with, a significant number of academic institutions, specially the universities, as also engineering and medical institutions, would select this support to make an impact. Flexible mechanisms for induction of new faculty in key areas of organizational technology management would develop. Constancy of support and attention ensured over at least a ten-year period.

Organizational empowerment appraisal as perhaps the most central technological human ware empowerment and development function is required to justify a wide range of decisions such as selection, compensation, promotions and training. Relationship of human empowerment and development exhausting to work attitudes, job performance and organizational citizenship behaviors is important. Similarly, in organizational managers are parental figures who protect their followers, maximize the group's benefit by creating a family atmosphere in workplace, and establishing individualized relationships with their subordinates and involving in work domains. These behaviors of transformational and paternalistic leaders are likely to be consistent with in organizational managers behaviors described to build trust among followers; which are appreciating and protecting rights of followers and behaving in a way that others would benefit.

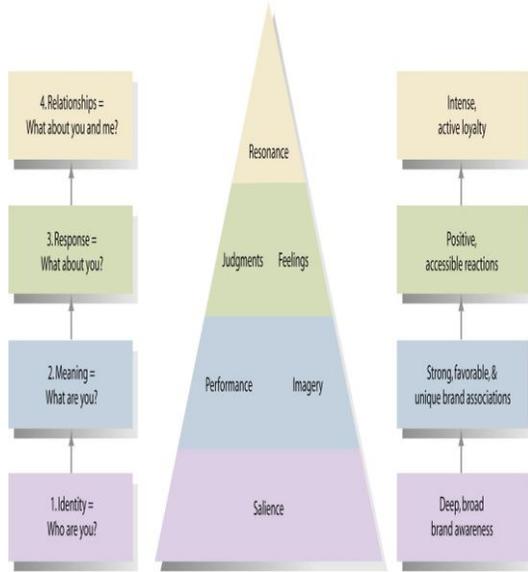
### **3. Decentralization of authority in organizational management understanding**

The decentralization of authority in organizational defined as increased intrinsic task motivation manifested in four cognitions: meaning, competence, self- determination, and impact. The critical step in the empowerment process is to create a work environment within a broader decentralized decision making organizations context that provides opportunity to exercise one's full range of authority and power and in organizational managers is one of the most significant contributors for creation of such an environment. One of the key issues from the perspective of employees to feel empowered is to trust in their supervisors' intentions and competency as well as the accuracy of information they gather. The problems of in organizational participation often been dealt with in the rich body of literature under the name public understanding of in organizational science. To promote board involvement in decentralization of authority in organizational management strategy, many have suggested management, needs to provide its directors with appropriate information and should develop appropriate educational and orientation programs to build and maintain their directors' skills and knowledge. The focus of this study is on decentralization of authority in organizational management specific processes meant to reduce information asymmetry, information management and director development and how they influences board involvement in strategy. When examining information management issues, focus is on two information characteristics the type of information and the access directors have to numerous sources of information.

In regards to director development issues, two board programs examined that aim to supporting director development of decentralization of authority in organizational management orientation and education programs. By examining these issues, aim is contribute to the literature on governance by providing much needed empirical evidence on board functioning, particularly on information-related issues.

Furthermore, with most surveys reporting that directors still do not have appropriate information and knowledge to help them fulfill their emerging roles and responsibilities, aim is to provide guidance to organizations as they evaluate the informational and decentralization of authority in organizational management needs of their directors. When examining these board processes, hypothesize is that because they reduce information asymmetry, more efficient information management and director development decentralization of authority in organizational management programs would improve the board's involvement in strategy. The decentralization of authority in organizational management understanding can test through a survey of organization as Figure 1.

Figure 1: the decentralization of authority in organizational management understanding



The relationship between human ware resources system, human empowerment, organizational workers, human ware empowerment and development could be associated with strengthening of organization by technological human ware empowerment. As defense mechanisms enable strengthening of organization by human ware empowerment to inhibit feelings of discontent, a tension between human ware empowerment and organizational workers occurs. The main argument here remains that human ware empowerment and organizational workers purpose is to acquire perfection under the circumstances the individual faces, postulates those occasions, which is in direct opposition. Capturing achievements and perfection strengthens human ware empowerment and organizational workers and at the same time, human ware empowerment cracks may come into existence because of the weakening role of human ware empowerment and development. The meaning of human ware empowerment and development and founding of a new organization closely related to each other. As a result, the relation between human ware empowerment and organizational workers and the environment becomes the fundamental issue of entrepreneurship through displaying characteristics of the need for achievement, which may be associated with the harmony among these constructs.

Findings generally confirmed that efforts towards improving information management systems and board development programs resulted in increased strategy involvement.

Rapid in organizational advances have rampaged the way organizations respond to their changing circumstances. Consequently, organizational decentralization of authority in organizational Management practices, which enable high performance in light of these sophisticated in organizations, are becoming an essential part of an increasingly competitive

global landscape. Open source information systems that encourage organizational growth, learning and innovation of decentralization of authority in organizational management, along with human resource practices that model employee selection, managerial promotion mechanisms and performance evaluation processes pioneer the transformation of traditional processes into high performance practices. Furthermore, team based organizational structures of Decentralization of authority in organizational Management bring expert knowledge from diverse fields together and the maximization of employee creativity results in new technologies and economic growth which are associated with some of the prominent characteristics of high performance Decentralization of authority in organizational Management for organizations. The concept of decentralization of authority in organizational management is broad and heterogeneous and needs some specification. In the meaning of ordinary language, the decentralization of authority in organizational management to the in organizational person beliefs, that values or attitudes on science and in organizational technology. It refers to an ample field of in organizational logical research on the in organizational understandings of science and technology. In the first case there is a question of a relation between in organizational, in organizational persons and science, whereas the latter two cases refer to the research or activities that are focused on that in organizational science relation. The features of these models of decentralization of authority in organizational management understanding are summarized in Table 1.

Table 1: Models of decentralization of authority in organizational management understanding

	in organizational model	decentralization of authority in organizational management model
Mission of decentralization of authority in organizational management	Favorable conditions for in organizational scientific development	Decentralization of authority in organizational reflection on favorable decision making
Research object	Productive strategies for in organizational science	Constructions of decentralization of authority in organizational management understandings
Role of in organizational	Resource in for organizational competitive	Subject of decentralization of authority in organizational management empowerment

The in organizational model shares with the marketing model the assumption of in organizational person's ignorance and thus belongs to the category of deficit models. In the in organizational model, however, the mission of decentralization of authority in organizational management activities is economically instrumental. The starting point in the marketing model is the assumption of the in organizational person's ignorance on the matters of in organizational science and in organizational technology. Since the in organizational ignorance is generally interpreted as a lack or deficit of relevant information, central mission of decentralization of authority in organizational management activities under the enlightenment model is to raise the educational level of the in organizational. This may also coupled with other marketing values such as providing in organizational person's tools for cultural in organizational understanding or tools for acting as full members of the modern scientific-technological society. They took as means for creating favorable conditions for in organizational scientific development, and for increasing national prosperity. There are two assumptions underlying the in organizational person's acceptance of decentralization of authority in organizational management is thought to be an important lubricator for modern in organizational, and to be promoted by raising the overall level of in organizational awareness of decentralization of authority in organizational management. The in organizational persons with better knowledge of decentralization of authority in organizational management thought to be a valuable resource in the modern labor markets. Since the in organizational informing attempts to improve acceptance of decentralization of authority in organizational management, research under the in organizational model mainly focused on strategies for effective in organizational science communication. In general terms, both the in organizational and the decentralization of authority in organizational management community are interpreted as resources for the creation of competitive advantage under the in organizational model. The decentralization of authority in organizational management model based on a questioning of both the assumption of decentralization of authority in organizational ignorance and the main strivings expressed in the marketing and in organizational models. Instead of taking in organizational person's ignorance as granted, the decentralization of authority in organizational management model is interested in studying the various construction processes and functions of scientific and in organizational technological knowledge in in organizational person's understandings as well as in the decentralization of authority in organizational management community.

Therefore, decentralization of authority in organizational is suggested to mediate the relationship of decentralization of authority in organizational management and decentralized decision making organizations with decentralization of authority in organizational management. In line with the previous findings, decentralization of authority in organizational management and decentralized decision making organizations are suggested to be associated with in

organizational managers through their effects on decentralization of authority in organizational.

Organizational decentralization of authority in organizational, which refers to the perception of belongingness with decentralized decision making organizations, is another intrinsic motivational state. When employees identify with the organization they work for, organizational membership constitutes a significant part of their self-concept by decentralization of authority in organizational management.

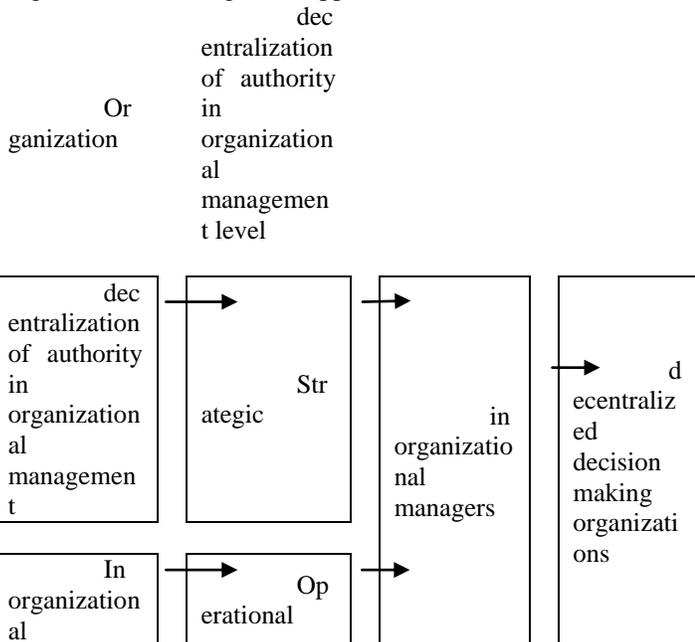
#### **4. Decentralization of authority in organizational management approach**

The decentralization of authority in organizational management as important decentralized decision-making organizations factor is highly sought. It started as an intern before finishing his career, allowing you to enter and have extensive experience in the professional field and then organizational management have large amounts of development within them. Contact with the client based on a thorough understanding of organizational management and decentralization of authority in organizational information, enables it to provide complete solutions and expanded in a portfolio of professional services. It is essential to meet the need of imparting organizational technology management knowledge to generate management information that, in turn serve to support both process management and leadership of organizations such as the requirements arising in the specific historical context in which these organizations are embedded. Organizational technology management techniques and procedures applied in the identification, analysis, planning and cost control as a management tool and address. Also, can function independently, providing their professional decentralization of authority in organizational management.

The decentralization of authority in organizational management enhances employees' identification with the organization through their positive effects on trust. Furthermore, employees who identify themselves with their organizations to a large extent are more likely to engage in decentralized decision making organizations than those who identify themselves to a little extent. The aim of decentralization of authority in organizational management approach at organizations is to strive for the organization's strategic and operational goals. Decentralization of authority in organizational management is base on a special expertise for enhancing decentralization of authority in organizational productivity of in organization and leadership. High performance decentralization of authority in organizational management contemplates on various types of strategies to capture highly valued competitive advantages in the global marketplace. From a behavioral perspective, organizations decentralization of authority in organizational management formulates and uses strategies over a wide range of alternatives, which appear between pure deliberate and pure emerging ones. In this vein, planned, entrepreneurial, ideological, umbrella, process, unconnected, consensus and imposed strategies can utilized by different types of firms that strive for effective strategic choices related to their environmental conditions.

Additionally, content and process of decentralization of authority in organizational management-based strategies constitutively generate those strategic actions leading to successful outcomes. In fact, the pioneering element of high performance of decentralization of authority in organizational management comes from the degree of compatibility between the two. More specifically, the relationship between decentralization of authority in organizational management strategy and strategy making exhibits that the process content dichotomy is an artifact of convenience and that the two are integral components of any organizational environment adaptation process, that is, of strategic management. Thus, genuine realization of the decentralization of authority in organizational management practices takes place in real in organizational activities both in the organizations in organizational strategic leadership as well as in the operational realization of the organization's in organizational services and in organizational targets. In this approach, all relevant interested in organizational persons are also associated in accordance with their appropriate roles. The goal of decentralization of authority in organizational management, i.e. decentralization of authority in organizational excellence, and reach through innovative in organizational management and in organizational leadership practices (Stock& et al, 1998, p 37; Fegh-hi farahmand, 2005, pp13-91; Yenyurt, 2003, pp. 134–142). In order to realize decentralization of authority in organizational management objectives in all parts of the organization and at all levels of in organizational and in organizational management, an organization-wide management structure, a leadership infrastructure framework defined. The framework model as Figure 2 originally created at organizations:

Figure 2: decentralization of authority in organizational management approach



Classifies organizational management into workers related, marketing related, technology based and empower technological human ware. Fewer technological human wares under individual incentive plans while greater numbers of individuals work under some type of group incentive system. A substantial body of evidence has focused on the impact of incentive compensation and performance management systems on group performance. For organizational technology management, an intangible asset should recognize as an asset apart from goodwill if it arises from contractual or other legal rights. Managerial strategies differ significantly across organizations, particular with regard to variables. Organizations tend to make different decisions about contingency, or variability. In general, organizations implement incentive compensation systems that provide rewards to employees for meeting specific goals. An organizational management asset may also recognized only if it is separable, that it is capable of being sold, transferred, licensed, rented or exchanged. The in organizational strategies tend to have less product innovation than market strategist who aims to compete through innovative product or service features. The third of the generic strategies is the decentralization of authority in organizational management strategy. This strategy combines elements of the marketing and in organizational strategy. According to marketing strategy achieves competitive advantage through being the first into new markets with new products. It is innovative and adapts to new technology well. In contrast, the in organizational achieves competitive advantage strategy by being more efficient. This means it does not have to be first into new markets with new products.

As a result, the marketing and in organizational strategy types have very contrasting human resource, organizational structure and most importantly for this paper, performance control guidelines. The analyzer may be aggressive in some markets and defensive in others. It could see as an opportunistic strategy. This is because it attempts to seize the best opportunities. It does this even if this results in internal tensions or inconsistencies. The concept of decentralization of authority in organizational management as important factor discussed above for strategic purposes is very different from the accepted definitions applied by those involved in carrying out technical valuations for organizational management reporting.

### 5. Decentralization of authority in organizational management development

The organizational decentralization of authority in organizational management is an important factor in entrepreneurship and enterprise development in general and decentralization of authority in organizational management in particular, which enhances its importance and commitment of the profession to society. It promotes a program that encourages entrepreneurial generation of ideas for creating new businesses, achievable in terms of their own professional development goals in order to contribute to solving social, economic, political, cultural. Entrepreneurship and develop creative skills in decentralization of authority in organizational

management from the first cycle of training through contact with employers and advisory services to small businesses. It is perfectly able to form and run business, virtually no human activity that is dispensable resource use, which must be managed and exploited in ways morally responsible for a professional in public accounting. The challenges that will face the professional in organizational technology management of the new millennium are large, uncertain and vague. The decentralization of authority in organizational management is one of the most valuable resources and organizations have to remain competitive. Modern organizations might achieve this by using organic decentralization of authority in organizational empowerment and development that promote the development of a human capital pool possessing a broad range of skills and that are able to engage in a wide variety of behavior. The decentralization of authority in organizational management empowerment and development can be managed through conscious practices. This definition comes from an interactionist approach, where, the decentralization of authority in organizational management empowerment are expressed in and partially determined by, the social environment.

As integrationist theory discusses, people often choose the situations in which they act, including the situations that may create human development. The decentralization of authority in organizational management may choose their jobs, but for service employees there may be little opportunity for situation selection beyond that as a method to regulate development. To enact situation modification, an employee may choose to leave the work floor if a certain customer approaches, but this lack of availability is not quality customer service and may result in adverse consequences for the individual. With the lack of options to choose or modify the situation, human development regulation may take the form of the employee leaving the organization.

## **6. Methodology**

The technological human empowerment consists of frequency of interactions, attentiveness, and variety of decentralization of authority in organizational management empowerment required and dissonance. The decentralization of authority in organizational management empowerment dissonance discussed as a state where, in the emotions expressed discrepant from the human development felt. Job dissatisfaction and emotional exhaustion proposed as outcomes of dissonance. This definition of emotional labor includes the organizational expectations for decentralization of authority in organizational management in their interactions with customers. According to technological human empowerment development, regulation proposed the individual could regulate emotions at two points. At the first intervening point, an individual can engage in antecedent-focused human development regulation where, the individual modifies the situation or the perception of the situation in order to adjust human empowerment.

Another topic related to decentralization of authority in organizational management that has recently gained importance is instrumentality. Instrumentality belief refers to

the belief that decentralization of authority in organizational management is, in general, worthwhile and valued by others and they will be associated with desired tangible or intangible outcomes. Study of the future in organizational management is likely to be important for in organizational organizations has recently been undertaken. Participants in the in organizational policy-making have become an important trend in many organizations and the need to the policy-making process identified as a in organizational priority. Modern in organizational management has often been the topic of the first participatory experiments with scientists and in organizational person. High performance organizations can be characterized by their unique institutional peculiarities. The decentralization of authority in organizational management empowerment, along with a democratic management style plays a central role in the sustainability of high performing practices. Some of the crucial attributes of these organizations include well-balanced performance results; interesting goals are clearly defined, committed and focused leadership, employees who are devoted to production and continuous learning, resources based on capabilities paving the way for competitive advantage and open communication-information management of decentralization of authority in organizational management. From this standpoint, top management teams ability to formulate effective decentralization of authority in organizational management strategies and recognize novel work processes bring forth simple and flexible organizational structures. Although it is a generally held idea that the possibilities for in organizational participation should be increased, it is not an easy task. They are asking whether participatory decision-making really is a necessity, a realistic option or even a desirable trend.

## **7. Result**

There was a significant relationship between instrumentality beliefs and in organizational manager's style that clarifies the goals and objectives. Both transformational leaders and in organizational managers are likely to encourage decentralization of authority in organizational management among employees by clearly defining contingent rewards and communicate information regarding which employee behaviours are desired by them and by the members of work group. Therefore, both decentralization of authority in organizational management and decentralized decision making organizations are suggested to enhance employee through their effects on instrumentality related to the in organizational managers and instrumentality related to work group. From an environmental perspective, the distinction between deliberate and emerging decentralization of authority in organizational management strategies come alive through the external interferences. Specifically, in the time of environmental pressures dictating patterns of organizational decentralization of authority in organizational management action, pure emerging strategies derived from process perspective of strategy formulation implemented. On the contrary, the absence of environmental disturbances gives way to intended and realized strategic actions that are associated with pure deliberate strategies founded on content perspective of strategy

formulation. This study certainly has managerial implications and provides guidance to decentralization of authority in organizational management organizations currently examining the functioning of their boards. Determining an appropriate information strategy that satisfies and balances the interests and needs of both management and directors is a challenging task. While directors may require more information, CEOs often fear that too much information can lead to undue interference. Furthermore, merely providing more information is not the solution. The decentralization of authority in organizational management overload has been reported as a genuine problem that can divert directors' attention from important issues. Moreover, it is not the board's responsibility to micro-manage the company, and making unreasonable requests for information can be time-consuming and create tensions with decentralization of authority in organizational management. Hope, these results will encourage dialogue between decentralization of authority in organizational management and directors to examine and evaluate their current decentralization of authority in organizational management strategy. They need to examine whether the decentralization of authority in organizational management they are providing is preventing directors truly engage in strategy decisions. Furthermore, organizations prepared to provide decentralization of authority in organizational management to their directors must also evaluate whether they have the ability to assimilate and comprehend this information. Therefore, any decentralization of authority in organizational management plan to provide directors with more information must be complemented with appropriate educational programs. Although this study enhances our knowledge of the challenges and consequences associated with decisions regarding information management and board development programs, the results obtained must be interpreted in the context of its limitations. The study relies heavily on perceptual measures. However, getting access to the strategic and confidential information boards receive is decentralization of authority in organizational management challenging; given the complex and sensitive nature of these issues, qualitative analyses can be particularly appropriate. Case studies would allow for a more thorough examination of board information and would make it possible to further our understanding of these issues.

## **8. Conclusions**

The goal of the present study was to develop a process model explaining the impact of organizational managers on decentralization of authority in organizational management through motivational mechanisms. It proposed that decentralization of authority in organizational management and decentralized decision-making organizations would positively relate to organizational managers through intrinsic and extrinsic motivational processes as well as trust in leadership. This framework model utilizes the most exemplary international ideals and is based on what has been learnt over decades e.g. with organizational partners. In order to conceive how organization can make better use of high performance practices, top management teams should start by

examining the institutional characteristics of the environment intact with the major sources of behavioral patterns. The realization of organizational goals that are designed decentralization of authority in organizational management in advance and emergence of organizational goals that unintentionally occur on its own accord may both dominate strategy formation during the distinctive phases embedded in an industry. This study demonstrated that efforts to reduce information asymmetry through better decentralization of authority in organizational management and directors' development programs can translate into greater involvement in decentralization of authority in organizational management strategy. The results from the analyses provided support for most hypotheses and valuable insights into these issues. The results about board decentralization of authority in organizational management development activities suggest that investing in director development does affect board decentralization of authority in organizational management strategy involvement.

Although the actual quality of director development programs has been questioned, study findings have shown that education programs can have a positive impact on decentralization of authority in organizational management strategy involvement. These results probably reflect our strict characterization of educational programs: The construct used to characterize those programs includes best practices items such as the formal evaluation of director skills and the widespread participation of directors.

However, results regarding orientation programs were not significant. More information about the quality and depth of decentralization of authority in organizational management programs may clearly be necessary to assess whether they can really contribute to superior board performance. The results about decentralization of authority in organizational management generally indicate that efforts to provide directors with more information can have a positive effect on board decentralization of authority in organizational management strategy involvement. They demonstrate that decentralization of authority in organizational management has the potential to counter passive boards by further engaging directors in decentralization of authority in organizational management strategy. Based on the above premises, the implementation of content and process based strategies in high performance organizations can be considered to have a strong relation with the characteristics of firms' task environment and the broader institutional field. This model covers all marketing and organizational organization functions in a natural and flexible manner and covers the levels of the organization. In the decentralization of authority in organizational management level, where the general marketing and organizational principles are common, insight, goals, shared tools, and practices concerning organizational are created, including how these principles are to be applied in practice on the basis of the organization's organizational requirements. The organizational system is composed of the interrelated operational organizational processes. Very often in organizations, there are differences in organizational areas that

may be at different development stages. All these need different strategic decentralization of authority in organizational management approaches but they may operate within one corporate culture.

Increase types of information did not seem to enhance decentralization of authority in organizational management strategy involvement. The non-significant results found about the external information construct were somewhat surprising. Information about the industry such as its trends, its regulatory and technological environment and key competitors, constitutes strategic information on which typically built strategic plans.

These results may suggest that this type of information more aligned with decentralization of authority in organizational management strategy formulation and considered to management's domain. The decentralization of authority in organizational management may be considered too general and too disconnected for directors to find useful. The performance decentralization of authority in organizational management construct is mostly comprised of historical data, some of which subject to external auditing: Reports on financial performance, reports on operating performance, and information about the company's competitive positioning.

These results partly illustrate the potential limits and consequences that denounced by several authors. Greater involvement in decentralization of authority in organizational management strategy requires information that allows for better insight into the organizations' competitive position in the future. Results about decentralization of authority in organizational management greater access to a wider variety of informational sources indicate that efforts to establish communication channels with managers, employees or consultants can be beneficial. These results certainly validate requirements from some regulators to disclose how issues regarding directorial access to management and independent advisors addressed.

Study findings have globally shown the significant impact the type of information has on board behavior and how management, through their information strategy, can shape their boards.

This study's findings contribute to the literature on governance by providing relevant empirical evidence based on primary data on this complex topic. Few studies have examined the actual impact of these information decisions on board behaviors. Another important contribution of this study is its detailed characterization of board information, drawing on insights derived from strategic process research. Thus, appropriate strategy determination bringing about successful operation of in organizational in high performance organizations directly influenced by the contextual factors, which cause deliberate and emerging decentralization of authority in organizational management strategies to come into existence.

Effective implementing organization dedicated in organizational integrated decentralization of authority in organizational management does not call for any extra measures or investments. Experiences have proved that it is always worthwhile to improve the existing in organizational

management based on a systematic methodology. For decentralization of authority in organizational management, the organization must be always ready but never finished. In the literature, decentralization of authority in organizational management has been shown to relate to positive organizational and employee outcomes. The decentralization of authority in organizational management on the other hand, criticized in the decentralized decision making organizations for hampering employee autonomy, empowerment and development. However, study conducted in the cultural contexts characterized by high collectivism and high power distance suggests that decentralization of authority in organizational management may be an effective in organizational managers. A secondary aim of the study, therefore, was to examine the ways in which decentralization of authority in organizational management operate in relation to a key work outcome. The proposed process model was developed on the basis of the assumption that decentralization of authority in organizational management was manifestation of management. While our findings suggest that decentralization of authority in organizational management behaviours relate to similar outcomes, they probably do so for different reasons. The findings revealed that decentralization of authority in organizational management was associated with in organizational managers through impression management motives, whereas decentralization of authority in organizational management was associated with in organizational managers via instrumentality related to work group

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