The relation between the process of personnel’s function evaluation and their function improvement in education offices of Kerman city

Hosein Sorushmehr¹, Ali Reza Manzari Tavakoli Ph.D², Zahra Zeinaddiny Meimand Ph.D.³
1-Islamic Azad University of Kerman, hosein.sorushmehr@yahoo.com
2-Islamic Azad University of Kerman, amtavakoli@yahoo.com
3-Islamic Azad University of Kerman, z_zeinaddiny@yahoo.com

Abstract

Background and objective: From organizational point of view, the evaluation of personnel function is an essential and undeniable duty in the context of the evaluation of individuals' improvement in the course of attaining the organizational goals and missions. The present study has been performed in 1392-1393 in Kerman education offices with the aim of studying the relation of the process of personnel’s function evaluation and their function improvement.

Materials and methods: The statistical sample was selected in a simple random form using Cochran formula with a number of 146 persons among a departmental personnel society of 235 persons. Theoretical / functional method (descriptive-survey) was used for performing of this research. The criterion variables included the variable of function evaluation, independent variable and improvement function. For data collection standard questionnaires of improvement function of manpower like Achio, Hersey and Blanchard [10] and function evaluation form of education personnel were used. Validity and justifiability of mentioned questionnaire was from content and superficial type and the stability of Achio questionnaire in this research has been calculated and reported as 0/78. Finally after collecting of data, the hypotheses of the study were approved through statistical tests of Pearson and Spearman.

Findings: The results showed that there is a positive and significant relation between the variable of function evaluation and the components of function improvement (ability, lucidity, validity, feedback, organizational support, motivation, environment consistency) (Spearman 0/655).

Conclusion: We can be informed of the staff’s proficiency and ability in job performance by assessing their function and consider necessary measures for those who need spending general or skilled trainings to improve their knowledge and capability for successful duty performance.

Keywords: Function evaluation, function improvement, education offices personnel.
1- INTRODUCTION

Nowadays, human factor is reckoned as the most substantial and susceptibility organizational element and most current theories of organization and management have pointed to this important element. Then, practitioners of the organization are being evaluated in connection with the expected efficiency and proficiency for gaining awareness about the results of manpower function. Thus, through the recognition of the employee’s foibles, the organization deficiencies and sincere and qualified members, necessary measures are accomplished for optimization [1].

1-1 DEFINITIONS

The purpose of function evaluation is function measurement through comparison between current state and desired or ideal state based on predetermined indicators (which have specific properties themselves). Also, the improvement of manpower function means a process which allows successful and continuous function enforcement and this finally results in more efficiency through recognition and modification of each person’s weaknesses [3].

With taking a look at the initial researches that are performed by Gale in the field of the process of function evaluation and its relation with function improvement, we can enumerate following cases among main functions:
- The evaluation of extension and education plans
- The improvement of current personnel's function
- The verification of past function
- The evaluation of future potential / preferment (promotion) capability
- Office planning
- Determination of function goals
- Determination of salary and wages.

Therefore, the establishment of an accurate management system in each organization and creating initial facilities, utilization of logical tools for managers to control work quality and quantity in various fields are among important issues which are discussed as the base and infrastructure of work of managing each organization.

2- ISSUE EXPRESSION AND NECESSITY OF RESEARCH

Since the improvement of administrative systems function causes the creation of a great power (which supports the plans of improvement opportunity in many ways), the government and organizations have made many efforts in this regard. Function evaluation may increase the awareness about the amount of progress in function improvement and therefore provides necessary opportunity for promotion of function quality in systems. Also, function evaluation simulates curiosity, asking questions and creating challenges about the method of task performance and the way of source designation. On the other hand, the warranty for placement of the value of efforts in a high level forever, is only possible through systems of function measurement.

The evaluation of staff and managers under the title of determining the competence and function assessment and so on are considered in most organizations and institutions. The evaluation is an effective tool in management of human sources and the improvement of this
sources’ function and with its logical and accurate performance, not only the organizations achieve their goals with efficiency but also the staff’s benefits are provided.

According to what has been mentioned, the main issue of the present study is that whether there is a relation between the process of the evaluation of personnel in education offices in Kerman and their function improvement.

3- THE RESEARCH METHOD

The actual basis of a scientific study is the appointment of relation between variables. There are two main methods for this purpose which are different in some aspects. One of them is the descriptive method which includes a collection of methods and their purpose is to describe under study conditions or phenomena. The performance of descriptive research is just for the purpose of more recognition of current conditions or helping in decision making process [4]. The present study specifies the relation of the process of evaluation of education office personnel function with their function improvement. The research variables are:

Function evaluation (which includes 100 scores function evaluation of education office) and function improvement (which includes ability, lucidity, validity, feedback, organizational support, motivation, environment consistency).

This study is of applicable type in terms of classification based on objective and for its performance the method of theoretical/applicable (descriptive-survey) is considered. In the context of research literature and theoretical issues relevant to subject available sources (books, papers, websites and organizational documents) and in the context of scientific aspects related to the subject and hypotheses analysis the data collected from statistical society are used. Meanwhile, some interviews with the persons of statistical society have been performed for analyzing tests results. Regarding that the Local domain of this study is the education offices of Kerman, the statistical society includes the education offices ´experts who had associate´s degree to Ph.D. which was considered a number of 235 persons in a simple random form using Cochran formula. Measurement standards of function evaluation and function improvement variables are as follow:

Measurement standards of function evaluation:

a) Specialized indicators (40 scores): Main measurement criteria in these indicators are staff function in missions, plans and their duties explanation that is considered as a basis for their function evaluation according to law.

b) General indicators (60 scores): They are common standards in staff function evaluation that provide the ground for facilitating the fulfillment of their specialized function. Transcendent program of departmental evolution passed in administrative high council, the law of state services management and … are the sources of extraction of general indicators.

These indicators include innovation and imagination (20 scores), skills, abilities and outstanding services (the score of this indicator is determined according to the resultant of section of specialized indicators), education (20 scores) and client satisfaction (20 scores). Heresy and Goldsmith have selected seven variables of ability, lucidity, assistance, motivation, giving feedback, validity and the environment consistency as components of effective function management.

The questionnaire of this study is according to Likert scale (quite disagree 1, disagree2, no opinion 3, agree4, quite agree 5). In this study the education offices staff function evaluation
forms (that are considered by the ministry of education for staff’s annual function assessment) has been used.

For analyzing the scientific validity of questionnaire of this study content justifiability has been used. About the staff function questionnaire it should be mentioned that they were modulus and have been used many times in scientific researches. For maintaining their justifiability, we have used the opinions of the technique masters and suggestions of research experts. For determining the trustworthiness of the questionnaire 20 persons were chosen from education offices personnel of Kerman randomly and $\alpha$ coefficient of 0/78 was acquired. Then we can say that the used questionnaire has a desirable trustworthiness. For testing of the study’s hypotheses, descriptive statistics (the table of abundance distribution) and illative statistics (Pearson and Spearman correlation test) with SPSS20 software has been used.

4- Findings
Among 146 persons under study 61 percent were men and 39 percent women. The age range of personnel is between 20-50 years and 65/1 percent are in the age range of 41-50 years. Exactly, half of the personnel (50 percent) have associate’s degree. Also, 46/6 percent of them with the most abundance have work precedent of 6-10 years.

The score of organizational function improvement and its components were as follows: average ability 11/5, average lucidity 15/97, average of support component 16/06, average of motivation 16/06, average of giving feedback 16/99, average of validity 16/73 and average of the environment consistency 12/01 .Table 1 shows the averages of function improvement components.

<table>
<thead>
<tr>
<th>variable</th>
<th>ability</th>
<th>lucidity</th>
<th>support</th>
<th>motivation</th>
<th>giving feedback</th>
<th>validity</th>
<th>Consistency with environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>average</td>
<td>11/5</td>
<td>15/97</td>
<td>16/06</td>
<td>16/06</td>
<td>16/99</td>
<td>16/73</td>
<td>12/01</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>1/80</td>
<td>2/40</td>
<td>2/33</td>
<td>2/33</td>
<td>1/94</td>
<td>2/29</td>
<td>1/56</td>
</tr>
</tbody>
</table>

Table 1. The averages and standard deviations of the scores of improvement function and its components

Data analysis showed that the correlation coefficient of Pearson(0/693) and Spearman(0/655) tests between two variables, the amount of function evaluation with function improvement of education offices’ personnel has been reported with the amount of sig (significant level) 0/000 and smaller than error level $\alpha = 0/05$. Then regarding to possessiveness of reported coefficients, there is a direct relation between the amount of function evaluation and function improvement of education offices staff. Therefore, main hypothesis is confirmed. This finding is consistent with those of Alaolmaleki[2], Tabibi [5], Pasargardi and khatibian [6], Hagh Shenas and his colleagues.
[7], Torabi and Sotudeh [8], Yaghobi, Karimi and Javadi [9], Gale [11], Laurence and Clinton [12], Altman and Ashish [13], because in their researches, they showed that there is a direct relation between function evaluation and motivation, work skills (ability), function feedback, organizational support, validity, lucidity and environmental consistency (the components of function evaluation).

Correlation coefficient of Pearson (0/693) and Spearman (0/655) tests between two variables, the amount of function evaluation with personnel ability shows a relation between these two variables. Also, there are relations among the variables of the amount of staff function evaluation and lucidity and job recognition of education offices personnel with correlation coefficient in Pearson test (0/790) and Spearman (0/740), the variables of the amount of staff function evaluation and organizational support with correlation coefficient in Pearson test (0/584) and Spearman (0/587), the variables of the amount of staff function evaluation and motivation of staff with correlation coefficient in Pearson test (0/593) and Spearman (0/542), the variables of the amount of staff function evaluation and giving feedback with correlation coefficient in Pearson test (0/607) and Spearman (0/463), the variables of the amount of staff function evaluation and staff decision validity with correlation coefficient in Pearson test (0/759) and Spearman (0/692), and the variables of the amount of staff function evaluation and consistency with the environment with correlation coefficient in Pearson test (0/595) and Spearman (0/587).

5- DISCUSSION AND CONCLUSION

The general objective of this research is the analysis of relation between the amount of staff function evaluation and function improvement and all its components (ability, lucidity and recognition, support, motivation, evaluation, giving feedback, validity and consistency with the environment) among education offices personnel. Findings of research showed that there is a relation (positive) between these two variables.

The assessment actually brightens the criterion of achieving behavioral changes that is the ultimate goal of education office and maps its drawbacks and positive points as a bright picture. In fact, the assessment provides an opportunity for reviewing and revising of accomplished actions and operations and predicted plans. Therefore, if consider the evaluation as a preface for achieving the environment improvement, eminence and optimization and attaining educational objectives which is behavioral changing, it would never become a means of impressment, settlement and reprisal. The evaluation system for being successful, should be accepted by the staff and attract their reliance accurately. The evaluation is not possible except for the staff’s cooperation and participation and utilization of their point of view. The evaluation of education office personnel is especially significant since besides being employees who serve in administrative system, they have a job which is important because it should finally end to achieving education objectives such as culture transition, the course of sociability of new generation and reaching to independence and self-support. Then the evaluation of their work has a specific importance. Therefore by assessing education office personnel, we can be informed of their skills and abilities in performing their task and consider necessary measurements for those who need spending specialized or general courses to promote ability and knowledge for successful performance of their duties. Also, the staff’s function evaluation influence their lucidity and job understanding. In other words, those personnel who have a complete
understanding of the organization’s main goals and the way of achieving these goals and have a bright picture of the method of job performance, place and quality of job fulfillment, the score of their function evaluation will stand in a higher level in comparison with those who don’t have an accurate understanding of these goals and duties. Moreover, function evaluation is affected by organizational support. In fact, when a person is under the organizational support and assistance and also he has necessary budget, facilities and accouterment for duty fulfillment at his disposal, he will perform task more effectively. Therefore, his function will be assessed in a high level. On the other hand, function evaluation affects the personnel’s motivation, so that those who receive external and or internal motives, will be more diligent in duty performance. Then, they will be evaluated in a high level and function evaluation gives necessary feed back of their function. Thus, the faster the personnel are informed of their condition regarding their positive points and drawbacks, the better they can perform their task in an optimal way. Evaluation in high levels gives the managers this legal validity to make legal decisions about the staff’s job analysis, employment, promotion or disjunction based on get scores. Also, the personnel determine the amount of their trust on managers through impartial or unfair evaluation of them. Finally, even if a person has all necessary factors of ability, recognition, support and motivation for job performance; environmental factors may affect his function. Competition, change in market condition, state rules, suppliers and so on are among external factors and personnel should be reprehended or encouraged regardless of these effective factors and proportionate to environmental limitations. Therefore, function assessors should regard these factors and apply the evaluation system according to these factors and limitations.

6- SUGGESTION:
Managers should note this point that the staffs are different in knowledge, skill and ability and to enforce these factors, they should consider long and short didactic and skill programs for them to increase their ability level. Also all personnel should be aware of education goals, the way of achieving these goals (long, short or medium and operational), function standards, the method of function evaluation and its objectives in education offices because the evaluation is rooted from education goals. The results of function evaluation should be the base of providing the staff with facilities and other relevant decisions. Giving rewards for good performance has a very important role in creating motive for its continuation. If the salary and premium of strong staff is equal with usual and weak personnel, diligent employees would lose their motives gradually and would be turned to common employees. The function evaluation should result in manner amendment. Therefore, after function evaluation fulfillment, it is necessary to give incidental feedback to individuals. It is suggested that the evaluation to be performed quarterly, so each person receive his function feedback at the end of every period and try for improvement. Managers should consider environmental factors that are out of personnel’s control and actually expect them to act in a consistent level with environmental limitations.

7- RESEARCH LIMITATIONS
There are problems and limitations in performance of every study. The present study too was not excluded of these problems which can be called limitations of research and researcher. Among
researcher limitations, we can point to inaccessibility of enough sources and required information due to secrecy of people scores which was available in their files in personnel office. Then, with many efforts and requests and correspondences with preservation section, these scores were placed at the researcher disposal. Among research limitations, we can mention the method of using questionnaires. Sometimes, the inherent limitation of the questionnaires cause people writes what they feel correct instead of the reality. Therefore, there is this possibility that the amount of result extensibility to be demolished somewhat according to these reasons and also because of the conditions governing on education organization.

8-ACKNOWLEDGMENT
We declare our thanks to Kerman education organization administrators for their assistances.
References

[1]. Askarian, Mostafa, "Human sources management in organizations" Danesh congress, 1370.
[4]. Sarmad, Bazargan and Hejazi, Zohreh, Abbas and Elahe, "The methods of research in behavioral sciences ",Tehran, Agah publication,1380.
[5].Tabivi,"The analysis of effective elements in the amount of manpower efficiency in hospitals of Shiraz medical science university according to Archio model", Shiraz medical science university, ninth year, number 23, 1384.
[7]. Hsghshenas and his colleagues, "function evaluation by the method of parallel scores through the process of phase hierarchy analysis", Management Knowledge journal, number 77, p.32, 1386.
[8]. Torabi and Sotudeh, Amin and Saeideh, "The attitude of the college personnel of medical science university toward the method of their function evaluation in Ahvaz medical science university" Management Knowledge journal,49,p.20,1386.
[9]. Yaghubi, Karimi and Javadi, "The analysis of effective elements on staff function improvement based on Achieve model from managers point of view ( senior, departmental and nursing) Isfahan educational hospitals , hospital seasonal, period8, number 2,p.7-13,1388.