360 Degree Feedback and Performance Evaluation Method Based on the Managers and Executives Examining their Relationship to Job Satisfaction

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ABSTRACT

This study aimed to evaluate the performance of existing methods of Lorestan University of Medical Sciences hospital managers and 360-degree feedback and its relationship with job satisfaction was conducted. In one research study is descriptive and correlational. The population of this study because of the working conditions in the province which is not the city have a different working conditions so County staff and the review of research on the different variables, it is necessary for the researcher, the quota method is used to include all departments and units of the hospital authorities are Lorestan University of Medical Sciences, whose number is 159. To calculate the sample size refer to table or table Talkman Morgan - Cohen 113 people will come in a number of samples must be analyzed is reasonable and reliable. Job satisfaction questionnaire Visoki and Chrome with 39 statements and the performance assessment questionnaire and a questionnaire were used to evaluate the performance of the 360 feedback method. To assess the reliability of the questionnaire, 25 randomly selected members of the questionnaires were given to them, that the collection and using software Spss and alpha (the factors), for each Which of the variables, the method of performance evaluation, performance appraisal, 360-degree feedback procedures and job satisfaction, respectively: (9394 / = α), (8786 / = α) and (9258 / = α) were extracted and verified. Information obtained by t-test a sample (compared with a group with a fixed value), independent t-test to compare the means of two independent groups, and Pearson correlation analysis was used. Results indicated that the evaluation performance of the existing method, administrators, and job satisfaction, there is no significant relationship; however, between the 360-degree feedback method for evaluating the performance of managers and job satisfaction, there is a positive and significant relationship. According to achieved results Let the variances of the two variables and 360 degree feedback assessment methods, are not homogeneous. In addition, the mean of the results of the assessment and 360 degree feedback method, there are significant differences.

KEYWORDS: Evaluation, Value assessment, Evaluation (assessment), Performance feedback, 360 degree feedback, Job satisfaction

INTRODUCTION

Organizations and managers are in a world in the twenty-first century that they are completely different from the world of yesterday; the world was relatively stable over the next light on the events and the environment. The changes were considered unfamiliar world of exception. Today's world is the world changes. Organizations (in the broadest sense) are the current pillars of the community and management, the most important factor for growth and development in the life and death of organizations. Manager, the process of moving from the "status quo" to the "ideal situation" would be guided in every moment, is trying to create a better future.

With all his learning and all the important effect that can be emergent, are happened and no human power cannot make it another time and a different way, but it is coming and it's part of what "today" is going to be irrelevant. We need to determine the future of the children of this land and to this end, we need the Grand National. Rotten management of the country's population will lead to the "management" is a major issue for growth and excellence, cultural, economic and political community should be considered (*Robbins, 2002, note*).

Despite constant efforts to design better and more effective systems for evaluating employees, the evidence shows that, in general, organization officials, the methods and systems used to evaluate the employees are not happy. Management support systems for non-feasibility assessment, disability assessment in the evaluation of the fair, and the appropriateness and conformity assessment systems with the facts, including the effectiveness of the most common problems that are difficult to evaluate systems. Effective assessment is at the heart of successful

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management here. Understand how to assess the characteristics of a dynamic system, will increase the efficiency of employees and organizations. Regular feedback to staff development and assist them in achieving the goals he wants. Should create a continuous feedback that people are interested in it and formal and informal discussions are welcome to do so.

RESEARCH BACKGROUND

First time in 1967, a man named Lavler, as that assessment is based on information obtained from a source, all it does not provide enough information to evaluate the performance of an individual. Only in light of the problems and be able to use information from multiple. Approximately 10 percent of organizations in the U.S. since the mid-1980s of feedback, 360-degree is used (*Shahbaz Moradi, 2002, p 45*). Grouner in 1997 reveals that more than 13 percent of U.S. organizations have used open estuary 360 degrees. In 1994, 22 companies from the Fortune 32 companies as laudable open assorted 360 degrees (low to high) would use. In 1996, plans to open 360 degree estuary is almost universal among Fortune 500 companies hundreds of millions of dollars spent annually to support this program. Gherpid (2000) writes that the use of 360-degree feedback about the Fortune 500 companies is public.

Saeed Zarrabi end letter (MS) with the title track and measure service quality in Bank of Iran and its relationship with customer satisfaction, achieved results that showed a 95% confidence level, the relationship between service quality and customer satisfaction there are positive and significant. It also showed that 95% of the priority elements of service quality, there are significant differences. Firdausi Montazerolzohour, (1994), in his study compared the effects of management practices on job satisfaction of teachers in secondary schools contribute to the atmosphere and authoritative review of Isfahan, achieved results that showed: Joe participation in the management of teachers' participation in decision-depth attention to teamwork, attitude favorable to the executive secretary, and put their trust in their teachers is to increase job satisfaction also imperative to focus on management decision-making, according to the individual, through careful control regulations and administrative circulars, disregard for human relations, job satisfaction of teachers is reduced.

Many years have passed since our country is used to evaluate the performance of the system that the manager is always an evaluation and self-assessment under Stand and assessments are kept down and we have not yet achieved the goals of performance evaluation in order to increase the efficiency and effectiveness of their care. In this regard and in order to eliminate the disadvantages of taking steps in the way and it was realized that the use of multi-source feedback or 360 degree feedback that performance evaluation can solve the problem of one dimensional.

The objectives of this study include:
1. The difference between the appraisal and 360-degree evaluation (evaluation colleagues, subordinates, superiors and self-assessment), the directors of Lorestan University of Medical Sciences.
2. The relationship between job satisfaction and assessment procedures to check.

Worth the price, value, exchange, value, suitability, fitness, fit, function, deserve. (Persian culture specific, 1363, Volume I, p 199) Assessment is the systematic process of collecting evidence that will ultimately judge the value or lead to specific action. (*Ardebili, 1997, p 15*)

Performance appraisal is the process by which employees periodically and formal review and assessment are. In another definition performance evaluation is the process of formal evaluation and notify employees about the assigned duties and responsibilities and traits, characteristics, and also recognizing the potential for growth and prosperity in all aspects of the employees. (*Abtahi, 1998, p 232*). Feedback consists of information about the job performance of their jobs are obtained and used for breeding. (*Mantana, 2001, p 136*). The 360-degree feedback evaluation systems that will be implemented and all customers, both directly and indirectly on the boss, subordinate, colleagues to participate in this process, to a real understanding of the job offer. (*Jones and Berli, 2000, p 29*).

Elements of 360 Degree Feedback

Lepsinger and Lucia (1997) claimed that 360-degree feedback process, together with the behavior of a person's perceptions. Therefore, the 360-degree feedback programs, sought to bring attention to their behavior in a work environment that attracts and conducts other members (who works with them) influence. 360 degree feedback evaluation input from a top-down approach to multi-dimensional approach (subordinates, peers and clients) will be generalized and can be an "assessment without borders" is. In this sense, the concept of 360-degree feedback seems to be consistent with the approach of organization theory without boundaries. Common words that are used for 360 degree feedback; include "stakeholder assessment", "Multi-criteria feedback", "Full Cycle Assessment", "multi-source assessment," "evaluation, peer - slave", "Performance Evaluation Group» , "Evaluation of a vision." (Mac Carthy,

2001). 360-degree feedback in multi-source feedback is shared with many of these resources. This process also has four main elements. Top-down evaluation: a traditional form of assessment that supervisors, managers and subordinates rate the 360 degree feedback is still an important part of the process, which can be informative for people to provide information. In this evaluation, there are four boss can be a valid source for feedback. The easiest and closest to the source of their "immediate supervisor" and "matrix management", "manager immediately preceding" and other directors also are involved in the assessment. (*Jones and Berli, 2000*), bottom-up evaluation: One of the main initiatives of the 360 degree feedback process that will create a platform for providing feedback to the elite.

The bottom-up assessment or feedback subordinates, subordinates, managers and supervisors of the multiple dimensions of performance assessment and evaluation results are provided to the original one. Bottom-up feedback as an element of a broader process of 360 degree feedback is also an important process that helps individuals and organizations develop. The result is that employees' perceptions of job satisfaction, job content and context, it is worthwhile things for employees, provides. Job satisfaction is a positive emotional experience or conditioning the outcome of job evaluation or individual. This positive emotional, physical and mental health of individuals to contribute. (*Moghimi, 2006, p 394*). Purpose of job satisfaction, the general attitude people have about her. Whose job satisfaction level is high, has a positive attitude towards the job or job. Someone who is not satisfied with their job (no job satisfaction) and has a negative attitude towards the job. When you talk about is often point of view but not job satisfaction (*Parsaeian and Arabi, 1378*).

MATERIALS AND METHODS

The research was descriptive (survey) and the correlation method, because that relationship managers to evaluate the performance of the method and the 360-degree feedback and job satisfaction in will Rummy Lorestan University of Medical Sciences to study. In this research the required information through library and field methods have been collected. The population of this study because of the working conditions in the province which is not the city has a different working condition and county staff and the review of research on the different variables, it is necessary for the researcher, the quota method is used to include all departments and units of the hospital authorities are Lorestan University of Medical Sciences, whose number is 159.

Their opinion, the validity of the criteria of between 75% and 100% were unanimously approved each index was converted to a question. To assess the reliability of the questionnaire, 25 randomly selected members of the questionnaires were given to them, that the collection and using software Spss and alpha (the factors), for each Which of the variables, the method of performance evaluation, performance appraisal, 360-degree feedback procedures and job satisfaction, respectively: ($9394 / = \alpha$), ($8786 / = \alpha$) and ($9258 / = \alpha$) were extracted and verified. Therefore, to ensure the appropriateness of the research questions and hypotheses, a questionnaire was developed and distributed among the members of the population and evaluation of them. Questionnaire job satisfaction Visoki and Chrome with 39 statements (work or jobs with 10 questions, head to 8 items Partners with 10 questions, up to 5 questions and pay and benefits to help 6 questions) with Likert scale and by officials. Sections and units were completed.

ANALYSIS OF DATA

1. Finding descriptive research
Variable to evaluate the method described in 1.1.
Administrator privileges on the performance evaluation method based on the evaluation form, managers are in the range 0 to 100 that the descriptive statistics in tables and graphs are given below:

Table 1-1 Descriptive statistics of the variables assessed the Method

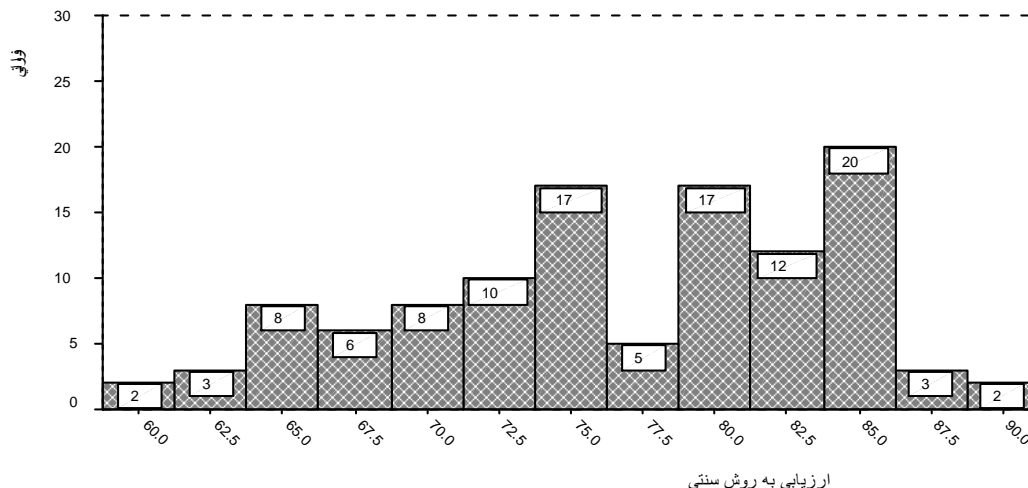| Variable	Minimum	Maximum	Average	Standard deviation
Assessment methods	60	90	76/8584	7/32153

Figure 1-1 Histogram of variable assessment method

The table and graph above, the method of least privilege, 60 and the maximum score is 90, the average score are 85/75 and SD 32/7.

1.2. Describe a range of 360 degree feedback evaluation method.

Leaders in performance evaluation scores using 360-degree feedback, questions on the questionnaire, are in the range of 0 to 100, the descriptive statistics in tables and graphs are given below:

Table 2-1 Descriptive statistics of the variables assessed using 360-degree feedback

Variable	Minimum	Maximum	Average	Standard deviation
360 degree feedback evaluation method	64	88/75	73/1925	4/93496
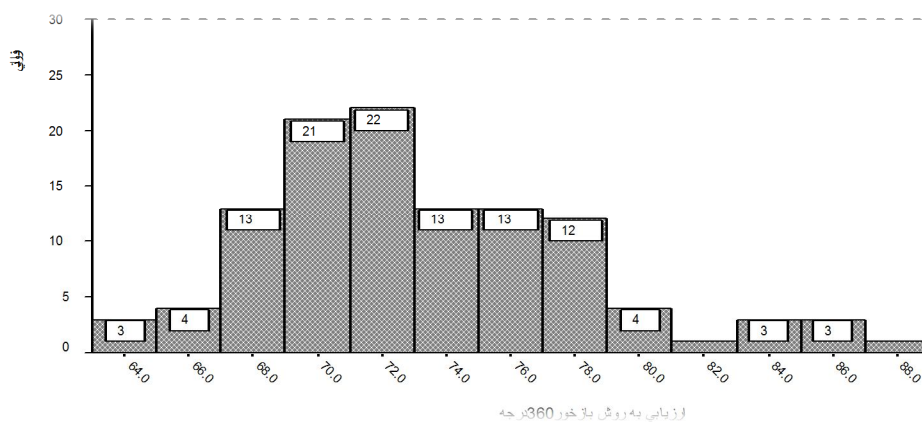
**Figure 2-1 Histogram of the variable appraisal 360 degree feedback method.**

The table and graph above, the minimum score on 360 degree feedback method, 64 and the maximum score 75/88, the corresponding rates average are 19/73 and SD 93/4.

3. Describe the job satisfaction variable

Questions on job satisfaction questionnaire (39 questions with five-degree scale), job satisfaction scores are in the range of 39 to 195, the descriptive statistics in tables and graphs are given below:

Table 3-1 Descriptive statistics for variables related to job satisfaction

Variable	Minimum	Maximum	Average	Standard deviation
Job Satisfaction	88	147	124/0619	12/79738
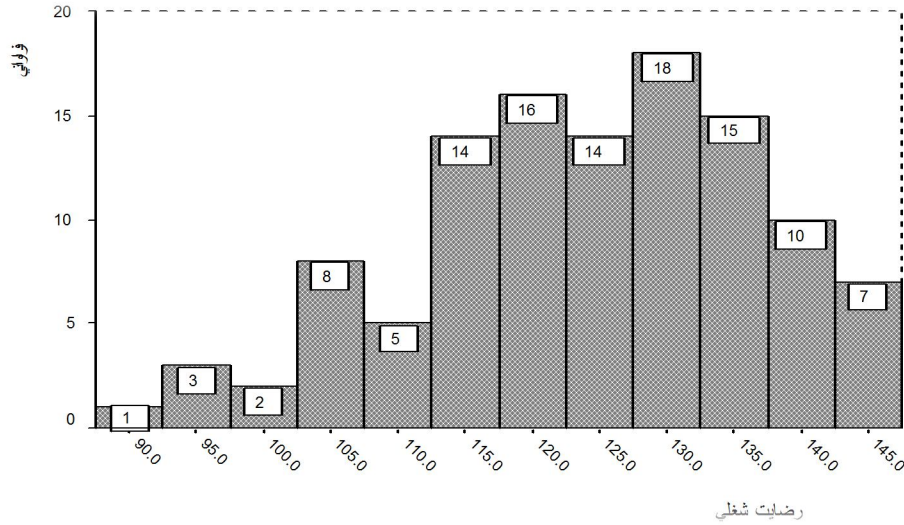
Figure 3-1 Histogram of variables related to job satisfaction

The table and graph above, the minimum scores on the job satisfaction of managers, 88 and the maximum score is 147, the average score are 06/124, SD 79/12.

2. DEDUCTIVE RESEARCH FINDINGS

1. The results of the performance evaluation method, how?

Since the manager rates the performance evaluation of existing methods, based on the evaluation form, managers are in the range of 0 to 100, equal to the expected average score is 50, so the comparison of the mean scores, with an average expected one-sample t-test was used and the results are presented in the following table:

Table 2-1 Comparison of the method of performance evaluation, with the expected average

The average expected	Average variable	Standard deviation	Continuous-t	Degrees of freedom	The significance level
50	76/8584	7/32153	38.996	112	P<0.001[**]

* Significant at 05/0
* Significant at 01/0
NS: not meaningful

According to the results obtained from the above table, the computed value for the statistic t (996/38) in the 01/0 = α and the degrees of freedom of the t table 112 (58/2) further, we can conclude that 99/0, means the method of evaluating the performance of managers (85/76) of the average have expected more (50).

2. How do the results of the performance evaluation method 360-degree feedback work?

Since the questions in the questionnaire relevant administrator privileges on the method of performance evaluation methods, feedback 360 degrees, in the range 0 to 100 being the average expected rates associated with 50 is, therefore, to compare the mean scores, the average as expected, a sample t-test was used and the results are presented in the following table:

Table 2.2 Comparison of performance appraisal 360 degree feedback method, the average expected

The average expected	Average variable	Standard deviation	Continuous-t	Degrees of freedom	The significance level
50	73.1925	4.93496	49.958	112	P<0.001[**]

According to the results obtained from the above table, the computed value for the statistic t (958/49) in the 01/0 = α and the degrees of freedom of the t table 112 (58/2) further, we can conclude that 99/0, the average 360-degree feedback method for evaluating the performance of managers (19/73) of the average expected (50) have more.

3. How much do levels of job satisfaction in the extent managers?

Since the questions on job satisfaction questionnaire (39 questions with five-degree scale), the scores are in the range 39 to 195, with 117 times the average expected scores, so to compare the mean scores, the average expected, one sample t-test was used and the results are presented in the following table:

Table 2-3 Comparison of job satisfaction of managers with an average expected

The average expected	Average variable	Standard deviation	Continuous-t	Degrees of freedom	The significance level
117	124/0619	12/79738	5/866	112	$P<0.001$[**]

According to the results obtained from the above table, the computed value for the statistic t (866/5) in the 01/0 = α and the degrees of freedom of the t table 112 (58/2) further, we can conclude that 99/0, the average job satisfaction of managers (06/124) of the expected average (117) is higher.

4. Research Hypothesis 1

H0: evaluating the performance of existing methods, with job satisfaction is more effective.

H1: Performance evaluation of the existing methods, with job satisfaction is more effective.

Since the method of performance variables and job satisfaction, are an interval scale; Pearson's correlation coefficient was used to examine the above hypothesis, the results of which are presented in the following table:

Table 4-2 Correlation between the traditional methods of job satisfaction

Correlation between	Pearson correlation coefficient (r)	Number	Level of significance (P)	Result
The traditional method of job satisfaction	NS+0.171	113	= 0/070 P	Not significant (05/0> P)

* Significant at 05/0
* Significant at 01/0
NS: not meaningful

As the above table shows, the computed value for the Pearson correlation coefficient (070/0 =, 113 = N, 171/0 + = r) in the 05/0 = not significant, it can be concluded, that the managers to evaluate the performance of existing methods, and job satisfaction, there is no significant relationship. Thus, assuming H0 is not approved.

5. Research Hypothesis 2

H0: Performance Evaluation of 360 degree feedback method, with job satisfaction is more effective.

H1: Performance Evaluation Using 360-degree feedback, with job satisfaction is more effective.

Since the performance variables using 360-degree feedback and job satisfaction are a distance scale; Pearson's correlation coefficient was used to examine the above hypothesis, the results of which are presented in the following table:

Table 5-2 Correlation between assessment and 360 degree feedback method to evaluate job satisfaction

Correlation between	Pearson correlation coefficient (r)	Number	Level of significance (P)	Result
The traditional method of job satisfaction	+0/213*	113	=0/024P	Significant - positive (05/0> P)

* Significant at 05/0
* Significant at 01/0
NS: not significant

As the above table shows, the computed value for the Pearson correlation coefficient (024/0 =, 113 = N, 213/0 + = r) at = 0/05 is significant, it can be concluded, that the 360 degree feedback method for evaluating the

performance of managers and job satisfaction, there is a positive and significant relationship. Therefore reject the hypothesis H0 and H1 hypothesis is confirmed.

6. The main hypothesis of the research

H0: The results of the assessment and 360 degree feedback method, there is no significant difference.

H1: The results of the assessment and 360 degree feedback method, there are significant differences.

Since the variables in the assessment and 360 degree feedback method is an interval scale, to compare the variances of the two variables were compared using the Levine test and independent t-test comparing means by which the results are presented in the following table:

Table 6-2 Comparison of methods of assessment and 360 degree feedback

Evaluation	Number	Average	Standard deviation	Levine test		T test for independent		
				Test statistic	The significance level	T-statistics	Degrees of freedom	The significance level
Assessment methods	113	76/8584	7/32153	254/292	P<0/001**	4/414	224	P<0/001**
360 degree feedback evaluation method.	113	73/1925	4/93496					

* Significant at 05/0
* Significant at 01/0
NS: not significant

Based on information obtained from the above table, the value of the test statistic Levine (292/25), the 01/0 = α is significant (P <0/001), we conclude that the variances of the two variables were assessed 360 degree feedback is not homogeneous. Since the statistic t (414/4), with degrees of freedom 224 in the 01/0 = α is significant (P <0/001), it can infer that the mean of the results of the assessment method (85/76) and 360 degree feedback (19/73), there is a significant difference. Therefore reject the hypothesis H0 and H1 hypothesis is confirmed.

CONCLUSION

It should be noted that the ultimate goal of evaluating the performance of employees, exchange of data between evaluators and personnel to prevent and correct poor performance and encourage employee performance is desired. Overall objective in conducting this research is based on current methods and performance evaluation of Medical Sciences hospital managers a 360-degree feedback and its relationship with job satisfaction. Since the method of performance variables and job satisfaction are an interval scale; Pearson correlation was used to examine the first hypothesis, the results of which are presented in Table 4-2 between the methods of evaluating the performance of managers and job satisfaction, there is no significant relationship.

Since the 360-degree feedback method performance variables and job satisfaction are an interval scale, Pearson correlation was used to examine the hypothesis that the results are listed in Table 5-2, Since the calculated value for the correlation coefficient is significant, it can be concluded that the 360-degree feedback method for evaluating the performance of managers and job satisfaction, there is a positive and significant relationship. Since changing the method of assessment and 360 degree feedback is an interval scale, to compare the variances of the two variables were compared using the Levine test and independent t-test averages are compared. Based on this data we conclude that the variances of the two variables and 360 degree feedback assessment methods are not homogeneous. And the mean of the results of the assessment and 360 degree feedback method, there are significant differences. Thus, the main hypothesis of the study is approved.

SUGGESTIONS

It is proposed to investigate the potential generalizability of study results to other organizations to review of the results obtained in this study with other organizations to investigate. Several limitations of the study, the researcher faced with the most important ones are:

1. Distribution of the distance limitations of the research community and the researcher with a lot of patience, tolerance and tried to collect the best information needed to obtain the desired results.

2. Lack of cooperation by some colleagues, and

3. The fatigue, inattention and low accuracy of respondents' answers to the survey questions was also another limitation.

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