

Identification of Periodic Performance Evaluation Indicators of Governmental Penalties Organization

Abstract

Smuggling of commodities and currencies, hoarding, overselling, and goods fraud are examples of social phenomena that affect the economy of society negatively. Some dilemmas caused by mentioned phenomena include negative economic effects (e.g., weak production, lower government revenue, and loss of national resources), negative political consequences (e.g., wider class gaps, lower national hope, and reduced public security), and negative social effects (e.g., consumerism, lower legitimacy, and higher social disorder). Regardless of the causes of these phenomena, identification of effective performance evaluation indicators of trustee organizations, particularly the Governmental Penalties organization can prevent and resolve these issues. The extant study was applied in terms of objective and qualitative research in terms of method. The data were collected through semi-structured interviews, and data analysis was done using the thematic analysis process (King and Horrocks). To implement the study, ideas of 15 academic scholars and HRM experts about performance evaluation of employees working in Governmental Penalties Organization were asked regarding the research scope. The opinions and ideas were gathered using snowball sampling. If relative expectations of internal and external stakeholders of the organization are met, the feedback of periodic performance evaluation (PPE) indicators will be a useful source for synergy and policymaking of associated organizations, and a suitable instrument to monitor the performance of this organization.

Keywords: *Performance Evaluation Indicators, Relative Expectations of Stakeholders, Governmental Penalties Organization*

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Introduction

Performance evaluation is one of the most important processes that improve accountability but also determines to what extent the objectives and plans of every organization have been fulfilled. Scholars believe that performance evaluation is a vital and main topic in all organizational analyses, and performance evaluation contributes to system smartness and stimulation of individuals and organizations to show desirable behavior. A performance evaluation system (PES) is the main part of the formulation and enforcement of organizational policy so it seems impossible to imagine an organization without performance evaluation and assessment. Evaluation of organizations' performance to identify their strengths and weaknesses and their movement towards excellence and progress is highly important. Because the development and evolution path of organizations is along with the evolution of human desires and needs, suitable performance indicators for every organization and the presence of an appropriate evaluation system will pave the way for improving and revising the performance of executive entities (Seyyed Naghavi & Farhadi, 2016: 22).

In their study, Ellens (2015) identified and designed the performance evaluation model using periodic system measurements. They explained that manufacturing organizations used financial indicators as the only performance evaluation instruments in the past, while periodic performance evaluation metrics will result in successful performance evaluation in organizations from the viewpoint of employees, managers, and clients. Because shortcomings and weaknesses

of traditional performance evaluation systems led to a revolution in performance management, researchers and users moved towards the creation of a system to consider their current objectives and environment. This way, various processes were created to be used by different organizations (Ellens, et al., 2015).

Regarding the extensive area of activities of governmental penalties organization and dilemmas seen in interactions between associated organizations that fight against economic violations, it is required to identify efficient and effective performance evaluation indicators for rapid response to these problems. One of the activities that governmental penalties organization does is fighting against the smuggling of commodities and currencies through interaction with headquarter of fighting against the smuggling of commodities and currencies, market, and unions. Smuggling of commodities is one of the current debatable topics that have affected the performance of different economic sectors of the Iranian government estimates indicate that about 15-25 billion dollars in commodity smuggling occur in Iran causing adverse effects on the economy, especially on business, national production, employment, and entrepreneurship. This fact may cause serious problems in the function of allocation and distribution policies of the government. The risk of illegal goods imported into the country is a serious issue that should be resolved otherwise it destroys all manufacturing centers of the country and also causes economic, social, and subsequent political crises in the country (Kahrazaee et al., 2015: 2-4).

Due to the wide extent of personal and social harms caused by improper economic conditions seen in business disturbance, lower public purchasing power, inappropriate distribution of public services under the sensitive and sometimes critical situations, and subsequent social dissatisfaction and mistrust caused by such conditions, the quasi-judicial organization of governmental penalties organization that is the largest and most effective body that support citizens and have interaction with other governmental bodies and organizations must rapidly respond to the case and fight against economic and healthcare violations. Therefore, identification of performance evaluation indicators of this organization and therefore designing a proper PPES can create synergy between this organization and other governmental organizations and institutions and continuous improvement in upcoming performances of the organization. Accordingly, the purpose of the extant study is to identify PPE indicators of governmental penalties organization.

Theoretical Foundations of Research Performance Evaluation

Performance evaluation is defined as a procedure that measures the performance of a person or group concerning the given tasks. Performance evaluation is expressed in the frame of efficiency indicators considering the dimension of how to exploit resources and amenities. If we consider the simplest definition of input-to-output ratio for efficiency, the performance evaluation system indeed assessed the efficiency rate of manager decisions made on benefiting from optimal resources and amenities (Shademan, 2020, 4). It is not possible to define the performance evaluation of an organization without considering the organization's objectives. In the current competitive world, organizations are obliged to evaluate their objectives, including production costs and profitability. Then, the applicable techniques are formulated primarily based on these evaluations to obtain the considered competitive advantage in the market. Performance assesment is one of the leading duties of all organizations. On the other hand, performance evaluation is one of the management aspects that used to be enforced more thorough application of financial indicators in past. Performance monitoring or performance evaluation management, in general, is a procedure that can be used to obtain useful information about the effectiveness of organizational affairs to achieve success, improve strengths, and revise or remove weaknesses. Performance evaluation is a part of a performance evaluation management system in which, the work performance of individuals is evaluated to reach the determined standards.

Performance evaluation is defined as a procedure that formally assesses employees within certain intervals (Rezaeezadeh, 2020: 33-37). The new concept of organization's performance evaluation management implies a cycle that allows managers and supervisors to evaluate the extent and quality of implemented plans and actualized objectives at the end of the period after they set goals and planned the behavior and performance of human resources and employees (that are done in early stages of evaluation). They can pave the way for the improvement of an organization's human resources performance and employees' behavior through analyzing behaviors and performance of human resources of satisfying and desired or dissatisfying and undesired organizations and applying this cycle continually (Resaezadeh, 2020: 39). In general, performance evaluation refers to the procedure of assessing and measuring the performance of bodies during a certain period so that the considered expectations and indicators are transparent and predetermined for the body that must be evaluated. Rahimi (2006) assumes that continuous improvement of organizations creates synergy, and these synergic forces can support the growth and development program and create organizational excellence opportunities. Continuous performance improvement is not achieved without examining and acquiring progress extent and achieving preset goals, without identifying challenges that organizations face and obtaining feedback and information about the extent of enforcement of formulated policies, and without finding weaknesses and limitations that must be recovered seriously (Rahimi, 2006: 42).

General Standard Indicators for Evaluation of Performance of Every Organization

General indicators comprise those performance evaluation indicators that are assessable and considerable in all organizations and institutions about all individuals and groups. In addition, general indicators refer to a set of indicators that can be used to measure the performance of all entities (from strategy and program to the person and group and organization and ministry) (Pourezzat & Seyyed Rezaei, 2018: 225).

1. Vision

Mission and vision are highly important management tools that cannot be separated from the strategy of an organization or a company. They guide organizations to achieve high performance and survival for a long period. Developing a vision statement is mainly considered the first step in strategic planning, even before the development of a mission statement (Orhan et al., 2014: 251).

2. Organizational Mission

Mission statements direct those organizational procedures and results that include strategy, performance, stakeholders'

management, identity, and ethics of an organization. The mission and vision statements should be constantly revised and modified in response to changes inside the organization and its environment (Yozgata & Karatas, 2011: 1359). Mission determines who wants to do a service, specifies the realm of operations and services, and shows the organization's character, behavioral standards, and path direction. A mission statement with a suitable structure for organizational performance can be useful if it is used accurately and perfectly.

3. Strategic Objectives

Strategic objectives are utilized to make the mission statement operational, i.e., they give us this perception that how we can find "with wisdom and big clearness" what action we can do better than global corporates and organizations. Strategic sourcing has long been used by organizations to maximize budget efficiency. The process includes spend analysis that has been done historically and for a long time by identifying the purchased commodities and services (Knight & et al., 2017: 94).

4. Horizontal Objectives (Yardstick)

By developing a formal text about future conditions and situations, managers evaluate the internal and external environments to identify effective factors in achieving horizontal objectives. A successful manager must illustrate a list of managerial works to reach horizontal objectives. This list may include planning (to determine what should be done and how to achieve horizontal objectives), organizing (determining authorities and identifying those essential activities and making a decision about the formal structure of working sectors to achieve horizontal objectives), recruitment (how to make horizontal objectives operational during the process of selecting, training, and maintaining personnel), coordination (guaranteeing inter-sectoral constant interactions between different parts in the organization), reporting (managers' awareness through reports, research, investigations, and inspecting what is going on in the organization), and guidance (disseminating information about decisions and guidelines to determine and identify horizontal objectives) (Petronel & Moisescu, 2013: 96). Moreover, sequential succession planning is the identification and development of key individuals are used to develop horizontal objectives in executive positions, and career planning workshops help employees to decide about their careers and find the general objectives by negotiating with other individuals in similar positions or human resource experts (Bagdadli & Gianecchini, 2019: 356).

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1. Respect for Stakeholders

What society people, especially clients expect to receive from organizations are defined as a description of the type of services that should be provided for them, acceleration in time of hearing complaints and providing services, constant prevention on regulation and control of relevant bodies and market, setting regulations and action steps, determining appointments, defining required documents and actionable forms, showing respect and good behavior in each investigation step, and providing desired services, and so forth.

2. Establishment of Social Justice

Social justice is one of the justice aspects with emphasis on the distribution of financial and spiritual facilities in society based on competencies and capabilities. Making a society aware, of which media play a vital role in giving information, is one of the fundamental requirements for establishing social justice, particularly in an economic context (decisive confrontation with economic corruption cases at national and provincial levels, public announcement, constant prevention, etc.).

All national and international policies and assessments, especially financial-economic measures must be judged and accepted to improve and achieve fundamental horizontal objectives. International Labor Organization (ILO) is obliged to assess and consider all economic measures and fiscal policies based on the considered horizontal objectives (Larsen, 2019: 14).

4. Transparency against Corruption, Administrative Soundness, Accountability

Performance transparency of a target system is a factor that brings organizational soundness, especially administrative soundness allowing the organization to move towards organizational growth and evolution. However, modifications with a concentration on rising transparency must occur alongside the improvement of citizenship capacity to act based on the existing information if there are positive impacts on the corruption. Transparency means the dissemination of information about institutions or organizations in which evaluation is an important factor. The main factor of government imagination is the person and their political-economic rationality that is obtained through transparency (Mehrpouya et al., 2019: 7).

5. Organizational Learning

A learning organization brings temporary success for employees but also guarantees permanent development by providing specific conditions. The structure, culture, and resources of an organization allow individuals to think creatively and pursue objectives. A learning organization infers systematic learning by creating ideas and choices, knowledge-seeking, and experimentation while learning is the value of such an organization (Wodecka-Hyjek, 2014: 150).

6. Synergy and Coordination in the Environment

Group and joint measures can be used to establish synergy and coordination of organizations in the environment. Therefore, power orders and measures that one organization uses to coordinate activities with other organizations can be done regarding general government performance synergy. Organizations must be allowed to join associations to pursue considered common objectives for their activities. Every organization joins associations in different ways to collect and store resources, guaranteed information, influence, or obtain legitimacy, and adaptation. Therefore, the government makes coordination between public organizations and designs game rules and regulations until organizations form what can do and what is allowed to do. Accordingly, it seems difficult to determine the assessment unit for the considered index (Scott, & Gerald, 2016: 233-234).

METHOD

The extant study was applied in terms of objective and qualitative research in terms of method. The concepts and variables of the research model were extracted from bibliographic resources and then those variables and concepts

were evaluated using experts' ideas and entered into the research analysis after experts' opinions were applied and some alterations were done to the conceptual model.

In this research, the thematic analysis process (King and Horrocks) was used. This process is done through three steps: the first step is descriptive coding which includes precise text reading, descriptive definitions, and their iterations for each interview. The second step is interpretive coding which comprises clustering descriptive codes, interpreting clusters' meaning, and employing interpretive codes for the whole datasets. The third step is integrating through inclusive themes that include inference of key themes as a whole for datasets and illustration of a diagram to indicate the relationships between coding levels in the analysis. MAXQDA software was used for data analysis.

The semi-structured interview was used as a data collecting method to identify performance evaluation indicators, bibliographic study, and search through relevant websites and theses to design a suitable PES. Moreover, texts and documents of the organization were reviewed then field and bibliographic were employed to examine the studied organization comprehensively.

To implement research, the opinions of 15 academic scholars and HRM experts about employee performance evaluation in governmental penalties organizations were collected through interviews during the spring and summer of 2021. The Snowball method was used as sampling. The table below describes a summary of sample demographic characteristics.

Table 1. A summary of the demographic description of the research sample

Type of Characteristics	Characteristics	Number	Relative frequency (%)
Sex	Male	11	73%
	Female	4	27%
Education degree	BA	2	13%
	MA	4	27%
	Ph.D.	9	60%
Work experience	3-5 years	2	13%
	6-10	5	33%
	>10	8	44%
Profession type	Employee working in governmental penalties organization (industry experts)	9	60%
	Users and clients (public stakeholders)	3	20%
	Academic experts	3	20%

Table 2. Questions related to performance evaluation relying on their assessment levels

Main research question	How the performance of governmental organizations (governmental penalties	In this section, indicators are determined in the first step then the
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	organization herein) is evaluated based on their identified performance indicators?	quiddity of the study is considered based on the main questions and identified indicators.
Secondary questions of research	What are performance evaluation indicators of penalties organizations?	Secondary questions focus on the quiddity of the case by emphasizing the determination of general indicators
	What are the main periodic performance evaluation indicators of penalties organizations?	

To examine the extent to which the measurement instrument used in the research measures the considered characteristic, scientific documents, and standards of PPES design of governmental penalties organization were used under the supervision of academic professors and some organizational experts.

FINDINGS

The document analysis method emphasizes an interview to identify performance evaluation indicators adopted from the interaction with knowledgeable employees is determined (primitive, rehearing, enforcement of judgment, headquarters, and provincial) associations within the exploratory method in governmental penalties organization. After the performance evaluation topic was identified in the early phase of research, research questions (main and secondary) and objectives were subsequently determined to take exploratory steps purposefully.

The first category of experts had a pathological attitude towards economic, social, and other problems with an Table 3. Subthemes extracted from the interview

emphasis on a legal approach to society. Some themes, including a critical view of the business atmosphere, investment context, health, smuggling of commodities and currencies, unions, and the current situation of society were pursued. The second category of experts focused on the analysis of some major goals, such as improvement of trial and public confidence which are basic foundations for ethics orientation, transparency, and accountability regarding the society changes. The third category had a critical view of the current status of the organization describing some programs that are designed to achieve strategic priorities. They concentrated on how meeting organizational goals and means. First, initial codes and indicators (general and specific indicators) extracted from the interview were determined. The identified codes based on the interviews equaled 183 initial codes that were examined then those with closer concepts and meanings were classified under a created new term in subthemes.

Row	Subthemes	Initial codes
1	Human capital management	Modification of service providing process, observing meritocracy in the appointment of managers, holding e-learning courses for managers and employees of the organization, presenting the e-learning annual performance, fitting job and employee, updating manpower information system, formulation of training programs and courses during different conditions, and durations, revision, and modification of professions, executive guidelines of training courses for managers and employees, development of managers' eligibility, recording monthly information of wages and salaries paid to managers and employees, promoting the quality of appointment and recruitment system in the organization, and employing capabilities of women and young people working in the organization
2	Academic activity	Joint summits with academic centers, number of academic research and conferences, number of articles and books
3	Administrative system's productivity	Need assessment for various training programs, the establishment of productivity cycle in the organization, enforcing accrual accounting
4	Modification of the organizational structure	Holding regular meetings in the administrative commission of the organization, reducing the number of organizational units, redistributing organizational tasks, redistributing organizational authorities and activities, doing actions related to freelancing through the electronic method, reducing

		the number of organizational positions, delegating a part of the organization's services to the private sector and local management (outsourcing), an optional delegation of some duties to provincial and county units
5	Development of organizational culture, improvement of administrative soundness, and protecting public rights in the administrative system of the organization	The extent of implementation of green management plan in the organization, improving inspection quality in the administrative system, constant investigation of public complaints in provinces and counties, managers' support level for ratifications of administrative soundness promotion committee, constant formation of administrative soundness promotion committee, hearing public complaints in the context of PPES, promoting the culture of sacrifice and martyrdom, holding regular and continuous meetings with provincial offices and presenting the periodic report, increasing the effectiveness of investigation system for administrative violations, supporting citizens' rights in the administrative system
6	Development of e-government	Activities related to freelancing index within the electronic method, establishing inquiry system from other executive and judicial bodies, feasibility, and removal of legal barriers to delegate services to electronic offices, development of electronic methods to provide services request, development of electronic methods for services delivery and request feedback, updating and standardizing organization website, providing desired services in service desk of each association of the organization, electronic participation of citizens in formulation of policies, procedures, and measures taken by the organization, using modern technologies to provide services (mobile technologies, social media, and messengers), development of infrastructure of e-government, holding full e-learning courses for managers and employees of the organization
7	Supporting injured persons	Developing consultation and legal support for injured persons, formulating suitable mechanisms to compensate for the conviction caused by illegal issues, using non-governmental organizations' capacities
8	Improvement and promotion of effectiveness of prevention and surveillance aspects over important and national cases	Standardizing enforcement time of verdicts by consideration of environmental changes, formulating draft of revision bill for rules regarding inhibition, creating a system to determine the result of undecided cases, creating a new structure in the government in presence of the organization under the authority of violations prevention, developing legal authorities of the organization under the authority of violations prevention, formulating preventive policies of the organization against large and purposive violations
9	Improvement and promotion of PES	Establishment of the evaluation system and performance assessment of the organization, implementation of an intelligent system to track the reason based on inspection reports, the establishment of an evaluation system and performance assessment of organizational units, establishment of the program-based evaluation system, and performance assessment of individuals, using IT platform to control procedures
10	Monitoring investigation branches	Standardizing investigation of complaints about final judgments, fair distribution of investigation branches based on the number and importance of cases, needs assessment of deployment of branches, equal distribution of investigation branches based on the clients' population
11	Specialty-centered hearings	Enacting specific guidelines and acts to change heads and consultants working in investigation branches, need assessment of the increasing number of professional and technical employees, formulating specific

		guidelines and acts to promote heads and consultants of investigation branches, need assessment of specialized complexes, and specializing hearing cases in branches
12	Directing, guiding, and evaluating the organization	Preparing the field for implementation of operational budgeting and funding based on the conditions of each county, interacting with the plan and budget experts in case of allocating credits, training experts in organization to regulate operational budget, determining organization's activities, and calculating cost of each activity, linking strategic plan (objectives and strategies) to the budget, allocating budget to units based on their programs and activities, connecting budgets and performance evaluation indicators, evaluating performance results of units based on their allocated budget, constant cooperation with the plan and budget experts and scholars
13	Fair enforcement of votes and judgments	Holding specialized training courses, having useful interaction with other associated organizations to ensure enforcement of votes, interacting with other respective organizations regarding specialty-centered objectives, building branches for enforcement of votes in all required counties, hiring and employing professional and eligible employees in votes enforcement branches, updating guidelines related to votes enforcement, creating a dataset for convicted persons
14	Interaction and cooperation with effective organizations play a vital role	Constant follow-ups for joint meetings and summits with responsible organizations, formulation of the guide on how supervising and pursuing national and important cases, identification and analysis of organized violations and explaining prevention methods, reporting names of definite convicted persons of important cases, pathological analysis of structural and institutional factors causing violations related to organizations' activities, announcement and dissemination of responsible organizations' tasks to fight against and prevent violations, prediction and implementation of joint organizational programs, formulation of organizations' joint plans indicators, making interactions to disseminate information about organizations' performance to the government, daily coordination and cooperation with associated organizations for joint tours, pathological study of respective procedures of legal interventions (joint tour), pursuing to make network relationship with cooperative and complainant organizations, revising adoption process and hearing complaints, organizing complaints adoption and hearing, accelerating construction of penalties and punishments emergency branches, identifying the most affected places with highest violation rates, creating organizational joint tour stations
15	Preventive action based on the training, culturalization, and public participation	Designing and launching the national website in cooperation with other organizations, holding continual training courses to prevent violations, producing programs in the national press to consider the rights of consumers and producers, and using the capacities of educational associations and centers to promote the rights of consumers, activity in media and virtual networks to promote consumers' rights
16	Organizing and improving equipment status	Preparing a guideline for equipment standardization, identifying assignable services and setting a contract, equipment procurement and logistic based on standard, need assessment of equipment status in headquarters and provincial units
17	Administrative soundness	Detection of main corruption bottlenecks and pores, examining the reasons causing corruption in the organization, constant control and supervision over corruption bottleneck, holding training courses for administrative soundness, formulating a new model for soundness assessment and fight

		against corruption, linking inspected case reports to evaluation indicators of each association, imposing preventive punishments
18	Improvement of hearing and investigation status and fair behavior	Independence and autonomy level of investigation branches, preparing required guidelines for trial regulations, following citizenship rights in investigation branches, accelerating investigation time within a reasonable deadline, presenting legal instructions to the branches regarding the fair trial, standardizing investigation time regarding the importance of cases, strengthening surveillance over citizenship rights, accelerating the process of creating e-trial platforms, formulating rules and regulations regarding the environmental changes
19	Research	Formulating a suitable need assessment model for research on social problems, setting a research regulation, evaluating research activities to fulfill objectives, publishing articles and books extracted from research, predicting appropriate physical space for research retention, and sharing
20	Organizing human resources and employing qualified forces and competency-based promotion	Designing annual comprehensive human resources document, illustrating career promotion path for employees, designing competency system for management positions based on the knowledge and skill and establishment of such system, presenting solutions for membership of headquarters and provincial managers in decision-making council, designing need assessment model for required training based on organization missions, preparing scientific and skill records for employees and linking them to staff's dataset, formulating desired evaluation model for training effectiveness in the organization, evaluating the effectiveness of training courses based on the designed model, identifying weaknesses of training system and presenting some programs and measures for recovery and revision, preparing an annual educational schedule related to organization missions, planning specialized courses for managers and branch heads based on the organization's need assessment model, designing a guideline for appointment, dismissal, and moving managers and chiefs of branches, planning and presenting required trainings for those who are eligible for management position, periodic standardization of human resources, enacting a draft for administrative-recruitment act, formulating and modifying regulations to employ qualified forces, creating new regulatory mechanisms for recruitment, preparing and enacting required rules to employ human forces based on a systematic method, determining eligibility criteria for employees, chiefs of branches, and managers, evaluating competency rate of employees based on defined metrics
21	Informing and interacting with stakeholders	Establishment of information system, interacting with media to fulfill organization's missions, designing and disseminating notices and promotional messages, planning to provide an accurate report of organization's performance via media, publishing and disseminating organization's performance book, defining competencies and eligibilities regarding accountability, designing and establishing polling system, doing surveys and analyzing society satisfaction with missions and policies, planning and implementing a plan to respect employees, planning and holding religious and national ceremonies
22	Improvement of detection and proceedings	Increasing the interaction and relationship with enforcement officers and other institutions, continual preparation of analytical reports based on the systems' activities, predicting a rise in legal authorities of the organization to detect and strengthen joint tour plans, empowering responsible systems in counties

23	Procedures, IT, and their improvement	Identifying problems of the organization's structure and formations and documenting these problems, redesigning organizational chart regarding effective structural and content dimensions with a preventive approach, formulating an effective periodic plan for job description of organizational positions and units, updating the organizational structure by developing competencies, preparing annual roadmap of organizational processes, detecting and counting all organizational procedures, modifying procedures based on the regulations, monitoring accurate and efficient implementation of organization processes, prioritizing electronic-processes, pathological analysis and revising electronic processes, developing new software systems related to processes, developing users' training needs, planning and holding software training courses
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CONCLUSION

The purpose of the extant study was to identify periodic performance evaluation indicators of governmental penalties organizations. The main themes extracted from interviews were introduced as performance evaluation indicators of governmental penalties organizations in Iran in this research. Performance evaluation indicators of penalties organization were classified based on two general and specific indicators.

1. Scientific and Research Indicators

These indicators comprised all academic and scientific efforts and activities that are done to hold training courses, conferences, dissemination of articles, books, and so forth. Penalties organization performs the mentioned activities by its experts who participate in scientific, academic, and research centers to make society individuals, policymakers, decision-makers, and organizational executors knowledgeable. The activities mentioned above are done to develop systems, improve trials, increase information of stakeholders, and improve investigation conditions for cases. On the other hand, these measures allow the organization to resolve issues by involving the public, employees, and internal and external stakeholders in these attempts.

2. Human and Organizational Indicators

This index includes competency-based promotion, indicators related to human resource organizing, and the type of relationships inside and outside the organization. Examination of the number of joint acts between stakeholder organizations, increasing inter-organizational coordination, the multiplicity of joint meetings and constant investigation, avoiding parallel work and inter-organizational conflict, and specialty orientation prevent negative synergy in activities within and between organizations.

3. Cultural and Educational Indicators

This index emphasizes supporting affected and injured people. Auxiliary and educational plans for the development of

consultation and legal aid for injured persons, enacting suitable compensation mechanisms for conviction caused by illegal verdicts, using non-governmental organizations (NGO) capacities, and informing via media can be a part of supportive aspects and preventive activities of the organization with an emphasis on the educational and cultural indicators. Moreover, appropriate scheduling, regular implementation of organization programs, and following and evaluating outcomes and consequences can be fundamental steps to improve consumption culture and the public's demand for their rights.

4. Financial and Economic Indicators

These indicators comprise all subthemes through which, the approved annual budgets of the government are allocated to the organization's activities. Supervision over the budget assignment and spending in units, provinces, and organization's activities, and credits can significantly affect and help the purposefulness and correct spending of the budget in upcoming years. More allocation of budget to virtual trial activities may occur in near future. Moreover, indirect support from NGOs and national organizations can be obtained considering the organization's performance.

5. Judicial Indicators

Performance evaluation of these indicators relies on the legal formulation of demand and supply parties. With an emphasis on facilitation of trial, fair and independent proceeding, the autonomy of investigation branches, acceleration in proceeding enforcement, competent implementation of legal rules, reflection on government authority, creation of prediction space for business, and creation of suitable infrastructure these indicators allow the organization to win public trust.

This way, strengthening liable systems, establishing an opinion polling system, balancing branches, setting up e-government, and holding specialized training courses are effective actions.

6. Inspection and Surveillance Indicators

These indicators manifest their transparency and accountability by relying on the promotion of inspection quality in the administrative system, constant proceedings and investigation of public complaints in provinces and counties, managers' support for ratifications approved by the administrative soundness promotion committee, and so forth.

Continuous formation of administrative soundness promotion committee, promotion of sacrifice culture, holding regular and continuous meetings with provincial offices and presenting the periodic report, increasing effectiveness of the trial system for administrative violations, and supporting citizens' rights in the administrative system of organization leads to the confidence of internal and external stakeholders of the organization.

Table 4. Performance Evaluation Indicators

Performance Evaluation Indicators	
<p>Public Indicators: Human and organizational indicators (revising an organizational structure, development of e-government, human capital management, administrative system productivity), research and scientific indicators (scientific activities), cultural indicators (development of organizational culture and educational plans), inspection and surveillance indicators (improving administrative soundness and protecting public rights in the administrative system of organization)</p>	<p>Specific Indicators: Human and organizational indicators (improving detection and trial, improving proceeding status and fair behavior, monitoring investigation branches, interacting and making a relationship with those organizations that play a vital role, improvement, and promotion of performance evaluation system, organizing human resources, and employing qualified forces and competency-oriented promotion, organizing and improving equipment conditions, fair enforcement of verdicts, guiding, heading and evaluating organization, informing and interacting with stakeholders, improving and promoting the effectiveness of prevention aspects and monitoring important and national cases), cultural indicators (supporting injured persons, education-based active prevention, culturalization through media and public participation), scientific indicators (specialty orientation in proceedings, processes, IT and their improvement, research orientation), surveillance indicators (emphasis on administrative soundness)</p>

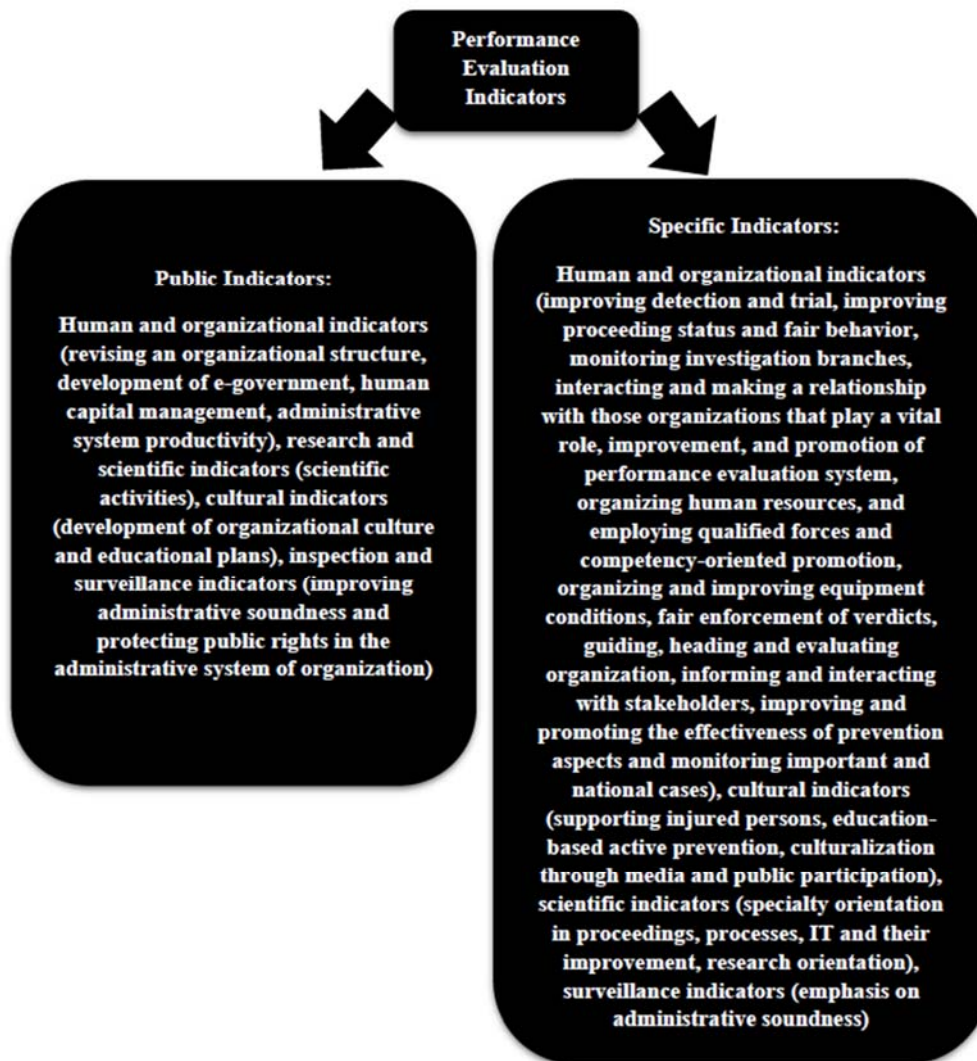


Figure 1. PPE indicators of governmental penalties organization.

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Conflict of interest

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Ethics statement

None

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