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Designing a performance management model by organizational resilience approach for regional electricity companies (case study: Khorasan Regional Electricity Company)

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Abstract

Achieving sustainable success and survival in today's challenging business conditions depends on the ability of organizations to cope with crises and return to normal conditions which mean organizational resilience. This study has been done aimed to design a performance management model, emphasising organizational resilience for Regional Electricity Companies. The exploratory mixed method has been used in this study. In the qualitative phase of the research, the Thematic Analysis strategy was used to design the model. Also, in the quantitative step, a survey strategy with a Structural Equation Modeling approach was used to test and validate it. In the qualitative phase, the statistical sample of the research encompasses 13 experts using Judgmental Sampling and in the quantitative step, it includes 205 employees of Khorasan Regional Electricity Company using Stratified Random Sampling. Based on the findings, the performance management model with organizational resilience approach was identified and confirmed in four elements including influencing factors on performance with organizational resilience approach, dimensions and components of performance with organizational resilience approach, strategies of the performance management with organizational resilience approach which lead to internal and external consequences such as productivity enhancement, performance sustainability, Improvement of service delivery and stakeholder satisfaction.

Keywords: Performance Management, Organizational Resilience, Thematic Analysis, Structural Equation Modeling, Regional Electricity Companies.
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1 Introduction

In the present age, organizations can survive in the field of competition that continuously striving to improve their performance, and this requires the creation of a comprehensive performance management structure. Governmental organizations suffer from severe inefficiency in the field of performance management due to the theoretical vacuum and how to implement this system [23]. A review of the theoretical foundations shows that in the management literature, more performance issues are raised with the measurement and evaluation approach and the management approach has a shorter lifespan. Theories and models in performance management are mainly focused on the individual level and

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less attention is paid to the organization as a whole and the integrated system. Also, in the organizational performance management literature, models appropriate to the private sector prevail and the public sector has benefited less from research and production of literature [36]. In the field of application, one of the major challenges of most Iranian organizations is which of the performance management models can move the organization towards excellence and progress more quickly [17]. Even in the case of using successful models, we see that most organizations, regardless of the implementation infrastructure, lack familiarity with the main features and outputs they expect, as well as the conditions of the organization to accept these models, use them and it will not belong. These models are removed from the scene by not being accepted by the organization and will not result in a tangible output for the organization other than spending a lot of time and money. The experience of working in Khorasan Regional Electricity Company and specifically, reviewing the performance management process of the company along with optimization in other regional electricity companies, has proved objectively that there is no comprehensive model for managing the performance of the organization and only procedure various evaluations of monitoring devices are the criterion in this regard, which can impose a lot of costs on the organization, including attention to the dimensions of non-functional necessity, many worries and psychological pressures on managers to make any decision, etc. On the other hand, the ability to survive in the current situation has become an important concern for businesses [29]. The competitive, natural and social environment in which companies operate has created new threats and challenges for companies that can seriously jeopardize the performance and continuity of business. In these challenging situations, companies must be resilient [4]. There is no consensus on what resilience means and what elements it contains [11]. Also, research on organizational resilience and its relationship with other variables is still rare [33].

Considering the necessity of establishing a performance management system in the executive apparatus according to matter 81 of the Civil Service Management Law and the severe inefficiency of governmental organizations in the field of performance management, as well as the impact of environmental changes and various risks on regional electricity companies' performance, using a suitable model for performance management that can improve their performance in the face of changing internal and external conditions and their resilience is constantly monitored and improved is of great importance. Therefore, in order to fill the existing research gap, this study seeks to answer the following questions: What is performance management model with organizational resilience approach in regional electricity companies? What are the influencing factors on performance with the organizational resilience approach in regional electricity companies? What are the dimensions and components of performance with the organizational resilience approach in regional electricity companies? What are the performance management strategies with the organizational resilience approach in regional electricity companies? What are the consequences of performance management with the organizational resilience approach in regional electricity companies? What are the validation results of the performance management model with the organizational resilience approach in Khorasan regional electricity company?

2 Literature review

The concept of performance is one of the oldest concepts that there is still no consensus among experts on its nature. According to some authors, performance is synonymous with behaviour and only behaviours that are under the control of the individual should be evaluated as performance [30]. In the words of others, performance should be defined as the result of work. Another definition includes a more comprehensive view in which performance means both behaviour and results [5]. This research focuses on the use of this concept at the organizational level with a management approach. organizational Performance management is a systematic approach that leads to improving the performance of the organization through the process of strategic goal setting, data collection and analysis, data report review and using the results [7]. Among the various models proposed, models such as the European Foundation for Quality Management (EFQM) and the Balanced Scorecard (BSC) have a special place compared to other models in the country, especially the Khorasan Regional Electricity Company. Despite the advantages and wide application of these models, these models are not only "mainly" proposed with a measurement and evaluation approach, but also do not have the necessary comprehensiveness to consider the various elements of resilience, while empirical evidence of high uncertainty and severe events such as the Covid epidemic indicate the need to implement protective investment strategies such as resilience and its importance in dealing with turbulent environments [8]. Resilience plays an important role in the survival of organizations [28].

Reducing the damage of environmental changes and keeping pace with the dynamic and highly variable environment governing organizations can be achieved by expanding organizational resilience, which plays an important role in improving organizational performance.There are two approaches about organizational resilience. The first one defines organizational resilience as the ability to return to normalcy in the face of adversity, conflict, failure, or positive events, and the other involves the development of new capabilities and the ability to expand simultaneously or even create opportunities [24]. A resilient system is able to adjust its function before, during, or after events (changes, disturbances,

and opportunities) and thus maintain the necessary operations in both expected and unexpected situations [10] or return to the pre-crisis position [35].

Recently, the concept of organizational resilience has shifted its focus from private sector organizations to governmental organizations [15]. Given the many internal and environmental developments of organizations and the impact of these changes on their performance, the use of a comprehensive model for performance management with an organizational resilience approach seems an unavoidable necessity. The following are some of the results of studies at home and abroad.

Yavari and Zahedi [36] in their research, identified a model for organizational performance management in public and non-profit sectors including performance dimensions and criteria, internal and external drivers of performance as well as the process of performance management and improvement. Rafizadeh, Mirsapasi and Azar [27] in their research entitled "Presenting a performance management model at the government level" concluded that the 27 variables in three levels of strategy, organization and employees should be considered in designing a performance management model. Adibzadeh, Najafbeigi, Musikhani, Daneshfard, and Alam Tabriz [3] identified a model for managing the performance of government organizations in three levels (employees, managers, and organization) and four dimensions (process, content, context, and performance development). Fetrat, Khorasani, Abolghasemi and Ghahramani [12] in their research entitled "Design and validation of model performance management faculty of Kabul University "suggested a paradigm model including individual influential conditions and factors, organizational conditions and factors about faculty members 'activities, dimensions and aspects of faculty members 'activities and performance, inside and outside consequences, method and the process of managing the faculty member's performance and the relationships between its various dimensions and components. Research by Julaei, Salavati, Ahmadi and Mohammadi [18] with the aim of explaining the content elements of the performance management model based on good governance in the public sector resulted in identifying six components and 41 indicators entitled leadership and management stability, accountability, Effectiveness, rules refinement, governance of law and anti-corruption. Tibyan, Wibisono and Basri [25] identified five factors for determining an appropriate performance management framework including a useful method for modelling a system, management control tools, framework applicability, performance measurement, and practical guidelines for the performance management system. Pereira and de Castro Neto [25] presented a business performance management framework including business intelligence as an essential part of the technology framework as well as a performance management cycle as a methodological approach to implementing it in order to improve business performance. Summarizing the theoretical foundations and research background shows that attention to the issue of organizational resilience in the performance management of organizations has been neglected so far. The present study seeks to design a comprehensive performance management model with emphasis on organizational resilience in regional electricity companies that includes the concepts of organizational resilience and performance management while having the concepts of previous performance evaluation models.

3 Method

This study aims to design a performance management model with emphasis on organizational resilience in regional electricity companies in two main parts including designing and evaluating the model by the exploratory mixed method. In this regard, in the first part of the research (qualitative phase) the Braun and Clarke thematic analysis strategy was used to design the research model and in the second part (quantitative phase), the obtained model was tested and evaluated, using the survey strategy with Structural Equation Modeling approach. Thematic analysis as one of the most common forms of qualitative research analysis is a way to see the text, proper understanding of seemingly irrelevant information, qualitative information analysis, Systematic observation and conversion of qualitative data into quantitative data [1].

One of the steps that is very effective in the quality of answers is the correct selection of experienced and knowledgeable people in the field of study. Accordingly, the research sample in the qualitative phase was selected as judgmental or purposive non-probabilistic sampling, in a way that has the following characteristics: a) Executive experts with a master's degree or higher, theoretical and practical knowledge in the field of the research subject, at least 5 years of management experience in the electricity Company and industry, and willingness to participate. B) University experts with a PhD degree, writing a book, article, or research project in the field of research, familiarity with the structure and type of activity of regional electricity companies, and willingness to participate. But another question that is usually asked is how many experts should be selected to implement the theme technique? There are no precise instructions for the number of samples in the thematic analysis and a range of 6 to more than 400 samples of data types has been proposed in research projects. One approach is to emphasize the type of content such as the interviews ahead so that more topics can be identified and this continues until the theoretical saturation is reached [14]. Accordingly, in this

study, 13 experts were interviewed to reach theoretical saturation.

The steps of implementing the thematic Analysis in this research are as follows: In the first step, while specifying the goals and questions of the research, the appropriate place and time and the necessary facilities for holding the meeting were determined. In the next step, the researcher collected and wrote all the data obtained from the interview for thematic analysis. In the third step, firstly, before starting the coding, all the data obtained from the interviews were studied by the researcher and some ideas and patterns identified while reading the text were recorded and recorded. After repeated reading of the data and the researcher's complete familiarity with the depth and richness of the data content, the initial encoding of the data was performed using MAXQDA software and using the previous and inferential research coding methods. Next, the researcher focused on the analysis of codes at a larger level and the classification of different codes in the form of basic, organizing, and comprehensive themes. Decisions on how to identify and group themes were made based on research orientations and questions, expert opinions, the researcher's experience on the subject, and content and theoretical literature.

After identifying the themes, the researcher again reviewed the extracted themes according to the codes and the whole data to eliminate defects such as the existence of similar themes or themes with different titles and ignoring important themes. In other words, the found themes were compared with the initial ideas and the extracted codes to examine the possibility of finding a comprehensive map of the themes. Then, the network of themes was drawn and the obtained themes and the data inside it were defined, reviewed and explained with the help of this network. In the next step, specific answers to the research questions and a discussion about the relationship between each theme with other themes were provided. In this regard, it was tried that if a dominant theme is observed among the identified themes, that theme is located in the centre of the pattern and other themes are arranged around it. In the present study, in order to evaluate the quality of research and validation of the results, Four evaluation criteria including credibility, transferability, dependability and confirmability were used [14]. Thus, the performance management model with the organizational resilience approach was identified based on experts' opinions in four elements including the influencing factors, dimensions and components of performance with the organizational resilience approach, strategies and consequences of performance management with the organizational resilience approach, consisting of 221 initial codes, 52 basic themes, 16 constructive themes and 4 comprehensive themes which were tested and validated using a survey strategy with structural equation modelling (SEM) approach.

In this study, according to the results of the Kolmogorov-Smirnov test ($Sig = 0.000$, $\alpha = 0.005$) based on the abnormal distribution of data, the structural equation model by Partial Least Squares (PLS) method was used to validate the model. Data analysis based on the Partial Least Squares method includes examining the fit of external or measurement models, internal or structural models, Total model (Measurement and Structural Models) and measuring the relationship between constructs [9]. Fitness evaluation of measurement models includes item reliability, convergent validity, and divergent validity. Item reliability is evaluated using three criteria: factor loadings coefficients, Cronbach's Alpha, and composite reliability (CR). Convergent validity was measured through Average Variance Extracted (AVE). Discriminant validity was measured through cross-loadings and Fornell and Larcker methods. Then, the fit of the structural model was examined by calculating the significant coefficients (t-values), Coefficient of Determination (R^2), Stone-Geisser Criteria (Q^2), and Effect Size (f^2). Finally, the goodness-of-fit index (GOF) related to the total section was calculated. The statistical population in the quantitative phase encompasses employees of Khorasan Regional Electricity Company (441 people) with at least three years of work experience and a bachelor's degree or higher. 205 of them were selected as samples, using Stratified Random Sampling and according to the sample size table provided by Hair, Hult, Ringle and Sarstedt [16]. According to the minimum R^2 value of 0.10 with a significance level of 1% and the maximum number of arrows inserted into the CON construct (potentially three arrows) in the table, the minimum samples required are 145 people, but given the possibility that model constructs are needed to be considered in the equation as discrete components, 205 people were selected in order to follow for the adequacy of the sample size. The main instrument of the research in the quantitative phase is a researcher-made questionnaire its validity has been achieved through Content. Also, according to the Cronbach's alpha obtained in a sample of 40 ($\alpha > 0.7$), it could be concluded that the questionnaire's reliability (trustworthy) is acceptable. Collected data were then analyzed using Excel, SPSS 16, Smart PLS and MAXQDA 2020 statistical software.

4 Research findings

4.1 Describe the demographic characteristics of the respondents

Examination of the status of demographic variables showed that out of a total of 205 people studied, 92% were men. Most of the sample (92%) are married. 52% of respondents are between 45 and 54 years old, 28% are between 35 and 44 years old, 16% are under 35 years old, and 3% are in the age group of 55 years and above. Most respondents

(57%) have a bachelor's degree. Most respondents (42%) have 20 to 29 years of work experience, 35% have 10 to 19 years, 21% have 3 to 9 years and 1% have 30 years or more experience. The majority of respondents (58%) are experts. Most of the respondents are working (65%) in the Deputy of Operation (Exploitation), 8% in the Deputy of Planning and Research, 8% in the Deputy of Designing and Development, 8% in the Deputy of Financial and Supporting, 5.5% in the field of Management and 5.5% in the Deputy of Human Resources.

4.2 Thematic analysis findings

4.2.1 Results from coding and analysis of qualitative data

In this study, the influencing factors on performance with an organizational resilience approach were identified, consisting of 45 initial codes, 11 basic themes, 3 constructive themes and 1 comprehensive theme based on the participants' views. Also, the dimensions and components of performance with the organizational resilience approach include 138 initial codes, 30 basic themes, 9 constructive themes and 1 comprehensive theme. In addition, performance management strategies with organizational resilience approach were identified, consisting of 29 initial codes, 7 basic themes, 2 constructive themes and 1 comprehensive theme. Finally, performance management consequences with organizational resilience approach were identified, consisting of 9 initial codes, 4 basic themes, 2 constructive themes and 1 comprehensive theme. Table 1 shows the qualitative data obtained from the coding in the form of four elements consisting of 52 basic themes, 16 constructive themes and 4 comprehensive themes.

Table 1: Summary of the results of coding and analysis of qualitative data

Comprehensive themes	**Constructive themes**	**Basic themes**
Influencing factors on performance with organizational resilience approach	Causal conditions	Micro level factors (lack of credit and liquidity, etc.)
		Macro-level factors (political and economic sanctions, etc.)
	Facilitating factors	Government budget
		Private sector empowerment
		Relationships between government and institutions of governance
		Effective government policy making
		Existence of communication platform between governmental organizations
	Environmental conditions	Economic currents
		Political and legislation currents
		Social and cultural currents
		Technological currents
Dimensions and components of performance with organizational resilience approach	Communication with stakeholders	Interaction with Tavanir and Iran Grid Management companies
		Interact with contractors and suppliers
		Interact with electric energy distribution and generation companies
		Interact with subscribers
		Interaction with provincial organizations and institutions
	Technical, financial and human resource capabilities	Employee motivation
		Staff development and empowerment
		Change acceptance
		Capacity of technical and financial resources
	Leadership and management	Management competence
		Support and commitment of senior managers
		Leadership style and management methods

4.2.2 Drawing a network of themes

Figure 1 shows the output of MAXQDA software used to draw a performance management themes network with organizational resilience approach in regional electricity companies.

4.2.3 Conclusion and presentation of analytical report

Based on the results of thematic technique and in response to the first research question, the performance management model with organizational resilience approach was identified and confirmed in four elements including influencing

	Adaptability	risk management
		Crisis Management
		Security management
	Infrastructure and technological capacity	Infrastructure
		Information Technology
	Organizational Capital Preparation	Organizational processes
		Organizational culture
		Administrative health
		Organizational structure
	Innovation	Creativity and absorption of innovation capacity
		Innovation usage
	Capabilities of knowledge	Creation and acquisition of knowledge
		Knowledge sharing
		Knowledge maintenance
	Strategic approach	systematic approach
		Scenario planning
		Long-term planning
		Environmental monitoring and analysis
Performance management strategies with organizational resilience approach	Adaptive approach	Dynamics
		Participatory approach
		Sensitivity
	Rational approach	Balance
		Transparency
		Scientific approach
		Objectivity
Performance management consequences with organizational resilience approach	Internal consequences	Productivity enhancement
		performance sustainability
		Improvement of service delivery
	External consequences	Satisfaction of stakeholders

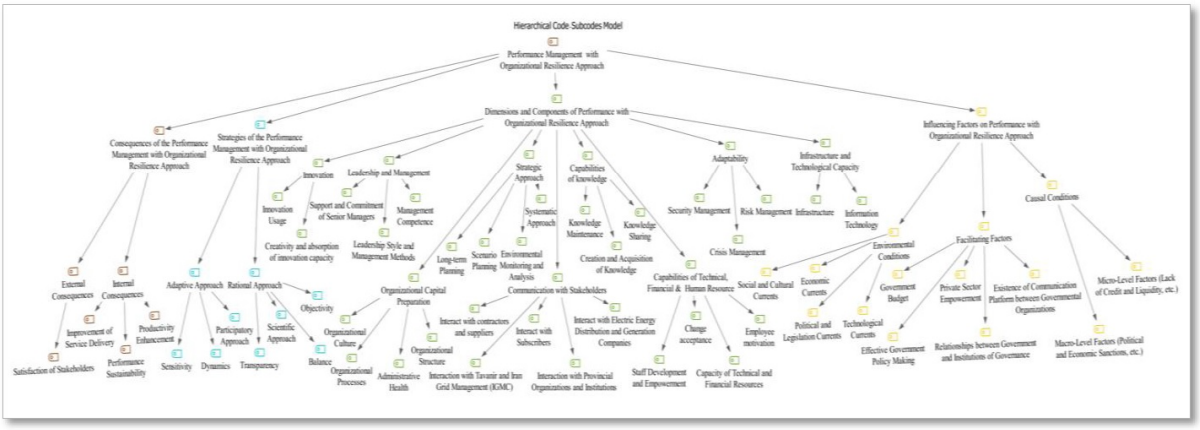

Figure 1: Themes network of performance management with organizational resilience approach in regional electricity companies

factors on performance with organizational resilience approach, dimensions and components of performance with organizational resilience approach, strategies and consequences of the performance management with organizational resilience approach which were tested and validated using structural equation modeling.

In response to the second question of the research, factors affecting performance with organizational resilience approach include causal conditions, facilitating factors, and environmental conditions. Causal conditions include Macro and Micro-level factors such as political and economic sanctions, lack of credit and liquidity, etc. Facilitating factors include government budget, private sector empowerment, relationships between government and institutions of governance, effective government policy making, and existence of communication platform between governmental organizations. Environmental conditions include economic currents, political and legislation currents, social and

cultural currents, and technological currents. Causal conditions poses the necessity of attention to the issue of resilience in performance and consequently its management. Given the exposure of regional electricity companies to multiple risks, it is necessary to consider these factors in the performance management of these companies. The suggested facilitating factors of the model are those factors lead to promotion of performance level with emphasis on organizational resilience and improve the capability of organization to deal with crises caused by causal conditions that fluctuate the performance of the organization. Environmental conditions are also other factors that affect the performance of regional electricity companies at the macro level.

In response to the third research question, performance with organizational resilience approach was identified in 9 dimensions and 30 components. They involve communication with stakeholders dimension including "interaction with Tavanir and Iran Grid Management (IGMC) companies, electric energy distribution and generation companies, contractors and suppliers, subscribers, provincial organizations and institutions", the dimension of human, technical and financial resources capabilities including "employee motivation , staff development and empowerment, acceptance of change, technical and financial resources capacity", leadership and management dimension including "management competency, support and commitment of senior managers, leadership style and management methods", adaptability dimension including "risk, crisis and security management", infrastructure and technological capacity dimension including "infrastructure, information technology", organizational capital readiness dimension including "organizational processes, organizational culture, administrative health, organizational structure", innovation dimension including "creativity and absorption of innovation capacity, applying innovation", the dimension of knowledge capabilities including "knowledge creation and acquisition, knowledge sharing, knowledge retention" and finally, the strategic approach dimension including "systems approach, scenario planning, long-term planning, environmental monitoring and analysis". The point that what dimensions, components and indicators are included in the perfect performance in terms of resilience would provide a tool for measuring and monitoring performance. More growing and developing in terms of identified dimensions and components lead to better performance of organization encountering crises caused by causal or environmental conditions.

In response to the fourth and fifth questions of the research, performance management strategies with organizational resilience approach were identified in two approaches including adaptive approach (Dynamics, participatory approach, sensitivity) and rational approach (Balance, transparency, scientific approach, objectivity) which lead to internal and external consequences including productivity enhancement, performance sustainability, Improvement of service delivery and stakeholder satisfaction. It should be noted that according to the conditions constantly "internal and external variables, the concept of optimal performance is also constantly changing." Hence, a performance management system must be able to continuously adapt to changing conditions to paint a good picture of optimal performance. In addition, in a performance management system, to achieve real data and increase the speed of data access, it is necessary to use a participatory method. There is a lot of data at the operational level that can be accessed more quickly with the participation of executives and performance deviations can be detected. An effective performance management system must also be sensitive to changes in performance that can increase risk vulnerabilities; In other words, by highlighting important changes in performance, provide the opportunity for an effective response from the organization. A proper performance management system should be able to evaluate the various aspects and dimensions of performance in a desirable way and while having the appropriate comprehensiveness, highlight the important dimensions of performance. This can improve the effectiveness of the performance management system. In addition, an optimal performance management system must have sufficient transparency and clarity in all relevant aspects. Updating performance management in line with current knowledge and new scientific foundations and taking action to improve the structure of performance management at specific intervals is also an issue that should be seriously considered. Finally, focusing on data and objective facts, rather than personal opinions and judgments of individuals, should be the basis for presenting an image of the organization's performance.

4.3 Findings from model validation

4.3.1 KMO and Bartlett's test

According to Table 2, the value obtained for the KMO index is equal to 0.848, so the sample size is sufficient for factor analysis. Also, considering the significance level of Bartlett test with ($Sig = 0.000$), the assumption that the correlation matrix is known is rejected and confirmatory factor analysis is appropriate to identify the structure.

4.3.2 Fitness evaluation of measurement models

According to Figures 2 and 3, all factor load coefficients are greater than 0.4 and significance coefficients greater than 1.96, which indicates the appropriateness of this criterion.

Table 2: KMO and Bartlett test results

index KMO	0.848	
Bartlett	Chi Square (χ^2)	2625.331
	DF	120
	Sig	0.000

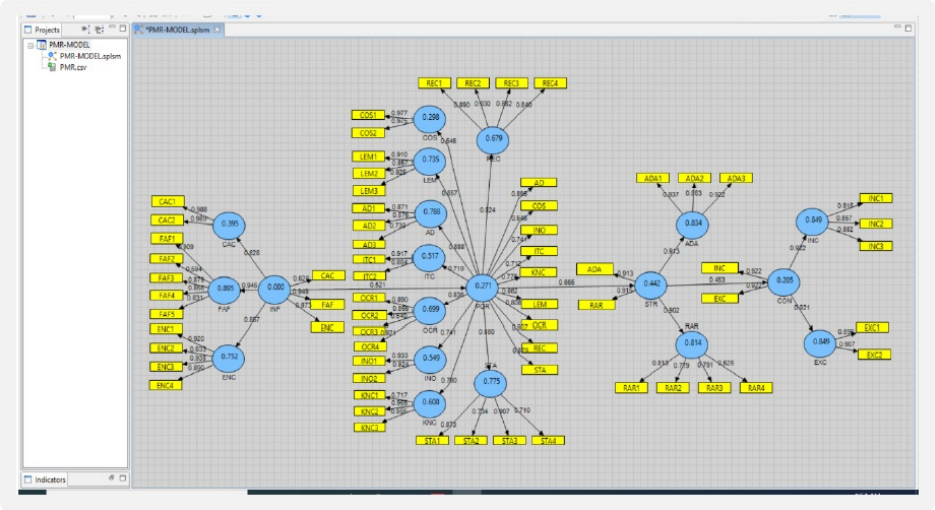

Figure 2: Drawn model with values of standard factor loadings coefficients

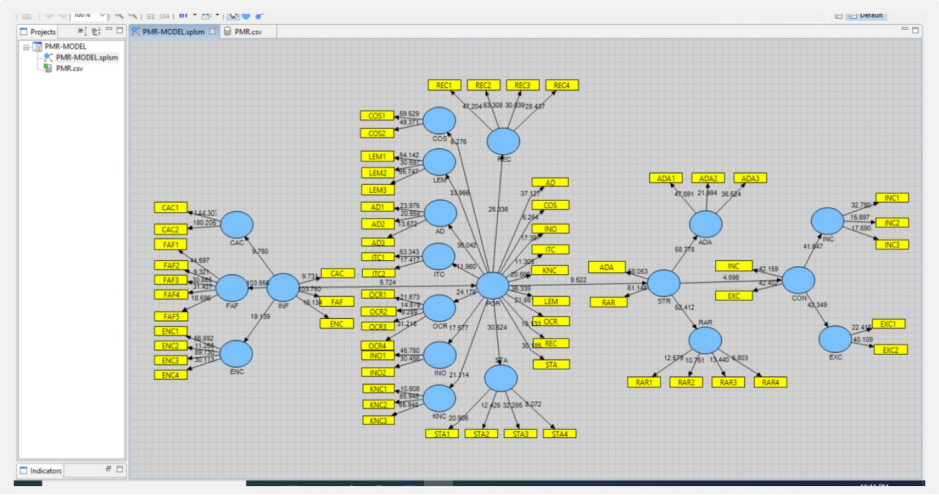

Figure 3: The t-value of the research Model ($t > 1.96$)

Also, according to the results of Table 3, Cronbach's alpha and combined reliability for all constructs are higher than 0.7, which indicates the appropriate reliability of the model as the first criteria for the fitness evaluation of measurement models. Convergent validity is the second criteria for measuring the fitness of models. According to Fornell and Larcker [13], $AVE \geq 0.5$ confirms the convergent validity, which is measured through Average Variance Extracted (AVE). However, others also considered a value of 0.4 or higher for AVE [9]. All the AVE values in Table 3 are greater or equal to 0.5 that this indicates the appropriateness of the convergent validity of the research model.

Then, discriminant validity was measured through cross loadings and Fornell and Larcker methods. According to Tables 4 and 5, the results indicated good divergent validity as the third criteria for the fitness evaluation of measurement models.

Table 3: Values of convergent reliability and validity criteria

Construct	**Symbol**	$\alpha > 0.7$	$R > 0.7$	$AVE > 0.5$
Causal conditions	CAC	0.98	0.99	0.98
Facilitating factors	FAF	0.88	0.91	0.67
Environmental conditions	ENC	0.87	0.91	0.73
Communication with stakeholders	COS	0.95	0.98	0.95
capabilities of human, technical and financial Resource	REC	0.91	0.94	0.79
Leadership and management	LEM	0.88	0.93	0.81
Adaptability	AD	0.77	0.87	0.69
Infrastructure and technological capacity	ITC	0.77	0.90	0.81
Organizational capital readiness	OCR	0.85	0.90	0.70
Innovation	INO	0.84	0.93	0.86
Knowledge capabilities	KNC	0.85	0.91	0.78
Strategic approach	STA	0.82	0.88	0.66
Adaptive approach	ADA	0.89	0.93	0.82
Rational approach	RAR	0.70	0.82	0.54
Internal consequences	INC	0.86	0.92	0.78
External consequences	EXC	0.77	0.90	0.81
Influencing factors	INF	0.76	0.86	0.69
Performance with organizational resilience approach	POR	0.92	0.94	0.62
Strategies	STR	0.80	0.91	0.84
consequences	CON	0.82	0.92	0.85

Table 4: Factor loads of research structures indicators to investigate divergent validity

Indicator Construct	**Causal conditions**	**Facilitating factors**	**Environmental conditions**	**Communication with stakeholders**	**Resource capabilities**	**Leadership and management**	**Adaptability**	**Infrastructure and technological capacity**	**Organizational capital readiness**	**Innovation**	**Knowledge capabilities**	**Strategic approach**	**Adaptive approach**	**Rational approach**	**Internal consequences**	**External consequences**
	CAC	FAF	ENC	COS	REC	LEM	AD	ITC	OCR	INO	KNC	STA	ADA	RAR	INC	EXC
CAC1	0.99	0.48	0.23	0.29	0.22	0.13	0.14	0.12	0.10	0.08	−0.03	0.10	0.26	0.12	0.03	0.06
CAC2	0.99	0.49	0.28	0.28	0.24	0.17	0.14	0.08	0.10	0.05	0.04	0.10	0.29	0.15	0.06	0.04
FAF1	0.52	0.91	0.85	0.24	0.47	0.62	0.35	0.23	0.35	0.33	0.50	0.34	0.37	0.39	0.41	0.35
FAF2	0.16	0.59	0.28	0.16	0.29	0.36	0.42	0.30	0.33	0.08	0.13	0.34	0.27	0.16	0.32	0.41
FAF3	0.40	0.88	0.69	0.18	0.46	0.56	0.35	0.26	0.28	0.42	0.43	0.36	0.40	0.36	0.50	0.35
FAF4	0.39	0.86	0.65	0.18	0.36	0.57	0.31	0.20	0.30	0.33	0.45	0.28	0.26	0.37	0.41	0.35

4.3.3 Fitness evaluation of structural model

The primary criteria for measuring the relationship between constructs is the levels of significance of t. Based on to the results, T-value was more than 1.96 which validates the relationship between constructs and the fitness of structural model.

The second criteria is the coefficient of determination of endogenous (dependent) constructs of the model, which indicates the effect of an exogenous variable on an endogenous variable. According to Table 6, the calculated coefficient of determination (R^2) related to endogenous variables (performance with organizational resilience approach, strategies, and consequences) confirms confirm the fitness of structural model. Also, the higher value of redundancy for endogenous variables indicates the more appropriate fitness of the structural section in the model. In addition to, the calculated value of the Stone-Geiser criteria (Q^2) indicates the appropriate predictive power of the model for the

FAF5	0.45	0.83	0.58	0.12	0.27	0.37	0.15	0.15	0.11	0.25	0.31	0.09	0.23	0.25	0.20	0.22
ENC1	0.17	0.77	0.92	0.18	0.43	0.72	0.40	0.31	0.45	0.44	0.60	0.43	0.36	0.45	0.62	0.50
ENC2	0.21	0.39	0.63	0.01	0.12	0.15	0.17	0.02	0.13	0.15	0.37	0.19	0.08	0.24	0.14	0.03
ENC3	0.27	0.79	0.94	0.23	0.46	0.67	0.36	0.27	0.39	0.39	0.57	0.38	0.38	0.42	0.49	0.41
ENC4	0.24	0.63	0.89	0.13	0.34	0.44	0.25	0.17	0.21	0.24	0.45	0.24	0.27	0.38	0.22	0.25
COS1	0.27	0.22	0.20	0.98	0.41	0.38	0.46	0.40	0.45	0.27	0.28	0.48	0.29	0.22	0.29	0.24
COS2	0.29	0.19	0.14	0.98	0.42	0.37	0.47	0.41	0.43	0.30	0.21	0.46	0.30	0.21	0.26	0.27
REC1	0.20	0.57	0.60	0.39	0.89	0.88	0.65	0.47	0.57	0.60	0.69	0.58	0.69	0.57	0.51	0.41
REC2	0.26	0.37	0.27	0.39	0.93	0.67	0.61	0.41	0.41	0.46	0.46	0.40	0.68	0.37	0.13	0.19
REC3	0.24	0.30	0.20	0.38	0.88	0.58	0.55	0.38	0.39	0.38	0.34	0.35	0.60	0.30	0.09	0.17
REC4	0.15	0.33	0.33	0.35	0.84	0.63	0.61	0.49	0.55	0.71	0.64	0.60	0.55	0.40	0.32	0.17
LEM1	0.05	0.56	0.63	0.30	0.58	0.91	0.57	0.35	0.55	0.51	0.69	0.59	0.48	0.51	0.76	0.59
LEM2	0.14	0.55	0.44	0.31	0.70	0.86	0.66	0.43	0.48	0.41	0.51	0.51	0.60	0.46	0.48	0.53
LEM3	0.21	0.54	0.59	0.41	0.86	0.93	0.66	0.50	0.60	0.61	0.69	0.61	0.67	0.58	0.53	0.45
AD1	0.12	0.23	0.21	0.50	0.49	0.50	0.87	0.74	0.86	0.48	0.39	0.90	0.34	0.30	0.50	0.49
AD2	0.08	0.19	0.20	0.36	0.47	0.44	0.87	0.57	0.73	0.38	0.38	0.79	0.32	0.34	0.41	0.42
AD3	0.15	0.49	0.48	0.32	0.72	0.73	0.74	0.28	0.45	0.52	0.69	0.53	0.66	0.49	0.46	0.46
ITC1	0.12	0.26	0.25	0.45	0.47	0.46	0.65	0.92	0.74	0.43	0.38	0.70	0.38	0.34	0.33	0.41
ITC2	0.05	0.21	0.19	0.29	0.42	0.39	0.50	0.88	0.56	0.35	0.35	0.56	0.34	0.24	0.25	0.35
OCR1	0.11	0.24	0.23	0.49	0.49	0.51	0.86	0.73	0.89	0.47	0.41	0.88	0.34	0.31	0.48	0.50
OCR2	0.09	0.28	0.32	0.34	0.48	0.50	0.64	0.62	0.86	0.35	0.42	0.67	0.34	0.35	0.43	0.32
OCR3	0.06	0.34	0.45	0.17	0.40	0.52	0.40	0.33	0.64	0.38	0.52	0.45	0.36	0.51	0.58	0.34
OCR4	0.08	0.26	0.26	0.45	0.48	0.52	0.80	0.69	0.92	0.42	0.39	0.85	0.33	0.29	0.49	0.52
INO1	0.07	0.38	0.39	0.26	0.63	0.56	0.50	0.45	0.47	0.93	0.64	0.52	0.47	0.49	0.41	0.28
INO2	0.05	0.29	0.30	0.28	0.52	0.50	0.53	0.36	0.43	0.92	0.55	0.60	0.40	0.32	0.42	0.28
KNC1	0.05	0.26	0.42	0.26	0.52	0.46	0.48	0.36	0.52	0.47	0.72	0.55	0.32	0.42	0.30	0.13
KNC2	−0.02	0.48	0.57	0.21	0.57	0.70	0.54	0.36	0.42	0.61	0.96	0.52	0.54	0.53	0.46	0.37
KNC3	−0.02	0.48	0.57	0.21	0.57	0.70	0.54	0.36	0.42	0.61	0.96	0.52	0.54	0.53	0.46	0.37
STA1	0.12	0.23	0.19	0.48	0.48	0.47	0.82	0.77	0.85	0.46	0.34	0.87	0.32	0.24	0.45	0.53
STA2	0.02	0.39	0.48	0.29	0.43	0.60	0.53	0.42	0.51	0.61	0.59	0.73	0.34	0.39	0.62	0.46
STA3	0.11	0.24	0.22	0.50	0.48	0.49	0.86	0.73	0.87	0.49	0.39	0.91	0.33	0.31	0.50	0.50
STA4	0.07	0.23	0.36	0.28	0.44	0.53	0.68	0.32	0.55	0.39	0.63	0.71	0.35	0.40	0.46	0.32
ADA1	0.21	0.35	0.36	0.24	0.66	0.63	0.53	0.31	0.34	0.42	0.57	0.37	0.94	0.66	0.30	0.31
ADA2	0.32	0.33	0.23	0.35	0.64	0.53	0.48	0.46	0.45	0.46	0.33	0.41	0.86	0.53	0.31	0.31
ADA3	0.24	0.34	0.33	0.25	0.65	0.61	0.44	0.33	0.33	0.39	0.55	0.35	0.92	0.58	0.29	0.22
RAR1	0.08	0.33	0.35	0.19	0.33	0.43	0.36	0.26	0.35	0.41	0.39	0.37	0.42	0.81	0.39	0.52
RAR2	0.03	0.31	0.43	0.11	0.33	0.46	0.30	0.18	0.28	0.26	0.57	0.28	0.44	0.78	0.33	0.27
RAR3	0.04	0.38	0.40	0.09	0.35	0.52	0.36	0.18	0.32	0.39	0.50	0.32	0.49	0.79	0.47	0.42
RAR4	0.25	0.10	0.10	0.26	0.38	0.25	0.30	0.33	0.28	0.23	0.15	0.22	0.52	0.53	0.07	0.17
INC1	0.01	0.45	0.48	0.24	0.32	0.65	0.47	0.29	0.49	0.44	0.53	0.58	0.35	0.40	0.92	0.65
INC2	0.08	0.37	0.31	0.35	0.26	0.52	0.54	0.43	0.64	0.40	0.25	0.59	0.24	0.31	0.86	0.63
INC3	0.03	0.37	0.43	0.17	0.27	0.56	0.47	0.13	0.43	0.33	0.45	0.49	0.29	0.45	0.88	0.58
EXC1	0.09	0.32	0.25	0.26	0.22	0.44	0.48	0.42	0.50	0.20	0.17	0.51	0.23	0.42	0.62	0.90
EXC2	0.00	0.39	0.43	0.21	0.28	0.60	0.51	0.35	0.41	0.34	0.44	0.50	0.32	0.44	0.64	0.91

indices of endogenous constructs of the model. According to the values of impact size (f^2) to determine the intensity of the relationship between model constructs, the value of the impact size of the factors affecting performance with the organizational resilience approach is equal to 0.37, which indicates the high impact of INF on POR. The value of impact size of performance with the organizational resilience approach on strategies is equal to 0.43 which indicates the high impact of POR on STR, as well as the value of the impact size of strategies on consequences is equal to 0.26, which is close to reference value 0.35 that indicates the STR construct has a relatively high impact on CON.

Table 5: Divergent validity matrix by Fornell and Larker methods

Construct	Adaptability	Adaptive approach	Causal conditions	consequences	Communication with stakeholders	Environmental conditions	External consequences	Facilitating factors	Internal consequences	Influencing factors	Innovation	Infrastructure and technological capacity	Knowledge capabilities	Leadership and management	Organizational capital readiness	Performance with organizational resilience	Rational approach	Resource capabilities	Strategic approach	Strategies
	AD	ADA	CAC	CON	COS	ENC	EXC	FAF	INC	INF	INO	ITC	KNC	LEM	OCR	POR	RAR	REC	STA	STR
AD	0.83																			
ADA	0.53	0.91																		
CAC	0.14	0.28	0.99																	
CON	0.60	0.35	0.05	0.92																
COS	0.48	0.30	0.29	0.29	0.98															
ENC	0.36	0.34	0.26	0.46	0.18	0.85														
EXC	0.55	0.31	0.05	0.89	0.26	0.38	0.90													
FAF	0.37	0.37	0.49	0.46	0.21	0.78	0.40	0.82												
INC	0.55	0.33	0.04	0.87	0.28	0.46	0.70	0.45	0.88											
INF	0.38	0.41	0.63	0.44	0.27	0.82	0.38	0.80	0.44	0.83										
INO	0.56	0.47	0.06	0.41	0.30	0.37	0.30	0.36	0.44	0.35	0.93									
ITC	0.64	0.40	0.10	0.40	0.41	0.24	0.42	0.27	0.32	0.27	0.44	0.90								
KNC	0.59	0.53	0.00	0.45	0.25	0.59	0.34	0.47	0.47	0.48	0.65	0.41	0.88							
LEM	0.70	0.65	0.15	0.67	0.38	0.62	0.58	0.61	0.66	0.61	0.58	0.48	0.71	0.90						
OCR	0.81	0.41	0.10	0.59	0.45	0.37	0.51	0.33	0.59	0.35	0.49	0.72	0.51	0.61	0.84					
POR	0.78	0.64	0.16	0.64	0.55	0.53	0.54	0.50	0.62	0.52	0.74	0.72	0.78	0.78	0.77	0.79				
RAR	0.45	0.65	0.14	0.50	0.22	0.45	0.48	0.38	0.43	0.41	0.44	0.33	0.56	0.58	0.42	0.57	0.74			
REC	0.69	0.72	0.23	0.33	0.43	0.42	0.28	0.46	0.32	0.47	0.62	0.50	0.62	0.80	0.55	0.78	0.48	0.89		
STA	0.80	0.41	0.10	0.64	0.48	0.38	0.56	0.34	0.63	0.36	0.60	0.71	0.60	0.64	0.80	0.77	0.41	0.56	0.81	
STR	0.54	0.89	0.24	0.45	0.29	0.42	0.42	0.41	0.41	0.45	0.50	0.41	0.59	0.67	0.46	0.67	0.73	0.66	0.45	0.91

4.3.4 Fitness evaluation of the total model

Based on Table 6, the results obtained for goodness of fit index (GOF) related to the total section of the structural equation model indicates the strong fitness of the Total model.

$$GOF = \sqrt{\text{average (Communality)} \times R^2} \longrightarrow GOF = \sqrt{0.75 \times 0.30} = 0.48 \tag{4.1}$$

Note that W= Weak, A= Average and S= Strong.

According to the results of Table 7, T-values are greater than 1.96 that it shows the significant impact of all exogenous constructs on endogenous constructs of the model. Also, the values of Path Coefficient indicate that the influencing factors variable explains 0.52% of the performance variable changes, Performance variable explains 0.% of the strategy variable changes and strategy variable explains 0.45% of the consequence variable changes. Therefore, the defined relationships in the research model are approved.

In response to the sixth question of the research, the final model of performance management with organizational resilience approach was identified and validate in four elements including the influencing factors, dimensions and components of performance with organizational resilience approach, strategies and consequences of performance management with the organizational resilience approach. The final model of performance management with organizational resilience approach is presented in Figure 4.

Table 6: The fitness criteria of the structural and total models

Criteria	Variables	Value	Reference Value
Coefficient of determination (R^2)	Performance with organizational resilience approach	0.27	W = 0.19, A= 0.33, S= 0.67
	Strategies	0.44	
	consequences	0.20	
Stone-Geiser criterion (Q^2)	Performance with organizational resilience approach	0.16	W= 0.02, A= 0.15, S= 0.35
	Strategies	0.36	
	consequences	0.15	
Redundancy	Performance with organizational resilience approach	0.17	
	Strategies	0.37	
	consequences	0.17	
	AVE (Red)	0.24	
Effect Size: $f^2(X \longrightarrow Y)$	INF$\longrightarrow$ POR	0.37	W= 0.02, A= 0.15, S= 0.35
	POR$\longrightarrow$ STR	0.43	
	STR$\longrightarrow$ CON	0.26	
Goodness of Fit Index (GoF)		0.48	W= 0.01, A= 0.25, S= 0.36

Table 7: Investigation of the effect of exogenous constructs on endogenous constructs of the research model

Research variables	Path coefficient	t-Value	result
Influencing factors $\longrightarrow$ Performance with organizational resilience approach	0.52	5.72	Approve
Performance with organizational resilience approach $\longrightarrow$ Strategies	0.66	9.52	Approve
Strategies $\longrightarrow$ Consequences	0.45	4.70	Approve

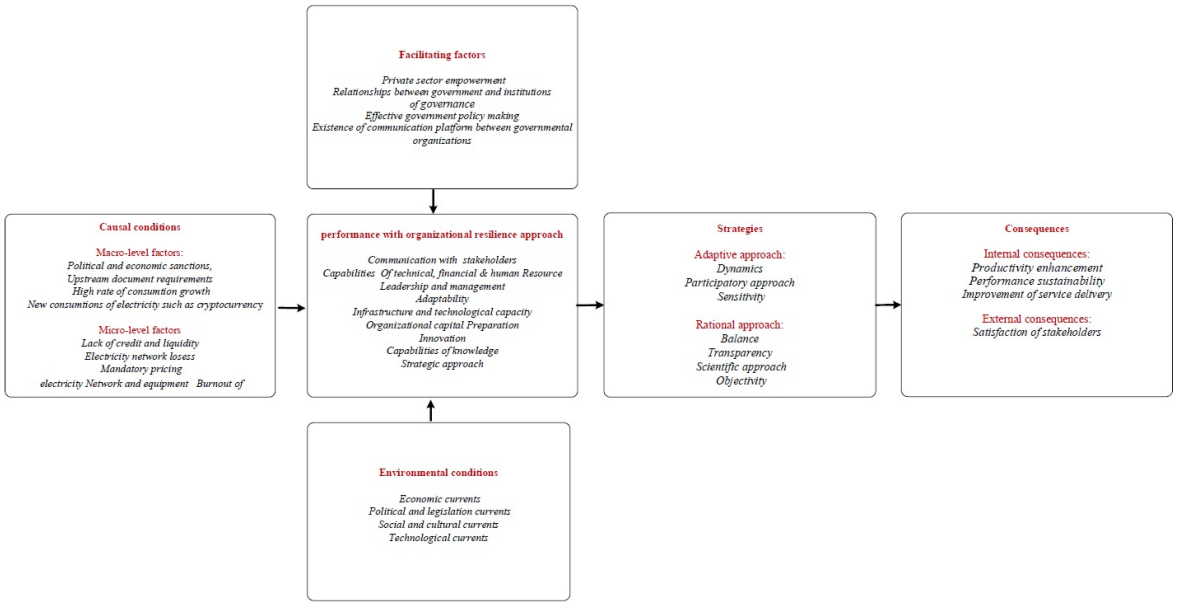

Figure 4: The final model of performance management with organizational resilience approach in regional electricity companies

5 Conclusions and suggestions

The present study, by strengthening the scientific foundations of organizational performance management and resilience and reducing the research gap, has set a new path for researchers to be able to provide new models tailored to the changing conditions of today's organizations. Due to the impact of environmental variable developments on the performance of regional electricity companies and existing challenges such as inappropriate tariffs, incompatibility of rules and regulations and legal issues with operating conditions (such as the problems of the law of maximum use of inter-country production and services capacity in the electricity industry), lack of credit and liquidity, inadequate consumption pattern and high consumption growth rate, lack of efficient and integrated internal information and communication systems, etc., taking necessary measures to design pricing model, tariff and reform of energy sector

policies (Especially in the field of electricity tariffs, rules and consumption patterns), identifying and using new financing strategies, public awareness and creating a flow using the media, developing the readiness of system and information infrastructure and etc. is essential.

Based on the research results, it should be noted that every organization needs to interact with its stakeholders to achieve its existential cause, so it is important for all organizations to pay attention to stakeholders as the most important pillars on which the philosophy of existence and life of organizations depend. Today's organizations cannot rely solely on their own capacity to reduce their vulnerability in critical situations and maintain performance or return quickly to the optimal level of performance. Creating and developing strategic partnerships with different stakeholders act as the supporters of organization in different situations is a common and effective method in today's world, and regional electricity companies are no exception to this principle. Accordingly, designing a relationship management model with key stakeholders of regional electricity companies is recommended to develop strategic partnerships.

Also in today's turbulent business environment, contemporary organizations need resilient employees who are able to cope with unprecedented change and successfully adapt to challenging roles, tasks, and circumstances [22]. People in the face of challenge must be motivated to withstand adversity. Given the need to motivate employees and, consequently, the organization to be resilient as well as the impact of human resource policies and actions on people's attitudes and behaviors [20], It is necessary to develop the resilience capacity of the employees and consequently the organization by raising the level of motivation of the employees. In addition, due to the important role of delegation in success [19], it is necessary to take the measures to investigate the degree of delegation and identify the minimum and maximum transfer of power to improve the ability of employees.

It should also be noted that one of the stages of the performance management process is continuous monitoring of employee behavior and performance and playing the role of coach by managers and supervisors [2]. Therefore, replacing the coaching culture and cooperating with the culture of command and control by taking measures such as applying a more strategic (rather tactical) leadership style by prioritizing staff development (not daily processes), developing an annual performance review system for all employees with emphasis on the predicting future and initiative are important [32]. A task-oriented leadership is more sensible than a relational approach in times of crisis. A leader who can manage the comprehensive picture, focus on details, and not worry too much about workers' feelings will get better performance from his team. In this regard, a team approach to crisis management is proposed in which part of the team focuses on task-oriented attitude and the rest of the team prioritizes relationship -based one [21].

Based on the research results, it should be noted that culture, processes, structure and administrative health as important assets of the organization play a decisive role in organizational performance. Culture is increasingly recognized as a source of competitive advantage. Organizations with a healthy and rich culture perform better than organizations that do not have a defined culture. In this regard, the formation of a culture committee (culture discussion group) consisting of key people at management levels with the aims of learning from each other to send a message to the lower classes, translating the organization's views (Norms and values, responsibility, etc.) into employees new thoughts and behaviors, identifying compatible or incompatible behaviors with the beliefs and values of the organization and consequently take incentive or punitive measures is recommended [31].

In addition, the existence of processes that can be flexible in the face of changing environmental conditions is very important. Also, bureaucratic and vertical structures do not have the necessary efficiency to deal with risk and crisis and maintain sustainable performance. Due to the need for continuous adaptation of organizations to changing environmental conditions and limited resources available, using a systematic and long-term approach in the activities of the organization is an inevitable necessity, too. On the other hand, in order to maintain sustainable performance, it is necessary to identify future trends and hazards and to plan properly for each of the possible conditions and scenarios. In addition, long-term plans must be constantly updated according to changing environmental conditions so that the organization can move towards long-term growth and development with maximum power. Finally, it is recommended to keep the performance management system dynamic through regular surveys at specified intervals of the status of this system and to update the dimensions and components of performance in accordance with the new conditions. The results of this study are consistent with the results of research such as Asgharnia [6], Yavari and Zahedi [36], Rafizadeh et al. [27], Peyghami et al. [26], Julaei et al. [18]. Among the limitations in the process of this research, lack of scientific resources and history of related researches on subject, running time on the interview process, lack of access to interviewees due to critical conditions of corona, limitations in the application of structural equation modeling and etc. can be pointed out.

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