



Determining and Revising the Most Important Indicators of Performance Appraisal of Employees at Department of Education of Salmas City

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Abstract: Performance appraisal is, by definition, a periodic, formal, and often written assessment of employee performance that is consequently used for different purposes. The main objective of any performance appraisal is to provide the necessary information regarding the staff of an organization and to offer the corresponding reports to the managers so that they can make the necessary and appropriate decisions to improve the quantitative and qualitative capacity of their staff. The present study intends to examine the indicators of performance evaluation among staff and managers at the Salmas Department of Education. The study employs descriptive and surveying methods as the research methodology. The statistical population of this study is 314 managers (all three levels of higher education, middle management and supervision) of the Salmas Education Department. The final sample was 180 people who have been selected by direct sampling. A researcher-made questionnaire was used to collect information. Descriptive statistics were used to describe the data, while inferential statistics (*t*-test and ANOVA) were used to analyze the data and test the hypotheses of the research. The results showed that performance appraisal indexes of employees and their managers are not efficient. In the following, various indicators in different dimensions were for evaluating the performance of staff and managers were identified, the efficiency of which was evaluated using the *t*-test. The results indicate that all the extracted indicators are suitable and effective for assessing the performance of the staff and managers. The analysis of variance (ANOVA) was then used to study the effect of demographic variables. Moreover, the status of these variables was also controlled in the research.

Keywords: Evaluation of Employee Performance, Managers' Performance Evaluation, Salmas Education Department

INTRODUCTION

One of the most important administrative instruments of every organization, by which the quantitative and qualitative improvement of the level of services provided by the organization is guaranteed, is its continuous monitoring and appraisal, because with the help of continuous evaluation, it is possible to diagnose and alleviate problems through proper identification of strengths and weaknesses. Organizations that manage their human capital function effectively bring about performance excellence and organizational development. Only those organizations that continuously develop the performance of their employees have the ability to

grow and develop and, in order to achieve such a goal, they ought to promote the professional competencies of employees.

Organizations are essentially designed to achieve goals, the success rate of which is also directly related to the performance of its employees; therefore, the evaluation of staff and their performance is of great importance in human resource management (HRM). The evaluation of staff has various preconditions, the negligence of which may bring about negative results, but among these preconditions, individual attention to the characteristics of employees is of utmost importance. Thus, it is safe to say that in many cases, the performance of the individual is the direct result of his/her emotions, characteristics and his attitudes towards nature and meta-physics. Hence, many scholars believe that material life is in fact an arena for assessment and is thus the only means of determining the worthiness of a person (Abtahi, 2002, p. 255). Performance appraisal is the process by which employees are formally evaluated at certain intervals (Sa'adat, 2000). The main objective of appraisals is to stimulate and motivate employees to perform their tasks in line with the organizational mission. Promotions, assignments, choices for training, and increased salaries based on the evaluation can stimulate this motivation. In most organizations in the country, as well as in the study organization (Salmas Education Authority), for more than a decade, performance measurement, as a performance appraisal, is provided annually to employees as a form of evaluation, and staff, after the completion, give it to the personnel department. The frames are archived after determining the scores. Regarding the fact that the evaluation does not give employees any incentive for career progression to enhance organizational goals, the researcher intends to conduct a study to determine and review the most important indicators of the performance evaluation of the staff of the Salmas Department of Education. Accordingly, the main question of the research is that what are the main indicators of the performance appraisal (for staff, managers) at the Salmas Education Office?

Research Methodology

The purpose of this study was to determine and review the most significant performance measurement indicators of the Salmas Department of Education. The present study is applied research in terms of purpose. In terms of methodology, this research has a descriptive and survey-type nature. In terms of collecting information, this study is considered as field research. A researcher-made questionnaire was used to collect data. The questions are presented in the categorization for each hypothesis. 5-point Likert range (very high, high, moderate, low, and very low) was used to respond to each item. The questionnaires were distributed among the managers of the Salmas Department of Education. The current status of employee performance appraisal was first investigated, based on which new performance appraisal indexes were introduced. To determine the credibility of the questionnaire, several professors of the field of management were asked to examine the items (content validity). Also, before distributing the questionnaire among the sample population, the initial questionnaires were first distributed among the selected 15 individuals of the sample to identify the possible problems; then, the initial questionnaire was distributed among 15 units of the statistical population units, and their views were applied in the modified final questionnaire; therefore, it can be said that the present questionnaire has the necessary Face Validity and is thus vital. In the redistribution of 15 copies of the questionnaire for assessing its Cronbach' alpha, the corresponding coefficient for the first sub-variable was calculated to be 0.750, 0.782 for the second sub-variable, and 0.787 for the main variable, which indicated that the questionnaire was also considered to be reliable. In this research, descriptive statistics were used to analyze the data, while inferential statistics (t-test and ANOVA) were used to test the hypotheses of the research.

Research Findings

The researcher made use of the considered variables to present the demographic information of the research as follows: level of education, field of study, managerial history, number of staff in the management sub-system.

According to the data analysis, 34 individuals had associate or lower degrees, 94 had graduate degrees, and 47 were post-degree graduates, while 9 had Ph.D. degree. Among the sample, 62 had studied in the field of management, 35 in engineering and technology, 46 in accounting and economics, and 41 in others field of study. As for the managerial history, 80 individuals had 2 or fewer years of managerial history, 62 had 3 to 5 years of managerial history, 18 were in the range of 6 to 8 years, while 24 had more than 8 years of managerial. The number of employees in most of the studied branches was between 16 and 30, while units with less than 15 employees allocated the least percentage of the studied units to themselves.

Analysis of Research Hypotheses

Hypothesis I: The performance assessment indicators of the managers at the Salmas Department of Education are not fit and efficient:

- H0: The score of the performance appraisal index for the managers is higher than or equal to the average.
- H1: The score of the performance appraisal index for the managers is NOT higher than or equal to the average.

The results of this test indicate that at 95% Confidence level, since the calculated P-Value is equal to 0.0, which is smaller than the permissible error rate (0.5), and since the obtained average (1.918) is smaller than the pre-defined average (3), the zero hypothesis is rejected and thus the hypothesis is confirmed, which is the score of the performance appraisal index for the managers is not higher than or equal to the average.

Hypothesis II: The performance assessment indicators of employees at the Salmas Department of Education are not fit and efficient:

- H0: The score of the performance appraisal index for the employees is higher than or equal to the average.
- H1: The score of the performance appraisal index for the employees is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 0.0, which is smaller than the permissible error rate (0.5), and since the obtained average (2.190) is smaller than the pre-defined average (3), the zero hypothesis is rejected and thus the following hypothesis is confirmed: the score of the performance appraisal index for the employees is not higher than or equal to the average.

In order to realize the second aim of the study and according to the research literature and interviews conducted, the proposed indices in the questionnaire were examined.

1. Performance Assessment Indicators of Managers:

A) The performance assessment indicators of the managers are appropriate in terms of managerial education:

- H0: The score of the performance appraisal index in the education dimension of manager is higher than or equal to the average.
- H1: The score of the performance appraisal index in the education dimension of manager is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (3.73) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the score of the performance appraisal index in the education dimension of manager is not higher than or equal to the average.

B) The performance assessment indicators of the managers are appropriate in terms of managerial researching:

- H0: The score of the performance appraisal index of managers in the research aspect of the manager is higher than or equal to the average.
- H1: The score of the performance appraisal index of managers in the research aspect of the manager is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (3.565) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the score of the performance appraisal index in the research dimensions of the manager is not higher than or equal to the average.

C) The performance assessment indicators of the managers are appropriate in terms of the skill dimension of the manager:

- H0: The score of the performance appraisal index in the skill dimension of manager is higher than or equal to the average.
- H1: The score of the performance appraisal index in the skill dimension of manager is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (3.858) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the score of the performance appraisal index in the managerial skill dimension is not higher than or equal to the average.

D) The performance assessment indicators of the managers are appropriate in terms of the attitude dimension of manager:

- H0: The score of the performance appraisal index in the attitude dimension of manager is higher than or equal to the average.
- H1: The score of the performance appraisal index in the attitude dimension of manager is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (4.212) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the score of the performance appraisal index in the attitude dimension of manager is not higher than or equal to the average.

E) The performance assessment indicators of the managers are appropriate in terms of the communication aspect of manager:

- H0: The score of the performance appraisal index in the communication dimension of manager is higher than or equal to the average.
- H1: The score of the performance appraisal index in the communication dimension of manager is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (3.934) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the score of the performance appraisal index in the managerial communication dimension is not higher than or equal to the average.

F) The performance assessment indicators of the managers are appropriate in terms of decision-making aspect:

- H0: The score of the performance appraisal index in the decision-making dimension of manager is higher than or equal to the average.
- H1: The score of the performance appraisal index in the decision-making dimension of manager is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (3.913) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the score of the performance appraisal index in the managerial decision-making dimension is not higher than or equal to the average.

2. Performance Assessment Indicators of Staff:

A) The performance assessment indicators of the employees are appropriate in terms of concept of work:

- H0: The score of the performance appraisal index in the conceptual dimension is higher than or equal to the average.
- H1: The score of the performance appraisal index in the conceptual dimension is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (4.190) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the score of the performance appraisal index in the conceptual dimension is not higher than or equal to the average.

B) The performance assessment indicators of the employees are appropriate in terms of methodology:

- H0: The score of the performance appraisal index in the methodology dimension of staff is higher than or equal to the average.
- H1: The score of the performance appraisal index in the methodology dimension of staff is NOT higher than or equal to the average.

The results of this test indicate that at a 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (3.90) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the score of the performance appraisal index in the methodology dimension of staff is not higher than or equal to the average.

C) The performance assessment indicators of the employees are appropriate in terms of communication:

- H0: The score of the performance appraisal index in the communication dimension of staff is higher than or equal to the average.
- H1: The score of the performance appraisal index in the communication dimension of staff is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (4.16) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the

score of the performance appraisal index in the communications dimension of staff is not higher than or equal to the average.

D) The performance assessment indicators of the employees are appropriate in terms of efficiency:

- H0: The score of the performance appraisal index in the efficiency dimension of staff is higher than or equal to the average.
- H1: The score of the performance appraisal index in the efficiency dimension of staff is NOT higher than or equal to the average.

The results of this test indicate that at 95% confidence level, since the calculated p-value is equal to 1.0, which is larger than the permissible error rate (0.5), and since the obtained average (4.16) is greater than the pre-defined average (3), the zero hypothesis is confirmed and thus the following hypothesis is rejected: the score of the performance appraisal index in the efficiency dimension of staff is not higher than or equal to the average.

The results of the ANOVA test indicated that the number of employees under the authority of the manager does not influence the state of rejection or confirmation of the performance evaluation indicators for employees and managers. Also, the managerial record of the management's part does not affect the rejection or confirmation of performance appraisal indicators of employees and managers.

Discussion and Conclusion

The purpose of this study was to determine and review the most important indicators for appraising the performance of the staff at the Salmas Department of Education.

Conclusion of assumptions

The results from the first hypothesis suggested that with 95% probability, it can be argued that the current indicators of the performance evaluation of managers at the Salmas Department of Education are not appropriate and efficient. Also, the results obtained from the second hypothesis suggested that within a 95% of confidence level, the current indicators of staff performance evaluation at the Salmas Department of Education are not appropriate and efficient.

Indicators for Assessing the Performance of Managers:

- A) Identified indicators for assessing the performance of managers in the educational dimension of the manager are as follows:
 1. Holding in-service training courses;
 2. The degree of staff satisfaction from the training courses;
 3. Having the spirit of educating subordinates;
 4. High staff grades in promotion exams;

- B) Identified indicators for assessing the performance of managers in the research dimension of the manager are as follows:
 1. The extent of compilation of scientific works and research activities;
 2. Making Innovation in subordinating unit;
 3. Compilation and presentation of scientific articles;

- C) Identified indicators for assessing the performance of managers in the managerial dimension of the manager are as follows:
 1. Setting organizational goals;
 2. Performing activities based on predefined schedules;
 3. Personnel guidance;
 4. Establishing coordination among staff;

- D) Identified indicators for assessing the performance of managers in the behavioral dimension of the manager are as follows:
1. Flexibility
 2. Commit to social norms
 3. Confidence
 4. Adherence to work values
 5. Emotional stability
- E) Identified indicators for assessing the performance of managers in the manager's communication dimension are as follows:
1. Having teamwork spirit
 2. Cooperation with other department managers
 3. Ability to establish proper communication with subordinates
 4. Ability to consult with units outside the organization
 5. Avoid conflicts
- F) Identified indicators for assessing the performance of managers in the decision making dimension of the manager are as follows:
1. The ability to solve work problems
 2. Vulnerability
 3. Correct use of information systems
 4. Provide appropriate solutions
 5. Orientation to the organizational goals

Section 2: Performance Measurement Indicators of Employees:

- A) Identified indicators for assessing the performance of employees in the concept dimension are as follows
1. Employee Skills
 2. Follow-up of employee
 3. Ability to direct resources
- B) Identified indicators for assessing the performance of employees in the methodology of the work are as follows
1. Doing the work in coordination with others
 2. High reliability in doing work
 3. Innovation in doing work
- C) Identified indicators for assessing employee performance in the communications field are as follows
1. Patience in dealing with co-workers and visitors
 2. Adhere to formal organizational communication
 3. Make effective communication with others
- D) Identified indicators for assessing the performance of employees in the efficiency dimension are as follows
1. Complying with organizational time-line
 2. Follow-up of tasks
 3. The adaptability of the tasks

4. Following instructions

After examining the assumptions related to identifying the performance indicators of managers and staff, the result for all the hypotheses was that the indicators examined to assess the performance of staff and managers are appropriate and efficient.

The findings show that most organizations are opposed to evaluating employees' performance, and the main concern of organizations is that employees may not be knowledgeable about their employer's judgment of their performance, and this will lead to reduced productivity, frustration, and ultimately reduced organizational efficiency. But if performance evaluation is performed on the basis of real-time emotions, based on the principles and scientific indicators, and on the other hand, the employees look at it positively and realistically and try to compensate for the past shortcomings in order to increase their performance, this concern is futile.

Employees, if aware of the main purpose of their employer for modifying non-standard methods in desirable ways (which also increase employee productivity), will not only avoid appraisal and outcome of evaluations, but also they would principally want to be aware of their status in the organization, even if it is contrary to their own opinion. Of course, the aforementioned discussion does not necessarily mean that the assessment session will certainly be held without its inherent tension and employees are criticized simply for their performance, but the use of the scientific evaluation methods firstly reduces the tensions of the sessions and, secondly, stimulates the staff to change and improve nonstandard methods of the past. As a matter of fact, employees will initially realize that this act is another manipulative scam by the hierarchy and will thus try to fend it off. In this study, the authors have examined the current status of staff performance evaluation indicators at the Salmas Education Office. Studies have shown that the performance indicators of the current organization are not fit and efficient. Accordingly, after conducting exploratory studies and similar researches, and using experts' opinions in this field, the authors extracted indicators in two areas of performance appraisal of managers and performance evaluation of employees to identify their efficiency. We have tested the test. The results showed that all of these indicators were efficient and appropriate for assessing employees.

Comparing the results of this research with previous researches, we find that the results of the research are in line with the research by Tabarsa and Ghafouri (2007), conducted by the Ministry of Economy and Finance, as the indicators of both researches were effective on the staff motivation, remuneration, organizational punishment system, employee training needs, promotion, and self-assessment, among others. Also, the results of Qaderi et al. (2010) proposed skills and abilities, quality of work, responsibility, creativity and innovation, employee motivation, relationships with others, discipline and individual performance as performance evaluation indicators, which were also in line with the results of the current study. The findings of this study were in line with those of Valipoor research (2010), in which the performance of employees was assessed using new technologies, creativity, quality and quantity of work, ability to plan, accountability, and critique.

Also, the results of Johans (2006), Nissar (2007), Othman et al. (2011), and Gri groudís et al. (2012) are consistent with the results of this study.

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