

THE RELATIONSHIP BETWEEN EMPLOYEE PERFORMANCE AND THEIR EFFICIENCY EVALUATION SYSTEM IN THE YOUTH AND SPORT OFFICES IN NORTH WEST OF IRAN

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ABSTRACT

The purpose of this study is to identify a meaningful relationship between employee performance and efficiency evaluation of youth and sport offices in North West of Iran. This was accomplished by applying the model proposed by Hersey and Goldsmith to introduce aspects of performance evaluation. The method of the present research in terms of the practical purpose and on the basis of data collection was descriptive survey. The method of field and library studies was used to collect data. The instrument used on the field studies was questionnaire which had been designed on the basis of the research model. The corrective comments of the supervisors and advisors were employed to determine the instrument validity and Cronbach's alpha coefficient was used to assess reliability. In this study, 186 individuals were chosen as a sample and the questionnaire was distributed among them, the results of this study indicate that there is a meaningful relationship between employee performance and efficiency evaluation of youth and sport offices in North West of Iran.

Keywords: *Employee Performance Evaluation, Employee Performance, Evaluation Aspects of Performance, Efficiency, Organization Management*

INTRODUCTION

Executive agencies including ministries, organizations, institutions and public companies were created by the legislation as line and staff units to perform state services, and they are required to be responsive with regard to their duties and responsibilities. Performance evaluation is one of the important strategic processes that improve accountability and additionally it determines the rate of achieving the goals of each organization's programs. Evaluation is as one of the key activities and main elements of management and it is an efficient tool by which managers and employees realize the organization's strengths and weaknesses and after analyzing take corrective actions to improve the performance (Ahmadi, 1381). Evaluation of employees and managers is proposed on the titles of determining sufficiency, performance evaluation and the like in most of the organizations and institutions.

Evaluation is an effective tool in human resource management, if it is done accurately and reasonably, not only the organizations effectively will reach their goals but also employee's benefits are provided. All people will have the right and are eager to be aware of their daily performance results. In another aspect employees are interested to learn about organization's opinions about themselves and on the other side the Organization also have the right to inform the employees as organization's human resources about their performances.

Providing employee's satisfaction is not just due to their good performance, rather ignoring this factor will lead to many negative consequences (Coffee, 1385). In this regard it should be noted that in most cases the employee, organization, or at least their direct manager charges himself as responsible for the loss or weakening of his performance.

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However, performance evaluation process is a feature of the professional world today. It can help to create an effective work force (Ashish and Zachary, 2004). In fact the main purpose of performance evaluation to motivate employees to perform their tasks and to implement organization's mission. Promotions, assigned tasks, choices for training and salary increases based on evaluation can stimulate this motivation (Swansborg, 2002). Performance evaluation as an instrument method of measuring personality and compatibility with performance programs and determined operational techniques set to support and strengthening organizational efficiencies is considered vital information (Farzyanpur, 1379).

Giving services and producing numerous products and providing costs from local sources has created enough sensitivity to check for achieving the objectives, quality continuous improvement, customer and citizen satisfaction promotion, organization performance and employee management and it makes promotion and accountability of executive organizations in public sector and creates public confidence to organizational performance and makes the government efficient and effective. The meaning of multiple and somewhat vague purposes of public sector is that measurement of related performance to these goals is somewhat difficult. Individuals respond to performance management systems in ways that will maximize their own benefits (Tangen, 2004).

It also improves resource management, customer satisfaction, contributes to national development; creates new capabilities, sustainability and promotion of companies world class and institutions in the private sector. Employee characteristics such as showing confidence, alertness, being intimate and having working experience are used as employee performance evaluation factors in most organizations today (Kntz, 1986). Evaluation of employees and managers is proposed on the titles of determining sufficiency, performance evaluation and the like in most of the organizations and institutions. Evaluation is an effective tool in human resource management, if it is done accurately and reasonably, not only the organizations effectively will reach their goals but also employee's benefits are provided. A manager assess staff working performances through the measurement and comparison with pre-set criteria during performance evaluation, then he records results and finally informs employees of the organization (Robbins, 1377). Casio believes that performance evaluation is systematic description and the strengths and weaknesses of individual or group performance relates to their duties (Casio, 1995).

Heydari (1385) in his Master's thesis entitled *Evaluation of the listed company management accepted in Tehran stock exchange and its relationship with stock returns model* said that the role of performance evaluation criteria on the reflection of company's performance markets following stock markets development became remarkable.

In this regard the competition between two sets of traditional performance evaluation criteria based on the value of justification of the firm's performance is taken into consideration. So the performance of the entire companies' level was assessed as good.

The existence of meaningful relationship between cash value added and annual returns stocks except the drug, detergent and transport vehicles industry was confirmed.

Pazargadi and Khatiban (1386) in their Master's thesis entitled *the evaluation of the faculty members performance in some universities in the courses of Department of Management, School of Nursing, Midwifery and Medical University* noted that despite extensive areas of faculty members performance in the most evaluation systems in the universities, colleges assess three main areas of teaching, research and services qualitatively and quantitatively by using a variety of sources. The rate of effort and contribution of faculty members is determined by selecting and weighting the evaluation criteria based on mission and strategic goals of the university and faculty.

Torabi and Sotodeh (1386) in a paper entitled *employee's attitude towards their performance evaluation in the colleges of Medical Sciences in Ahvaz* showed that the majority of employees considered performance evaluation as essential but they have no positive attitudes towards the current performance evaluation or this kind of attitude originates from these methods, standards, criteria used in the performance evaluation. The most important component in improving the performance evaluation process is their familiarity with the mission and policies of the organization and to clarify the methods and

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purposes of performance evaluation and to provide appropriate feedback from the managers and supervisors.

MATERIALS AND METHODS

Methodology

The researcher describes and investigates performance evaluation system and its relationship with the staff effectiveness in the Office of Youth and Sports in the North West of Iran in 1392. 186 individuals as a sample from the society were chosen randomly in this research. Information needed to conduct this research through employee behavior such as how to deal with client leadership style, and role of each employee in the group and organization performance were provided by using library and field methods. The instruments included a researcher-made questionnaire which has been approved by faculty advisors and supervisors. Faculty advisors, supervisors and experts confirmed the validity of the questionnaire and Cronbach's alpha value that equals to $0.875 = \alpha$. was used to determine the reliability of the questionnaire.

Research Methodology

Since the data was qualitative, K2 test was used to examine the relationship between the components. As Likertis 5-level and the testing frequency was observed less than 5 in some houses, 5 choice scales was combined with 3 option (high, medium, and low) one.

Table 1: ??????

		Cross table				
Evaluation of the relationship between employee effectiveness and performance evaluation		Low	Medium	High	Total	
Efficiency	low	frequency	19	7	6	32
		percent	59.4%	21.9%	18.8%	100%
	medium	frequency	27	62	6	95
		percent	28.4%	65.3%	6.3%	100%
	high	frequency	7	19	33	59
		percent	11.9%	32.2%	55.9%	100%
	total	frequency	53	88	45	186
		percent	28.5%	47.3%	24.2%	100%
		$\chi^2 = 67.64$				
Test result			4Df=			
			p= 0.000			
			Performance evaluation			
Efficiency	Pearson Correlation=0.668					
	Sig.(2-tailed)=0.000					
	186=N					

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According to the test results in Table 1, since the value of $p = 0.000$ is smaller than the acceptable level of significance $\alpha = 0.05$, the null hypothesis is rejected and there is a significant and direct relationship between efficiency and performance evaluation. There is a significant relationship between manager's attention to the amount of employee's ability and their efficiency in the department of sport and youth of North West of the country.

Table 3: The relationship between manager's attention to the amount of employee's ability and their efficiency in the performance evaluation

The evaluation of relationship between manager's attention to the amount of employee's ability and their efficiency in the performance evaluation		Cross table				
		Low	Medium	High	Total	
efficiency	low	frequency	19	8	5	32
		percent	59.4%	25.0%	15.6%	100.0%
	medium	frequency	20	59	16	95
		percent	21.1%	62.1%	16.8%	100.0%
	high	frequency	1	27	31	59
		percent	107%	45.8%	52.5%	100.0%
	total	frequency	40	94	52	186
		percent	21.5%	50.5%	28.0%	100.0%
	Test results		$\chi^2 = 57.72$			
			4Df=			
			p= 0.000			
	Manager's attention to ability					
		Pearson Correlation=0.570				
efficiency	Sig.(2-tailed)=0.000					
		186=N				

According to the results there is a significant and direct relationship between manager's attention to the amount of employee's ability and their efficiency.

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Table 4: Cross table of the relationship between clarity in staff's evaluation and efficiency

The relationship between clarity in staff's evaluation and efficiency			Clarity in evaluation			
			Low	Medium	High	Total
Efficiency	low	frequency	20	5	7	32
		percent	62.5%	15%	5	100.0%
	medium	frequency	32	58	5	95
		percent	33.7%	61.1%	5.3%	100.0%
	high	frequency	8	31	20	59
		percent	13.6%	52.5%	33.9%	100.0%
total		frequency	60	94	32	186
		percent	32.3%	50.5%	17.2%	100.0%

$$x^2 = 43.21$$

Test results

4Df=

p= 0.000

Clarity in evaluation

Efficiency Pearson Correlation=0.611

Sig.(2-tailed)=0.000

186=N

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Table 5: Relationship between providing feedback to staff and their efficiency in the performance evaluation

Relationship between providing feedback to staff and their efficiency in the performance evaluation		Cross table				
		Providing feedback to staff Low	Medium	High	Total	
efficiency	low	frequency	18	9	5	32
		percent	56.2%	28.1%	15.6%	100.0%
	medium	frequency	18	51	26	95
		percent	18.9%	53.7%	27.4%	100.0%
	high	frequency	6	12	41	59
		percent	10.2%	20.3%	69.5%	100.0%
	total	frequency	42	72	72	186
		percent	22.6%	38.7%	38.7%	100.0%
	54.22x²					

Test result

$$4Df=$$

$$p= 0.000$$

providing feedback to staff and their efficiency in the performance evaluation

Pearson Correlation=0.607

efficiency

Sig.(2-tailed)=0.000

186=N

According to the results, since the level of significance is smaller than $\alpha=0.05$, it is concluded that the hypothesis of “relationship between clarity in staff’s evaluation and efficiency” has been accepted. There is a significant relationship in the performance evaluation between providing feedback to staff and their efficiency in the department of sport and youth of North West of the country.

According to the test results on table 5, since the value ($P = 0.000$) is smaller than the acceptable level of significance $\alpha = 0.05$, There is a significant relationship in the performance evaluation between providing feedback to employee and their efficiency. So it is said that with the increasing level of providing feedback to staff, desirability of their efficiency in the performance evaluation increases.

There is a meaningful relationship between staff’s evaluation and efficiency criteria in the department of sport and youth of North West of the country.

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Table 6: Relationship between providing feedback to staff and their efficiency in the performance evaluation

Relationship between staff's evaluation and efficiency criteria			Cross table				
			Low	Medium	High	Total	
Efficiency	low	frequency	11	10	11	32	
		percent	34.4%	31.2%	34.4%	100.0%	
	medium	frequency	39	41	15	95	
		percent	41.1%	43.2%	15.8	100.0%	
	high	frequency	16	29	14	59	
		percent	27.1%	49.2%	23.7%	100.0%	
	total	frequency	66	80	40	186	
		percent	35.5%	43.0%	21.5%	100.0%	
	Test result			$\chi^2 = 7.59$			
				4Df=			
				p= 0.100			
				Evaluation and efficiency criteria Pearson Correlation=0.127			
efficiency			Sig.(2-tailed)=0.000				
			186=N				

According to test results and Table 6, it is observed that the value (P = 0.10) is larger than accepted level of significance i.e., $\alpha = 0.05$, but regarding that the value $\alpha = 0.1$ is also acceptable in human sciences. So the hypothesis; a meaningful relationship between the validity of employee's evaluation and efficiency is accepted. In conclusion we can say that the validity of the evaluation has a direct impact on employee's performance evaluation.

RESULTS AND DISCUSSION

Discussion

There is a significant and direct relationship between manager's attention to the amount of employee's ability and their efficiency in the performance evaluation. In this regard, organization can analyze the businesses of the organization and select employees with regard to their ability suitable for different jobs by designing and implementing a system based on the employee's ability. In this case, the system can have a motivating role and make the employees efficient. There is a direct and significant relationship between clarity of efficiency and performance evaluation of the employees. One of the most important ways to act and to promote in organization is the understanding and accepting work style whose overlap with the employee's efficiency makes organization take the first steps to promote on the basis of pre-determined standards. The correlation of the employee's efficiency with the performance style causes organization to perform in the best way. The results of the analysis show that Organization can determine the path of progress, improvement and promotion conditions of the employees So that an individual can imagine his future career path according to the performance evaluation feedback and this makes an Individual become efficient and creates motivational state for him. It is consistent with Heydari's research

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(1385). Regarding the desirable parameters of performance evaluation (ability, clarity, feedback, and credit) has been accepted by managers, to be more precise and more accurate evaluation, evaluation should be done within forms and these forms should be revised and reviewed annually then priority parameters and more desirable branches should be included. Employees have to know which evaluation parameters, the manager considers because without knowing anything about those parameters, they cannot correct their flaws and weaknesses. Therefore, it is recommended that employees pay attention to these issues in the period of in-service training. Employees reach higher levels of efficiency by increasing working knowledge. Employee's performance evaluation should provide safe condition for healthy competition among employees and it should strengthen person's motivation and effort. Employee's Performance evaluation should lead to behavior modification. An individual should be given necessary feedback after performing his performance evaluation. It is better to give feedback in a friendly meeting arranged with prior coordination so that the employee's positive and negative points can be discussed. So the result will be successful. In this case employees can eliminate their negative points and reinforce positive points and their efficiencies increase. Employee's performance should be evaluated several times during the year and it seems that it isn't enough once a year. It is suggested that an individual compare evaluation of his performance with others. The manager should give employees enough opportunities to make their own decisions so that they can take part in the decisions of the organizations. Believing Employee's capabilities can help their potential to be realized Managers can use employee's potential levels to improve and develop more desirable capabilities of the employees and make better use of organizational resources to achieve organizational goals. Constantly improving performances of the organizations can create a synergistic force that these forces can support the programs of development and creation of the excellent opportunities. Necessary evaluation of the organization is needed to improve the organizational and human performance (Rahimi, 1385).

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