Observing the impact of evaluating system on the performance of staffs in Islamic Republic of Iran Broadcasting (IRIB) the case study of Tehran city

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Abstract

The present study is conducted with the goal of observing the impact of evaluation system on the performance of staffs in Islamic Republic of Iran Broadcasting (IRIB) the case study of Tehran city. Each organization to get aware of appropriateness and quality of its activities, especially in complex and dynamic environments, needs to evaluate the system urgently. The studies indicated the lack of business system feedback leads the possibility of obtaining the information necessary for growth, development and improvement of the organization's activities impossible.

The study method in present study is survey. The sample population includes 351 individuals from IRIB as deputies, radio, human capital, planning, budgeting, supervising and evaluation. The sampling method was conducted through stratified random sampling method. According to the fact that desirable model to evaluate the performance of staffs in this study includes six indicators of quality of work, quantity of work, punctuality and discipline, the credibility of the results of work, the use of labor resources, efficiency at work and also engagement and cooperation of staffs. The results from the impact of performance evaluation system of staffs indicated no place for quality of work and also engagement and cooperation among IRIB staffs.

Keywords: the performance of staffs, evaluation system, IRIB organization.
Introduction
Undoubtedly, the human resource is the most important and most valuable factor among the different factors in an organization. Human resource agents along with the other factors could fulfill the goals and demands of an organization. Organizations for development and achieve higher productivity needs efficient and effective staffing human resources. According to efficient human resource in an organization as a strategic factor, it seems the status of human resource performance evaluated properly and after determination of weak and strong points, proper measures should be taken to improve the strong points and remove the weak points. (Jalali, 1995:5) Nowadays, the governmental organizations of country faced different challenges in globalization and joining the global system that isn’t optional. Attending the global markets and even remaining in the local markets needs the competition with powerful competitors and according to expansion and complication of objectives, procedures and organizational structure in competition field, the organizations which respond the expectations of clients and beneficiaries properly could survive and according to my 13 year experience to the little attention on the most important factor of each organization(human resource) and also continuous removal and employment which by immediate changes of management in field levels, the objectives of whole organization would be influenced and lead to decrease the effectiveness of capable staffs in the organization.

Theoretical basis
The performance definition
The performance is accomplishing the tasks which offered to the human resources by the organization. (Casio 1989:205)
The performance is a predicted criteria or key dependent criteria in presented framework. . The mentioned framework acts as a tool to judge individuals, groups and organizations (Andrew 1988:966)
The performance is a measured and valued behavior to reach the organizational goals (Krits 2004:231)
The performance is done tasks in an organization and the method which influences the performance of an organization (Robins 1995:400)
The performance is gaining the organizational and social objectives and performing the responsibilities on the individuals (Allen 1984:45-46)
Considering all the definitions, it seems the performance is a general concept shows the result of organizational activities and also the efficacy and effectiveness are focused as the components of performance.

The concept of performance evaluation
The perception from the performance evaluation is different among the people and even in some cases, the negative perceptions is taken, but the truth is that performance evaluation is one of the main and important systems of human resource management considered the introduction to many of the proper and fair decisions of this system and maybe it could be asserted that: performance evaluation is the best tool to provide the benefits of staffs and managers simultaneously. Generally, the performance evaluation is a tool to evaluate the performance of staffs in a
specified period of time. In another definition; evaluating the competency of staffs is the systematic and harmonic evaluation of individual’s task in relation to method of performing their duties in allocated tasks and determining the available potential in them to improve. In fact, through this system, a collection of actual and potential abilities of staffs would be measured so proper measures could be taken to flourish and active potential abilities. As the individuals are different regarding the potential talents, the mentioned tool could distinguish the individual differences and it could be considered as a tool to fulfill the organizational justice.

The dimensions of evaluation
Evaluating the smallest influencing component in performance of an organization should be the starting point and by passing the organizational hierarchy and by using the data of component’s evaluation, the performance evaluation of an organization could be gained. To evaluate an organization, evaluation in four levels is necessary. What is available in the literature of surrounding management of different organizational levels show the availability of four evaluation grades for the performance of an organization.

1- The evaluation of performance among the staffs
The mentioned type of evaluation, is the evaluation of smallest unit of an organization, the available literature and management scope are plentiful in this scope and is presented in many models to assess the performance of staffs and any of the presented patterns in this scope by relying on the indicators which are introduced for assessment would focus on the evaluation of staff’s performance. In this field different approaches could be offered:

2- The performance evaluation of a part of an organization
This evaluation that is the sub branch of organizational evaluation would be necessary for the performance evaluation of an organization. As an organization involves different sub branches (sections) and they are formed the organization, so for evaluating the performance of an organization, evaluating the performance of these sub branches based on the indicators and the criterion to evaluate them seem necessary. In this type of evaluation, first the goals and missions of a section would be specified in line with the goals and missions of a system. Then the evaluation indicators would be defined, the indicators would be calculated and evaluating the results of indicators would be done.

3- Evaluating the performance of a manager
As in any organization, the role of manager is considered as one of the most strategic factors to guide the organization, so evaluating the performance of a manager to get aware of success in performing the strategic role to gain proper results of performance evaluation in an organization seem necessary. In management literature, different opinions are presented to evaluate the performance of a manager in an organization and each of them by introducing the type of view to managing an organization, indicators and criterion to evaluate would focus on presentation of a method for evaluating a manager.

4- Evaluating the performance of an organization
The organization as a collection of harmonic and targeted components anchored to gain a goal or goal and formed an organization and considered as one of the most important necessities which emphasized. Also due to effective role of an organization in the activity scope seems vital. As an organization is involved of different components and sections,
so to ensure the success of the organization, proper measures should be taken to evaluate proportion rate, adoptability and efficacy of performance among the components to evaluate an organization, use of staff’s evaluation results and different sections of an organization seem necessary.

Evaluating the staffs is a tool to help the organizations and human resources to provide recognition from the method of performance. If the evaluation system is designed and implemented optimally would be consider as tool to recognize talented and potent staffs, offering prize to them to create motivation, enhancing the commitment of staffs to the organization, determining training needs and also increasing the individual capabilities of staffs and occupational satisfaction of organization which would finally lead to performance improvement of organization.

The final goal of evaluation is increasing the efficacy and the effectiveness of an organization, not censuring and punishing them(Saadat, 2002:214) on the other hand, the organizations to achieve their goals need to know the staff’s method of performance and in this base they could improve their performance and create positive changes in the organization(Recruitment affairs organization 2000:6)

Evaluating the performance in human resource management is one of the most important and also complicated duties of managers and someone considers it as the vulnerable spot of management. The evaluation of performance in an organization is the most important factor allocates the possibility of observing the capabilities of staffs to the managers to access the goals of the organization and also leads to growth and prosperity of individuals.

Therefore to observe the key role of staffs in optimizing the performance of human resources and help the organization to efficient use of active and efficient staffs, by initial study of organization, it was indicated that the evaluation system owns no prominent role in improving the performance of human resources. Therefore, we are about to identify the factors in evaluating system which could influence the performance of human resources and could lead to better performance of an organization by necessary feedback to the staffs and managers.

Evaluating the performance is assessing and evaluating done activity or task and measure the gained result with quantitative and qualitative criteria away from any bias. Now without performance evaluation in the governmental organizations and staffs, how could they be compared with the others and evaluate the eligibility of staffs to achieve the long term goals.

Each organization vitally needs evaluation to get aware of the appropriateness and quality of its activities, especially in complex and dynamic environments. The studies showed: the lack of feedback system makes it impossible to gain the required data for growth, expansion and improvement of organizations’ activities.

- Identifies the strong points of organization and scopes which need improvement
- Presents a general understanding from the organization so an organization would be evaluated and known properly and measure the development trends regularly and periodically
- Creates a common language and conceptual framework in management method and carry out improvement in different organizational units
- Teaches the individuals the main concepts of excellence and the relation between these concepts and their responsibilities
Involves all the staffs in improvement process in all levels and units
Evaluates the organization in coordinated and integrated manner at micro and macro levels
Identifies and distributes the useful experiences in the organization
Facilitates the comparison of units with different and similar activities by using a collection of inclusive criteria
coordinates and integrates spontaneous measures to improve the organization's daily operations
improves the strategy expansion and business macro plan
creates proper opportunities by shaping the internal organizational incentives to appreciate the proper progress and organization improvement and also the considerable performance results

Generally, the goal of performance evaluation is Measurement and evaluation on the performance of executive agencies on the basis of laws and regulations and in accordance with the criteria of effectiveness, efficiency, cost effectiveness and ethical rules to enhance the quality of government services. Therefore lack of attention to this important could lead to reduction of staff’s commitment and proper performance of human resources in all dimensions (Organizational performance - occupational, individual performance, team performance, etc.), and the non-recognition of the efficient staffs in the organization.

In the traditional view, the most important goal of evaluation is judging the performance evaluation while in modern view; the evaluation philosophy is focused on the growth and development of evaluated individual capacity. Other differences between the two views can be expressed as follows:
The role of evaluator: in the traditional view, the evaluator controls and monitors the evaluating individual as an inspector while in modern view, would have the role of consultant and facilitator of missions and performances.
The evaluation period: in the traditional view, the focus is on the former performance of individuals while in modern view; the focus is on the future and improvement of affairs.
The goal: in the traditional view, the goal is controlling the evaluating individual and performing the order style while in modern view, the goal is training, growing and improving the individuals and organization.

It is considerable to mention that: regarding the evaluation of staff’s performance based on traditional and modern views in IRIB, no study has been conducted.

Therefore one of the most basic duties of managers in different levels is the acute evaluation of staff’s occupational performance. Evaluating the occupational performance should be done regularly to utilize related results to increase the efficacy of organization. Therefore, in present study, we are about to check whether the evaluating system of organization could cover the performance of staffs fully or not to improve the performance of organization.

Literature review
Charyz study (1993)
In the study which is done in field method and by using questionnaire from 256 participants regarding the consequences or functions of evaluated system, the priority to use the evaluation results would be as follows:

Table 2-10 grading the evaluation functions of 256 participants

<table>
<thead>
<tr>
<th>Rows</th>
<th>Evaluation functions</th>
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<tbody>
<tr>
<td>1</td>
<td>Increasing the competence</td>
</tr>
<tr>
<td>2</td>
<td>The feedback of presenting occupational consultant service</td>
</tr>
<tr>
<td>3</td>
<td>Promotion</td>
</tr>
<tr>
<td>4</td>
<td>Service termination</td>
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<tr>
<td>5</td>
<td>Recognizing the performance potential</td>
</tr>
<tr>
<td>6</td>
<td>Replacement planning</td>
</tr>
<tr>
<td>7</td>
<td>Occupational path planning</td>
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<tr>
<td>8</td>
<td>Transfer</td>
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<tr>
<td>9</td>
<td>Human resource planning</td>
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<tr>
<td>10</td>
<td>Granting rewards</td>
</tr>
<tr>
<td>11</td>
<td>Development and evaluation of educational programs</td>
</tr>
<tr>
<td>12</td>
<td>Improving the internal linking</td>
</tr>
<tr>
<td>13</td>
<td>A criteria to determine the validity of recruiting and selection methods</td>
</tr>
<tr>
<td>14</td>
<td>Controlling the theories</td>
</tr>
</tbody>
</table>

Charyz (1993:24)

As it is shown in above study, the most important function of evaluation is growing and expanding the abilities of evaluating individuals. In case of considering the evaluating individual of evaluation system as a tool to grow and expand ones abilities, they are so lucky to evaluate and have the facilitator role in evaluation process. The consequence of such specification is the acceptability and increasing the quality of evaluation system. Charyz (1993:24)

The research title
The recognition and prioritizing the indicators of organizational performance evaluation with Fuzzy ANP-BSC Integrated approach

The executor, location, year
Hamid Salehi 2013, management and accounting faculty of Qazvin, thesis advisor: Mr. Mohammad Mehdi Movahedi, Thesis consultant: Mr. Abas Khodabakhsh

The research questions
Which are the organizational performance evaluation indicators in Mammoth industrial group and how are they ranged?

The research goals
1. the recognition and prioritizing the performance evaluation indicators in Mammoth industrial group
2. determining the relation between the determined indicators in Mammoth industrial group

The research method
Descriptive-analytical which evaluated in the categorization of applicable studies

The research results
According to the fact: the balance in scorecard shows: the dimensions of scorecards could affect each other. Therefore to improve the organizational performance of Mammoth industrial group to gain the strategies of this unit, the performance status of balanced scorecard’s different dimensions should be improved based on the recommendations

The research method
As the title of present study is the impact of evaluation system on the performance of IRIB staffs, it is done through survey method (the data are collected through the questionnaire). In this
method, the traits are evaluated in quantitative form and the variables are evaluated in for
nominal levels ((dual-mode and multimode), ordinal, interval and ratio) and analyzed in
descriptive and inferential forms. The method to refer to the respondent is interview.
The spatial zone of study is IRIB in Tehran. To enhance the accuracy of data and recent results
from the data analysis, the observed time period is the February of 2015.
The statistical population and sample capacity
The observed statistical population is IRIB 16874 staffs in Tehran. The optimum statistical
sample is defined 351 people based on the Cochran formula assuming the maximum variance at
95% confidence level and 5% error.

The method of analyzing data
In present study, to compare data the percentage method is used with data frequency charts and
tables. To determine the relation between the dependent and independent variables, generalizing
the results to the statistical population and evaluating the difference between the average of
variables, binomial test was used. Also all the statistical calculations of present study have been
conducted by the computer and in SPSS software, version 22.

Task quality improvement indicator
It is gained through total question scores which evaluate the individual. The results show: 50/8 %
of respondents believe: in current performance evaluation system, the indicator of task quality
improvement is considered at least. 14/6 % of respondents considered the importance of task
quality improvement indicator in current performance evaluation system to some extent and 7/2
% considered it so much.

The task quantity improvement indicator
It is gained through total question scores which evaluate the individual. The results show: 46.8 %
of respondents believe: in current performance evaluation system, the indicator of task quantity
improvement is considered at least. 45/6 % of respondents considered the importance of task
quantity improvement indicator in current performance evaluation system to some extent and 7/6
% considered it so much.

Punctuality and discipline indicator
It is gained through total question scores which evaluate the individual. The results show: 49.6 %
of respondents believe: in current performance evaluation system, the indicator of punctuality
and discipline is considered at least. 37/6 % of respondents considered the importance of punctuality
and discipline indicator in current performance evaluation system to some extent and 12.8 % considered it so much.

The indicator of staff’s task result creditability
It is gained through total question scores which evaluate the individual. The results show: 42.8 %
of respondents believe: in current performance evaluation system, the indicator of staff’s task
result creditability is considered at least. 32/4 % of respondents considered the importance of staff’s task result creditability indicator in current performance evaluation system to some extent
and 24.8 % considered it so much.

The indicator of utilizing the task source
It is gained through total question scores which evaluate the individual. The results show: 46 %
of respondents believe: in current performance evaluation system, the indicator of utilizing the
task source is considered at least. 29/6 % of respondents considered the importance of utilizing the task source indicator in current performance evaluation system to some extent and 24/4 % considered it so much.

The indicator of staff’s impressment in task and cooperation
It is gained through total question scores which evaluate the individual. The results show: 38 % of respondents believe: in current performance evaluation system, the indicator of staff’s impressment in task and cooperation is considered at least. 50 % of respondents considered the importance of staff’s impressment in task and cooperation indicator in current performance evaluation system to some extent and 11/6 % considered it so much.

Testing hypotheses
Hypothesis1: the performance evaluation system of IRIB organization could improve the task quality of staffs
H₀ : P ≤ 0/6
H₁ : P > 0/6
The acute statistical testing of above hypothesis at α=0/05 significance level based on the test statistics

\[ Z_{Ho} = \frac{\hat{P} - P_0}{\sqrt{\frac{P_0(1-P_0)}{n}}} \]

\[ Z_{Ho} = \frac{0/3 - 0/6}{\sqrt{0/3(1-0/3)/351}} = \frac{-0/3}{\sqrt{0/02445}} = -12/26 \]

\[ Z_{Ho} = -12/264 \] is placed in (z>1/645 ) critical point, so above hypothesis is rejected in 5% significance level. It could be concluded that: in performance evaluation system of IRIB organization, the task quality of staffs is focused. In other words, paying attention to task quality of staffs in organization performance evaluation system is more than 60% according to IRIB staffs.

Hypothesis2: the performance evaluation system of IRIB organization could improve the task quantity of staffs.
H₀ : P ≤ 0/6
H₁ : P > 0/6
The acute statistical testing of above hypothesis at α=0/05 significance level based on the test statistics

\[ Z_{Ho} = \frac{\hat{P} - P_0}{\sqrt{\frac{P_0(1-P_0)}{n}}} \]

\[ Z_{Ho} = \frac{0/67 - 0/6}{\sqrt{0/67(1-0/67)/351}} = \frac{0/7}{\sqrt{0/026575}} = 2/633 \]
\[ Z_{H_0} = 2/6339 \] is placed in \((z>1/645)\) critical point, so above hypothesis is rejected in 5% significance level. It could be concluded that: in performance evaluation system of IRIB organization, the task quantity of staffs is focused. In other words, paying attention to task quantity of staffs in organization performance evaluation system is more than 60% according to IRIB staffs.

Hypothesis 3: the performance evaluation system of IRIB organization could improve the punctuality and discipline of staffs.

\[ H_0 : \ P \leq 0/6 \]
\[ H_1 : \ P > 0/6 \]

The acute statistical testing of above hypothesis at \(a=0/05\) significance level based on the test statistics

\[ Z_{H_0} = \frac{\hat{p} - P_0}{\sqrt{\frac{P_0(1-P_0)}{n}}} \]

\[ Z_{H_0} = \frac{0/62-0/6}{\sqrt{0/62(1-0/62)/351}} = 0/0259 = 0/771 \]

\[ Z_{H_0} = 0/77196 \] is not placed in \((z>1/645)\) critical point, so above hypothesis is not rejected in 5% significance level. It could be concluded that: in performance evaluation system of IRIB organization, the punctuality and discipline of staffs is not focused. In other words, paying attention to the punctuality and discipline of staffs in organization performance evaluation system is less than 60% according to IRIB staffs.

Hypothesis 4: the performance evaluation system of IRIB organization could improve the staff’s task result creditability

\[ H_0 : \ P \leq 0/6 \]
\[ H_1 : \ P > 0/6 \]

The acute statistical testing of above hypothesis at \(a=0/05\) significance level based on the test statistics

\[ Z_{H_0} = \frac{\hat{p} - P_0}{\sqrt{\frac{P_0(1-P_0)}{n}}} \]

\[ Z_{H_0} = \frac{0/68-0/6}{\sqrt{0/68(1-0/68)/351}} = 0/0259 = 2/72 \]

\[ Z_{H_0} = 2/726 \] is placed in \((z>1/645)\) critical point, so above hypothesis is rejected in 5% significance level. It could be concluded that: in performance evaluation system of IRIB organization, the staff’s task result creditability is focused. In other words, paying attention to task result creditability in organization performance evaluation system is more than 60% according to IRIB staffs.
Hypothesis 5: the performance evaluation system of IRIB organization could improve the task source utilization of staffs

\( H_0 : P \leq 0.6 \)

\( H_1 : P > 0.6 \)

The acute statistical testing of above hypothesis at \( \alpha = 0.05 \) significance level based on the test statistics

\[ Z_{H0} = \frac{\hat{p} - p_0}{\sqrt{\frac{p_0(1-p_0)}{n}}} \]

\[ Z_{H0} = \frac{0.61 - 0.6}{\sqrt{\frac{0.60(0.40)}{351}}} = \frac{0.01}{0.026034} = 0.38411 \]

\( Z_{H0} = 0.38411 \) is not placed in \( (z > 1.645) \) critical point, so above hypothesis is not rejected in 5% significance level. It could be concluded that: in performance evaluation system of IRIB organization, utilizing the task sources is not the advantage. In other words, paying attention to task utilization of staffs in organization performance evaluation system is less than 60% according to IRIB staffs.

Hypothesis 6: the performance evaluation system of IRIB organization could improve the staff’s impression in task and cooperation

\( H_0 : P \leq 0.6 \)

\( H_1 : P > 0.6 \)

The acute statistical testing of above hypothesis at \( \alpha = 0.05 \) significance level based on the test statistics

\[ Z_{H0} = \frac{\hat{p} - p_0}{\sqrt{\frac{p_0(1-p_0)}{n}}} \]

\[ Z_{H0} = \frac{0.49 - 0.6}{\sqrt{\frac{0.49(0.51)}{351}}} = \frac{-0.11}{0.02688} = -4.028 \]

\( Z_{H0} = -4.028 \) is not placed in \( (z > 1.645) \) critical point, so above hypothesis is not rejected in 5% significance level. It could be concluded that: Therefore it could be concluded that: the proportion of staff’s impression in task and cooperation in organization performance evaluation system is less than 60% according to IRIB staffs.

The final hypothesis

The gained results from the current evaluation system of IRIB organization show:

1. According to the gained results from the task quality improvement indicator of staffs, most of the respondents believed: the current system isn’t focused on the task quality of staffs and the related statistical assumption in this section confirms this issue and the issue regarding the fact that performance evaluation system could improve the task quality of staffs is rejected.
Also the opinion of staffs is that evaluating the performance could improve the basis to allocate the rewards not so much (52/5%) of respondents. The system of evaluating the organization performance could improve the basis to pay attention to high capacity staffs not so much (44/5%) of respondents. In this system paying attention to the basis of evaluating the staffs is not focused so much (47/2) also the respondents asserted: in this system, the performance improvement of staffs is not focused so much (47/2%) of respondents.

According to the above results and the working nature of IRIB organization to produce cultural and artistic productions and in sever competition of today’s multimedia, the life quality is so important, the mentioned organization need sever revise and should take step to use the task results of staffs in field of task quality to have more dynamic organization with more audiences.

2- Observations in task quantity of staffs show: most of the respondents believe the organization focus on the task quantity of staffs and testing this hypothesis confirms this issue and the hypothesis regarding the fact that performance evaluation system of IRIB organization could improve the task quantity of staffs won’t be rejected. Also the opinions of IRIB staffs in this regard are as follows:

In current performance evaluation system, the task quantity of staffs is focused so much (52/8%) of respondents. In performance evaluation system, the cooperation of individuals in organizational decision making is focused by sharing the data and sources with the others focused so much (55/6% of respondents) in performance evaluation system, creating the effective methods in performing the task of staffs is considered to some extent(55/2%) of respondents. In performance evaluation system, the relation between the supervisors, subordinates and colleagues to some extent (48/6%) also the opinion of the staffs is that: following the orders of supervisors is focused in performance evaluation group. (47/2% of respondents) what current organizational management focusing on is the cooperation of staffs in organizational decision makings instead the normative decisions. The lack of existing cooperation could decrease the motivations and efficacy. In this section, the organization should plan and design some strategies to make the staffs interested in cooperative and group works.

3- The results of observation in punctuality and discipline section showed: most of the respondents believe the focus on this section. The hypothesis testing regarding the fact that; the performance evaluation system of IRIB could lead to the punctuality and discipline of staffs is not rejected and the descriptive results are confirmed regarding the scientific dimension.

In descriptive results section, the respondents asserted that: in performance evaluation system, the punctuality and disciple is focused so much (14% of respondents). The performance evaluation system focuses on the accountability and the official observation to some extent (44/8% of respondents) the current system pays attention to on time performance of tasks so much (14% of respondents). In performance evaluation system of IRIB organization, on time passing of educational courses is considered so much in performance evaluation system. (14/8% of respondents)

What seems important in this section is to have an integrated system nonstop, there must always be a potential alternative and educating the potential individuals is anchored to
observation of punctuality and discipline on behalf of staffs, so IRIB organization should encourage the staffs to observe the punctuality and discipline with the incentive policies.

4. Observing the gained results in task result creditability section of staffs showed: most of the IRIB organization staffs asserted: the current performance evaluation system focused on this issue to some extent. The statistical assumption test regarding the fact that: in performance evaluation system of IRIB organization (the task results creditability of staffs is focused) is not rejected and the opinion of staffs in this regard is as follows: The current evaluation system is not focused on the accuracy and effectiveness of staff’s task so much (46/6%) of respondents). In current evaluation system, the rate of manager’s satisfaction from the staffs to do their tasks at the specified time is focused to some extent (47/6%) of respondents. In current evaluation system and also the ability to create the quality in evaluation is focused to some extent (38/2%) of respondents. According to the adoption of staff’s task results with the specifications of organization is important and the organization wasn’t weak in this regard, it needs more improvement.

5. According to the gained results from task source utilization section, the respondents asserted that: the current performance evaluation system focuses on the task source utilization so much and the hypothesis testing related to this section could confirm this issue. Also the assumption of (performance evaluation system of IRIB organization is considerable somehow in performance evaluation to cooperate the participants in the organizational decision makings by sharing the data and sources with the others) is not rejected. The staff also believe that the organization to some extent cares about performance evaluation of participation in decision-making through sharing information and resources with others (46%). The willingness of staff to transfer knowledge and experience on each other is somewhat valued (42%). The active participation of staff in meetings to provide an effective solution in group decisions emanating from the experience somewhat is significant (42/8%). Utilization of labor resources in carrying out organizational tasks and success in achieving tasks and doing missions assigned to one are the main objectives of the organization. Paying more attention to these factors in evaluating the people in the organization should be considered further.

6. Studies on the seriousness of the work and co-workers indicate that the organization has been successful to some extent in this section and the assumption of (performance evaluation system of IRIB organization is considerable somehow in the seriousness of the work and co-workers) is rejected. The view of the IRIB staff in this regard is that the performance evaluation system to cooperate the staff with each other to some extent is significant (39/2%), the seriousness of the work is partly considered in the performance evaluation system (44%). RIB has tried to identify and understand current and future necessary competencies to implement the seriousness of the work and staff cooperation, therefore, recruiting and developing staff, it has somewhat achieved to the desired goal according to these results but more efforts are required to promote the values, culture honesty, integrity and the promotion of scientific and administrative staff by training them.
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