

THE INVESTIGATION OF THE RELATIONSHIP BETWEEN INDIVIDUAL CHARACTERISTICS WITH THEIR OPINION ABOUT THE EVALUATION SYSTEM OF GOVERNMENT EMPLOYEES IN THE BUSHEHR EDUCATIONAL AND TRAINING INSTITUTION OFFICE**Yaaghoob Shahniaee¹, and Afshin Fahimi²**¹Master of Public Administration, Bushehr Province's Education, Iran.²Master of Public Administration, Governor Generalship of Bushehr, Iran**ABSTRACT**

The present study investigated the relationship between individual characteristics of government employees and their opinion about the evaluation system of Bushehr Educational and Training Institution office. In this study, the data was collected using questionnaire. The questionnaires were distributed among 180 experts and obtained data is analyzed. Findings suggest that there is a very weak negative correlation between the age of employees and their views about the effectiveness of the new evaluation system of Educational and Training Institution office. Other findings indicate a weak negative relationship between job experience and their views about the effectiveness of the new evaluation system. However, there is a weak and negative correlation between education of employees and their views about the effectiveness of the new evaluation system. The findings showed that the educational needs, job promotion, motivation and changing jobs parameters have the ability to predict the performance of the new evaluation system.

KEYWORDS: Educational and Training Institution office, effectiveness, employees, evaluation systems.**INTRODUCTION**

Performance evaluation is the determination of the adequacy and competence of staff for their duties and responsibilities in the organization and this assessment should be conducted objective and systematic. In other words, to determine the results of the performance and the effectiveness of their human resources, it is essential that human resources in the organization be evaluated. Thereby, by identification of the strengths and weaknesses of human resources, improvement and development of human resources will be made to achieve organizational goals. Since the evaluation importance in today's world has been proved and it has found its place and everyday its importance and value are added, today this reality is tangible and obvious that everyone in the organization process must be in his real position based on the actual abilities and continually be assessed by various evaluations. In this way effective steps could be taken to achieve business objectives and improvement of human resources and to be awareness of the failings and shortcomings.

Evaluation of human resources should be considered as one of the practical issues of human resource management that has very valuable place in many managerial decision making processes. This means that obtained data of evaluation are considered rational base for many of the administrative and employment decisions such as the selection, appointment, promotion, payment, training and change of human resources and increase employee job satisfaction and efficiency of the workforce and naturally, all these factors increase the efficiency and effectiveness of organizations and government agencies. The Problem in organizations, especially government agencies is the lack of appropriate mechanisms for evaluating the performance of employees that if not be addressed it would be converted to a big problem which reduces the efficiency of organizations. Therefore, it is essential that in any enterprise, one of the required preferences should be the evaluation system of the organization.

The study also attempts to refer the mentioned problem in the Bushehr Educational and Training Institution office and find the fact that if government personnel performance evaluation system is associated with individual characteristics or how much the need to provide a flexible evaluation system is urgent? The researchers aim to answer the question whether the new performance evaluation system of government employees has gained the success in reaching the aim which is assigned for? (Promotion of employee performance, determination of employee designated payment system, Identification of employees who have to be reduced their position in the organization, the establishment of

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effective communication within the organization) and also the identification of the strengths and weaknesses of the system and finally offering suggestions on ways to reduce weaknesses or enhance the strengths to help the system improvement.

THEORETICAL PRINCIPLES

Definition of Performance Evaluation

Performance evaluation is a formal process that provides positive or negative diagnostic feedback of performance of the employee "(Singer, 1991). The evaluation means the measurement of the amount of effort of the employee and his success in performing job tasks and behavior duties according to the criteria and standards or expectations of his career (Ardabil, 1997).

Staff Performance Evaluation is the regular and systematic assessment of people work in relation with jobs assigned task and determination of their potential for growth and improvement (Mirsepasi, 2002). This evaluation consists of a series of measures to evaluate the performance of employees in a given time interval that includes any person in connection with the performance of his behavior at that period.

One of the definitions for evaluation of employees is that the evaluation is the movement that investigate and measures the performance of the employees in their responsibilities and when this measurement is done with the accuracy, the employees, supervisors, managers and staff, particularly the unit will enjoy all from its benefits. (Courtis & etall, 2004)

Personnel evaluation theory

Various theories have been proposed about how to evaluate employee performance that collectively they can be discussed under two general theories.

The first hypothesis

According to this theory, the best method for evaluation work is the direct work measurement. In this theory, such valuation leads naturally to the recognition of the worthiness and provides fully objective criteria to compensate the efforts and services. By the validity of this theory only, with an objective and accurate assessment of employees' actual performance, they can be compared with each other and be valued with the scope of the organization's ability (Mirsepasi, 2002).

The second theory

By the validity of this theory, because of the collective nature of doing many things, individual evaluation of employee performance is difficult and in some cases impossible. In the other hand, the result of many works is so intangible that it cannot be measured and therefore, the valuation of these employees is incorrect and unfair.

These theorists prefer the evaluation of employee characteristics rather than employee work product measurement. In other words, they claim that individuals with desirable traits such as piety, loyalty, knowledge, skills and expertise will certainly try to perform their duties diligently (Mirsepasi, 2002).

The second theory is undoubtedly has more harmony with moral-spiritual insights because in the moral schools, one of the main criteria is evaluation of their performance and social behavior. However, priority will be given to the intention of person that surely its evaluation is more difficult than human behavior (Abtahi, 2002). However, the emphasis on individual characteristics can be corrected by leading staff behavior and finally a community as well. Despite the fact that valuation philosophy of the two theories differ with each other, but in practice, they can be applied as the combination. In other words, for valuation of employee, their performance and their characteristics can be observed simultaneously. Of course, the job characteristics and the nature of the job duties require that sometimes one of the two theories be prioritized.

Jalali (1995) in a study examined the problems and limitations of evaluating the performance of employees of Khorasan Jihad office and come to the conclusion that failure to properly set the standards for performance, failure to training of evaluators and the numerous errors in the evaluation and assessment are the problems in the evaluation systems. This research was conducted at Allameh Tabatabai University. Motaghi and Ziaee (2003) examined the opinions of evaluators about the impact of recent evaluations on improvement of the performance of government employees. Their findings suggest that the new design of evaluation system result in improved performance, synchronization, discipline and motivation for more work. Ghafari (2005) compared between the old and new evaluation system of the Ministry of Economy and Finance and his findings show that the new system has been effective in all cases. Ighene *et al.* (1979) in his research made it clear that employees believe that "supervisors" can increase their interest, and their willingness for better work in their organization by providing suitable response to the result obtained from the job performance evaluation. From the employee's perspective, in these cases, (1) understanding

and acceptance of people about the results of assessment is more (2) the accuracy of the survey results are more acceptable for employees, (3) their willingness to change according to the evaluation result are more.

Zedeck & Cascio (1982) in their detailed study have demonstrated the incidence and extent of inflation in self-evaluation of people about their abilities. The researchers asked 30 volunteers to rank their ability about their secretarial tasks performance. The results showed that job applicants Secretarial evaluate their ability in high rank both in doing the real work (while their ability was not confirmed) and the works that were not performed in the reality (Quoted from Saatchi, 2002). Feris (1990) based his study, suggested some recommendations about the optimization of the evaluation process, present activities, actions and also some of the skills and knowledge that are required at each stage as a dynamic model and also provided appropriate and useful tool for the evaluation of the performance.

Charies & Robert (1993), using a questionnaire of 256 companies investigated the consequences or functions of the evaluation system. Their studies show that the most important function of evaluation is the following the development of capabilities in reaching their goals. If those evaluators consider the evaluation system as a tool for developing and improving their abilities, their interest for evaluation increase and play the facilitating role in the evaluation process. Consequence of these features increase the acceptability and quality evaluation system.

Research hypotheses

1. There is a significant relationship between age and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office.
2. There is a significant relationship between the work experience and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office.
3. There is a significant relationship between the education and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office.
4. There is a significant difference between male and female attitude about the performance of new evaluation system of Bushehr Educational and Training Institution office.
5. Determination of training needs, job promotion, motivation and job change have the ability to anticipate the performance of new evaluation system of Bushehr Educational and Training Institution office.

MATERIALS AND METHODS

Statistic Population

Since the spatial domain of the research is the departments and subsidiaries of Bushehr Province Office of Education, the statistic population includes 340 experts that work in management or administration post of one of these departments. For this study, a sample of 180 people was selected by cluster sampling.

Research tools

In this study, the main basis for data collection to answer questions and test hypotheses was questionnaire. Due to the specific topic of the research, there isn't the possibility of using standardized questionnaires and questionnaires of similar research. Therefore a model for this study was designed and by identification the four aspects of education, job promotion, motivation and job change the changes, the components and characteristics of these aspects are identified and by various interviews and on the basis of the research model, a questionnaire were prepared consisting of 42 questions related to the indicators, components and dimensions.

RESULTS

Demographic findings show that 91.7% of participants are males and the rest of the 3.8% are women. In addition, 5% of respondents aged less than 25 years and 14.4 per cent are in the range of 26 to 30 years, 21.1% are 31 to 35 years, 30% are 36 to 40 years and 29.4% are more than 41 years. The mean and standard deviation of respondent's age are 37.3 and 7.1 years, respectively. 46.1% of respondents have less than 5 years' work experience and 26.4% of employees have 6 to 10 years, 13.3% of employees have 11 to 15 years, 7.8% of employees have 16 to 20 year and 6.1% of employees have more than 21 years' work experience. Mean and standard deviation of work experience is 4.8 and 1.6 years, respectively.

In the following section, each of the hypotheses and research questions was examined using statistical methods such as correlation coefficients (Pearson and Spearman) and t test.

The first hypothesis test

1. There is a significant relationship between age and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office. Table 1 shows the correlation between age and the employee's perspective about the performance of new evaluation system of Bushehr Educational and Training Institution office.

Table 1: Correlation between age and attitudes of employees about the performance of new evaluation system

Variables	Correlation Coefficient	Significant level
age and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office	-0.156	0.037

According to the table above, it can be said that Pearson correlation coefficient represents a very weak negative correlation between the age attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office that means respondents who were elders believed new evaluation system of education in the province is the less effective and vice versa.

The relationship has the meaning at the level of 95% ($P=0.037$).

The second hypothesis test

There is a significant relationship between work experience and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office. Table 1 shows the correlation between work experience and the employee's perspective about the performance of new evaluation system of Bushehr Educational and Training Institution office.

Table 2: Correlation between duration of service and the employee's perspective about the new performance evaluation system

Variables	Correlation Coefficient	Significant level
work experience and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office	-0.183	0.01

According to the table above it can be said that Pearson correlation coefficient represents a very weak negative correlation between the work experience and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office that means respondents who have more work experience believed new evaluation system of education in the province is less effective and vice versa.

The relationship has the meaning at the level of 95% ($P=0.037$).

The third hypothesis test

There is a significant relationship between education and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office. Table 1 shows the correlation between education and the employee's perspective about the performance of new evaluation system of Bushehr Educational and Training Institution office.

Table 2: Correlation between education and the employee's perspective about the new performance evaluation system

Variables	Correlation Coefficient	Significant level
education and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office	-0.19	0.01

According to the table above it can be said that Pearson correlation coefficient represents a very weak negative correlation between the education and attitudes of employees about the performance of new evaluation system of Bushehr Educational and Training Institution office that means respondents who have more education believed new evaluation system of education in the province is less effective and vice versa. The relationship has the meaning at the level of 95% ($P=0.037$).

The fourth hypothesis test

There is a significant difference between male and female attitude about the performance of new evaluation system of Bushehr Educational and Training Institution office. In table 4, the attitudes of male and female about the performance of new evaluation system of Bushehr Educational and Training Institution office is compared using t test.

Table 4: The comparison of male and female attitude about the performance of new evaluation system

Gender	Number	Mean	Standard deviation	Degree of freedom	T value	Significance level
male	165	119.4	29.4	178	-2.91	0.004
female	15	142.7	32.9			

As can be seen in Table 4, T test show significant differences between the mean scores of male and female staff views about the effectiveness of the new evaluation system of education in the province, at confidence level of 95% ($P=0.004$). Therefore, according to the mean of male and female staff views about the new performance evaluation system of education in the province.

It can be said that from the perspective of male employees the new evaluation system of education in the province is less effective compared to female subjects. In other words, female employees than male employees presume more efficiency for the new evaluation system.

The fifth hypothesis testing

5. Determination of training needs, job promotion, motivation and job change have the ability to anticipate the performance of new evaluation system of Bushehr Educational and Training Institution office. Table 5 illustrates the results of the regression between independent variables with the new performance evaluation system of education.

Table 5: Results of regression between independent variables with the new performance evaluation system of education

	Variable	R	R^2	B	Beta	T	Significance level
First	training needs	0.427	0.187	0.402	0.427	9.6	0.001
Second	job promotion	0.484	0.234	0.201	0.259	5.3	0.001
Third	motivation	0.491	0.261	0.141	0.139	2	0.046
Fourth	Job change	0.521	0.276	0.127	0.121	1.5	0.039

Based on the data in Table 5, it can be said that first the variable of expert viewpoint about the performance of the evaluation system in determination of training need explains only 18.2% of the new performance evaluation system variance and then the variable of expert viewpoint about the performance of the evaluation system in job promotion explains only 5.2% of the variance. In third place motivation variable increased variance up to 26.1% and finally variable of changing jobs can only add 1.5% to the explanatory of the model.

CONCLUSIONS AND RECOMMENDATIONS

The present study investigates of the relationship between individual characteristics with their opinion about the evaluation system of government employees in the Bushehr Educational and Training Institution office. After a preliminary review of the research literature and since the body of this office is composed of people with different education, work experience, and gender, it is decided demographic assumptions is studied and analyzed to study the differences and their role on the performance evaluation system.

After reviewing the results, we know that the new evaluation system in Bushehr Province Office of Education has better performance in job promotion compared to the other three aspects. The demographic study also revealed that gender, education and age differences lead to differences in perspectives about the performance the new evaluation system.

According to the results of hypothesis tests and other investigations, some recommendations are provided below .

It is recommended that the planning of training programs is performed base on evaluation result in collaboration with the department of Administration and Director and the content of these courses should also be chosen with the real needs. It is proposed that the ability of individuals to be identified based on the evaluation results,.

- It is recommended that in the evaluation , all aspects of the evaluation form to be considered and rate of the quality is considered based on the facts and reality is considered rather than expediency in the distribution of rewards .

- It is recommended the evaluator be required to updated the performance evaluation data files at least once a week

- It is recommended to use a flexible evaluation form in which different people with different abilities to be measured or more dimensions be added to the form to be used by more people.

- Since everyone that is evaluated, evaluate other people, a clause can be included in the evaluation forms about the properly evaluation of others and this rating belong to them based on the accuracy of the evaluation of others.

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