

Effect of Employee Performance Evaluation on the Productivity of Labor (Case Study: Municipality of Kermanshah)

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ABSTRACT

The present study examines the impact of employee performance evaluation system of labor productivity is the City of Kermanshah. Sampling obtained by spss software error level of 5% was found that a significant positive impact assessment system Mlkrdkarknan Brbhrh Drshhرداری of Kermanshah. So the productivity of human resources personnel performance evaluation system can provide a favorable environment for increased productivity Ratzmyn. Keywords: evaluation of performance, productivity, human resources, performance management, human resources.

1-INTRODUCTION

With the widespread prevalence of organizations and societies, composed of institutions to have an incrustations of society ID needs. In most of the creative products enterprises human resources related organizations over the course of time on the basis of that knowledge is created so the sell intellectual home base the wealth of each organization, the human resources organization. The role of human resources is not only organization level but also for the overall level of a small unit to the national level of economic expansion and upgrades has been found [14]. Each organization to determine the suitability and quality of its activities, especially in complex and dynamic environments need to evaluate system performance. This system has a fundamental role in the implementation of strategic plans. Why the lack of evaluation and control of a system does not communicate with the environment inside and outside the organization is considered. Efforts to improve the productivity of human resources and optimum utilization of manpower, endless way. Trying to upgrade the human resources efficiency and optimum use of human resources, is a way of without close. One of the goals of productivity, increasing the desirability of life with all its dimensions is] 12 [the country for maintaining reach. sufficiency and lack of foreign exchange income is almost the only dependency means that sooner or later oil will be completed on non-oil exports, and also including agricultural products, industrial products, industrial and human resources must be more to price and renovation to give it. Human resources capable and efficient organization that can be efficient, profitable and useful to the community and make the country prosperous and less dependent on the Roll. The low productivity of the individual in public companies cause more attention be paid to the improvement of human resources. One factor that has significant impact on the improvement of human resources, employee performance evaluation [9]. Pay attention to the evaluation of the performance of the major part of the staff of the Manager's job is because through it in the case of transfer tasks and responsibilities, promotion and promotion, transfer, displacement, where and staff training to judge deals. According to human resources as production and manufacturing services in organizations is one of the fundamental work in way to increase efficiency and productivity of the Organization to the organization.

Enhance the productivity of the phenomena of social, economic and political, including inflation, increasing the level of social welfare, increased employment, increased political and economic competitiveness, as this is a large effect [18].

In the study, with emphasis on the impact of the productivity of human resources and performance evaluation in an attempt to improve productivity this instance considered to be due to the rapid pace of development in the country, the need for organizations to improve the productivity of human resources is partially met. Given the importance of the research, Kermanshah municipalities that are part of the reason is the government body, we can say that the culture and structure of public administration, is selected. We hope that by offering suggestions and solutions, without chanting and inhibitory avoidance of bias could be determined with respect to the outlook for growth and development in the municipality of Kermanshah help.

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2. Problem statement:

Today, beyond a productivity measure but as a culture and attitude in work and life, its origin and the main economic development is improved. Some developed countries long before the loneliest and most important source of economic growth, which has seen its workforce. Through the expertise, skill, experience and creativity to achieve the goals of the organization itself and achieve competitive advantages to facilitate the organization. Therefore, many countries and organizations on the value of its investments and are trying to conceive. As a result, crucial to the development and promotion of the Organization have been able to have that these forces and potential to actual lies from talents into them. A strong system of productivity in the development of human resources, employee performance evaluation system in the organization. The system as a means of control, improve its human resources. The role of the system of evaluation of organizational excellence and improvement in response time is more than obvious that the determination of the organization performing forces planned to be based on the transformation and today performance evaluation in order to identify weaknesses and fix them is done. The goal of raising the performance of human resources at all levels. Kermanshah city, according to the objectives and strategies set by trying to considering the importance of the role of productivity in modern scientific methods of organization and management of its work to put up front to be able to achieve the desired objectives to be the best shape. Employee performance evaluation system, the issue that has been the extent to which implementation rate in the municipality of Kermanshah in increasing productivity and has been involved with the strengths and weaknesses of the performance evaluation the feed backs system of identification, senior managers are aware of these points in order to increase productivity and improve their use.

3 - Importance and necessity of research:

Since the Board's economic and governmental organizations, the private sector and the national economy are the driving engine, perhaps the most questions on the home Nations, this is how we can pave the way for the growth of open and header of organizations, It is estimated to be able to compete in the global arena to be victorious when the appropriate evaluation organization; and the comprehensive and efficiency and effectiveness of its activities at various levels were not measured, Will go towards obsolescence and wear and will risk their survival as a necessity throw. Assessment performance at all times and has been periodically. Spatial and temporal conditions and a variety of organizations and pichidgei they have to change that a particular model in each period and in accordance with the conditions for evaluation of organizational performance to be presented. Among the main reasons for addressing of this issue is to evaluate the efficiency. Still see most of the staff, management and evaluation of system performance as a measure of punishment, diagnosis, and ultimately enhance job. Due to the dramatic developments in knowledge management, productivity of human resources according to the above mentioned, descriptions of performance evaluation system in the productivity of the major feedback that may be received from the system.

4. Theoretical research:

1-4evaluation performance:

Assessment of issues and a lot has been said, it is certain that the scope of action and tasks management, evaluation as one of the important functions of modern management, and management and is considered a classic. And when planning and designing made about personnel reached based on an evaluation of the measured system and its shortcomings resolved. Today, one of the most serious management weaknesses, especially in third world countries that are moving towards industrialization, lack of monitoring and evaluation of programs, individuals and organizations [12]. Evaluation and feedback of a comparison with the criteria that the human factor in it departments and how its performance and its effect on the efficiency of the Organization and the comments of officials about the results they get notified] 9 [In defining the concept of performance measurement and evaluation, and finally the concept of performance evaluation is defined. The performance of a number of processes are doing and how to do tasks [7]. Scott says the way through which employees perform their duties and evaluation of staff performance is judged. The purpose of the evaluation is to ensure the quality and quantity of performance criteria have already been assigned. Examining the various definitions, we can provide a comprehensive definition. Assess the relative measurement on how to perform a specific job function within a certain period Compared with the standard of work and the determination of individual talent and potential in order to actualize planning on bringing them [1].

2.4 Evaluation of the other definitions as follows:

The performance evaluation is to measure performance by comparing the current situation with the desired or ideal situation according to predetermined criteria that meet certain characteristics [5] the performance evaluation is the evaluation of the performance of employees by Head [4]. Performance evaluation of systematic assessment

systematic work and individuals in relation to how to do the task assigned them jobs and determine their potential in order to grow and improve [4]. Evaluate the performance of the evaluation of the adequacy and competence of staff, in terms of duties and responsibilities in the organization of the evaluation should be carried out objectively and systematically [13].

3-4 model of Hersey and Goldsmith:

An overall problem that is in the process of management to the eye may suck, the fact that many managers have the capability of the existing bugs to its employees, but this is necessary in determining the effectiveness of it managers there do not cause these problems. For maximum effectiveness in evaluating and resolving performance issues, managers must determine the cause of their problems [2]. Hersey Achieve by model and Goldsmith in order to assist managers in determining the cause of performance problems and strategies to create a change in order to solve these problems, the project was planning. In developing a model for the analysis of human performance, hresi and gldasemit are two of the main objective in the first key factors thought that can influence the performance of individual employees of the State, the second offering these factors that managers working to be able to use it and because of the site. The first step for developing models that Achieve exclusion factors can affect the performance of the management. According to an investigation by Atkinson's performance and ability to motivate action .The employee must have the desire and skills to the extent necessary to perform the task is completed [10] .to do and how to do it properly understood. Lawrence and Lorish other species , and to deal with this issue have concluded that the only person who is not related to the performance characteristics, But also related to the organization and its environment , even with maximum motivation and skills , people may not be effective unless the organization's support and guidance needed to receive and work with the needs of the organization and its environment be a compromise .Achieve the 2 -factor model also uses the transaction performance management .The first feedback. The staff not only to what they need to know, but you should know that according to what is common, how to act. Feedback training every day and formal evaluation function [2] .The second factor of the equation, the credit. Today, managers must be able to influence decisions that affect people's jobs and work together with the evidence and justification. Managers must continually accredited personnel activities such as job analysis , demand, employment , evaluation, training , promotion and dismissal of study required to take action. Hersey and Goldsmith 7 variables related to effective performance management , among others , have chosen to include : motivation , ability , comprehension , organizational support , environmental adaptation, feedback and validation. The next step is that the managers of these factors so that it can be used to combine the mind hrs.

5 - Introduce seven models of ACHIEVE:

Director ACHIEVE about the effectiveness of using current or potential employees and improve their productivity in a particular task evaluation .Then the Director shall cause the problems unique to take the necessary steps .7 act on the outs with the usual to solve the problem as follows: ACHIEVE[2].

1-5 abilities (knowledge and skills):

In this model the knowledge and skills of employees in terms of the ability to accomplish a task successfully called success .It is important to remember that people are not common decency .Key components of the ability to include task -related knowledge (formal and informal training to perform their specific function enabled), the capabilities of the task (potential or distinguishing traits of the successful completion of the work towards strengthening the) and experience relevant to the task (work experience prior to successful completion of homework help) the Director shall Employee performance analysis asks whether the knowledge and skills necessary for successful completion of this task is successful or not? If there are some problems in the ability of the solutions offered include the following: specific training, education, formal education, referral of the duties and responsibilities specified in [2].

Definition 2.5 (perceived or imagined role):

Clearly understand and accept how it works, and how it can be said for those who have a problem realization of staff should be the major goals and objectives to achieve these purposes and goals and priorities of the goals and objectives is quite explicit and clear to them employees should be encouraged to ask questions in order to further clarify the problem clarity or understanding, indicating that the phase of the planning problem. Managers must ensure that all goals are to be recorded as an official [8].

3-5 support (organizational support):

The term is said to help or support organization to help the staff to complete the work efficiency needs it. Some of these factors are organizational support, funding, equipment, and facilities that are needed to complete the task, the necessary support from other agencies, availability and quality of its products and human resources when help or support from the organization decrease managers shall clearly identify where the problem is .If the problem is lack of money , human resources , equipment or facilities , the directors must see if we can take the necessary resources so that capital is supplied ?If there are no sources provided, it may be that the managers will inevitably face in the objectives of the revision to the staff in front of a situation that is out of their control, is not responsible for the [2].

4-5 motivation (motivation or desire):

Term incentives to motivate employees to the task , or motivation to complete a specific task that can be successfully analyzed so successful .In evaluating the motive must not forget that many people are not motivated to complete all the tasks as well .Motivate people to complete more tasks that have internal or external rewards .If the employee is a motivational problem , the first step should be evaluated using rewards and punishments .Employees must clearly understand the performance of this task is to promote monetary payment , recognition and job security will connect .Research shows that managers sometimes lose their hope that the reward -seeking behavior of employees to avoid .Naturally , people have the tendency to reward the assignments that they follow and do not turn away from those who are .Rewards may be tangible or intangible .Feedback on the performance of such recognition or appease the people can be considered an important part of the overall system 's motivation [2] .

5.5 Evaluation (training and performance feedback):

If people are not aware of their performance problems , is expected to improve the performance expectation is unrealistic .People before they are formally evaluated periodically to be aware of their evaluations on a regular informal .Because many of the performance problems , lack of training and performance feedback .There is a daily problem in feedback about performance evaluation indicates that there is a lack of efficacy or Ineffective .Many managers focus on bad news and good when things are done , remember the brand recognition .A method that helps to identify the highlights of extremes , the incident is significant, including the reasons and preparation of official documents for the very positive or very negative. This process ensures that staff feedback on the part of the official limit is reached [8].

6.5 credit (valid exercise of legal and personnel):

The term of validity of the suitability and legal decisions apply to the Director of Human Resources .and reliable techniques chosen for training and promotion policies and issues such as the need for credit. In the event that there is a problem , the manager should know that the trajectory of the law is clear .The staffing plan must be accompanied by evidence based and performance-oriented policies .Managers are not sure about credit issues , it should discuss the scope of the Legal Department, Human Resources [2] .

7.5 environment (environmental suitability):

The term environment refers to the external factors that may even have the ability, clarity, support and motivation to work, also affect performance. The key elements of environmental factors include: competition, changing market conditions, government regulations, logistics and environmental issues such as if the problem is beyond the power of workers, their performance should not reward or punish them. Therefore, we should expect that the level of staff to act in concert with environmental constraints [2].

6. Literature:

Due to both the fairness and individual awareness of their performance is evaluated .not significant [3]. Research in civil (1388) under the title a comparison of the relationship between productivity and performance evaluation system of human resources in the tax affairs of the company private communications of Ardebil province has done the main objective in this study, the effect of measurement system of human resource performance evaluation on productivity is Due to both the fairness and individual awareness of their performance is evaluated .not significant [3]. that performance evaluation with regard to the two dimensions of being fair and their performance is assessed. Also, the average productivity of telecommunication joint-stock company is greater than the tax but not significant Due to both the fairness and individual awareness of their performance is evaluated .The average productivity in the tax affairs of the Company Contacts but not significant.

In blessing (1384) Effect of an evaluation system of the efficiency of human resources in the detergent industry has done.

Contingency year (1380) conducted a study entitled Identification and prioritization of factors affecting the productivity of human resources Using MADM "in one of the province's Jeans has done. The most important the results of management or priority in the next categories of personal, cultural, social, psychological, and environmental factors is the least important [11] .

Eshetgartz [1] and Salar (2008) The impact of research on improving employee productivity and creativity Light collection company did Dagly service.

Getting under way for the research results of the productivity through creativity and flexibility of the legal structure of the Innovation, and the existence of which encourage managers and employees to improve the process of the service, as well as employees in the course of progress of the technology of the day and there's changes and put a perfect opportunity to offer staff and officials, and the power of creativity and use their initiative and also courses for culture. And the creation of a platform for the creation of organizational creativity and innovation spaces to be held. The staff encouraged to provide new and creative ideas for the establishment of a culture of creativity and innovation in organizations and industries considered appropriate incentives.

Zia year's (2004) research on the impact of employee satisfaction and Co-Com Computer software engineers to improve plant productivity and manpower to do the job This paper examines the impact of job satisfaction of employees and engineers Co-Com plant productivity on the job international rates have increased ability to cope with problems and to improve the company's senior management to be quite helpful.

7. Method of research:

This study, conducted a survey in terms of time, sectional in nature, and to the extent practical, all staff are Wide perspective statistical. Population 8 municipalities in the province of Kermanshah. Of course study consists of the 8th district 6 region 1 region launched and has been approved to work and 1 other area being set up and approved , which is based on statistics collected in 1393 , a total staff of 1,946 persons . To estimate the sample size of the pilot study method the study was stratified .Floors according to gender, discipline, determination. tools used in this study was a questionnaire. After verification of the validity and reliability of the questionnaire in the preliminary stages of research, collected data were used in the final stage .Therefore, the first attempt to measure the variables or items that previous extraction , or to select the best items for the new variables , researchers and professors from comments made by others .Then finally , once again demonstrated the questionnaire developed by the teachers and professionals and their comments were used to refine the questionnaire .Therefore, the validity of the content . For the present study, Cronbach's alpha was used to assess the reliability of variables .The alpha for the 74 items assessing the functionality / 0 7.0 further indicates that because of the internal consistency of items and their desirability.

8. The hypothesis of the study:

1-8 The main hypothesis:

Personnel performance evaluation system has a positive and significant impact on the productivity of human resources.

2-8 minor hypotheses:

1. A system for evaluating the performance of the components contributing to the positive impact of the shares.
2. Staff performance evaluation system shares a positive impact on the incentive component
3. personnel performance evaluation system component can have a positive impact on the shares .
4. System performance evaluation component is clearly positive impact on the shares.
5. The personnel performance evaluation system component is the positive impact of the shares.
6. employee performance evaluation system based on component Impact assessment shares is positive .
7. A system for evaluating employee performance shares has a positive effect on component reliability.

9. The findings of the study:

In this study, the total number of employees of municipalities in 1946 in Kermanshah. From these 1807 people died and 139 were females and 07 % of them are men that 93 % of those responding to the survey. From woman who holds a Diploma are 15 %, 25 % associate, bachelor, 39 %, 20 %, MS, PhD 1 % respectively. These people have experience of 1 to 5 years 14.2, with experience ranging from 6 to 10 years and 23.4, with a work experience of 11 to 15 years and 25.1, with a work experience of 16 to 20 years, 12.00, with experience ranging from 21 to 25 years was 16.5, with a work experience of 26respondents to the survey 92.9 Bashnd.az to 30 years are 8.8 and 7.1 agrees with the assessment of performance against the performance evaluation.

10. Analysis of secondary research objectives and hypotheses:

Before any analysis, it is essential to normal or non- normal distribution of data to ensure .To do this we use the Kolmogorov-Smirnov test .According to Table 1, Data distribution is normal, and then we should parametric tests used for data analysis .This data is extracted from the 351 questionnaires distributed.

Table 1. Kolmogorov-Smirnov test.

Total Inventory	reliability Component	Evaluation component	Environmental component	clearly component	Ability component	Incentive component	Assistance component	Aspects	
351	351	351	351	351	351	351	351	Samples	
3/62	3/93	3/88	3/79	3/05	3/374	3/94	3/008	average	Normal parameters
0/704	0/856	0/870	0/891	0/941	0/244	0/963	0/983	SD	
0/069	0/084	0/061	0/085	0/108	0/373	0/101	0/098	total	estimate
0/041	0/065	0/046	0/074	0/108	0/373	0/082	0/057	positive	difference
-0/069	-0/084	-0/061	-0/085	-0/102	-/291	-0/101	-0/098	Negative	
1/29	1/56	1/14	1/59	2/02	6/98	1/89	1/84	KS statistic	
0/70	0/15	0/144	0/12	0/32	0/31	0/20	0/20	P	

In this section, analysis of data relating to each of the four aspects of the strategies of To six expression .In the first part , the results of data analysis using statistical analysis based on the assumption of a single variable T is designed to be examined

1-10 hypothesis: the staff performance appraisal system components "help, motivation, ability, obviously, environmental assessment and credit" effect.

Table2. Results of Hypothesis 1 raised employee performance evaluation system based on component "help"

Test	Significance level	Test statistic	Low	Top	Average	
results						
Reject the null hypothesis	0/000	0/163	0/094	0/112	3/008	1
Reject the null hypothesis	0/000	-1/07	0/156	0/041	2/94	2
Reject the null hypothesis	0/000	201/51	2/65	2/60	3/374	3
Reject the null hypothesis	0/000	1/120	0/042	0/155	3/05	4
Reject the null hypothesis	0/000	4/235	0/295	0/107	3/79	5
Reject the null hypothesis	0/000	2/42	0/204	0/214	2/88	6
Reject the null hypothesis	0/000	1/40	-/154	0/025	3/93	7
Reject the null hypothesis	0/000	9/85	71/61	75/76	3/62	8

As the results in Table 1 show that the null hypothesis H0 is rejected at the 95% confidence intervals and hypothesis H1 is approved .This means that according to employee performance evaluation system based on component support , motivation , ability , obviously , the environment, assess the validity of the indicators of the efficiency of human resources in the municipality of Kermanshah effect .

2-10 Prioritization of variables influencing the productivity of human resources personnel performance evaluation system

To determine the significance of variables influencing the productivity of human resources Friedman test was used. Results in the tables below.

Table3 Friedman test

Significance level	Degree of freedom	Chi-Square	Count
0/000	6	1147/148	28

Table4 - for priority variables influencing the productivity of the workforce:

Priority	SD	Average Rating	Average	Impact on employee performance evaluation system of labor productivity
1	2/77	2/64	8/81	The impact of employee performance evaluation system based Incentive component
2	2/85	2/69	8/87	The impact of employee performance evaluation system based Environmental component
3	2/82	2/98	9/16	The impact of employee performance evaluation system based Ability component

4	3/00	3/0	9/08	The impact of employee performance evaluation system based clearly component
5	3/37	4/90	11/32	The impact of employee performance evaluation system based reliability component
6	3/72	5/27	11/78	The impact of employee performance evaluation system based Assistance component
7	3/37	6/52	11/32	The impact of employee performance evaluation system based Evaluation component

According to Table 3 and 4 average rating of effective variables are not the same. Much smaller than the mean scores of the variables are more important. To determine the effect of employees ' performance evaluation system on the Component the first priority with the highest average of 8.97 motivation the effect on employees ' performance evaluation system in effect on the productivity of human resources and employee performance evaluation system to determine the effect of Component on the assessment of the seventh and last priority, with mean 11.32. The least amount of impact on the productivity of human resources personnel performance evaluation system included. There are human Also, due to the significant level of each component that is less than seven were rejected and the H0 hypothesis H1 hypothesis will be accepted and will be determined that there were significant differences between the Components the effect of influencing employees ' performance evaluation system on energy efficiency.

13. Conclusion:

1-13 based on the hypothesis of this study included the following:

-In line with the target and the first hypothesis that determine the effect of employees ' performance evaluation system on the components has been attempting to help.

1. Based on first Hypothesis analyze the data and determined the mean score is related to this objective and hypothesis has also been number 3.00 P value p of the test level

Personnel performance the impact of employee performance evaluation system based Assistance component productivity of human resources in the municipality of Kermanshah has a significantly positive effect .The results are presented in the following hypotheses separately. significantly less than the predetermined level , the null hypothesis is rejected at 05/0.Means can be concluded that the system performance evaluation based on effective human resources assistance component and the mean difference with regard to the rate of 3 is Yes, is the evaluation system of the performance claimed that increased aid in between will be human resources. A process of participation, cooperation and potentially in that it must be appropriate to intervene in the Affairs of voluntarily providing that be effective involvement and motivation will have the right to[7] .

2. Based on second Hypothesis less than the predetermined significance level , the null hypothesis is rejected at 05/0 .Since one of the functions of management , The impact of employee performance evaluation system based Incentive component influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task .so that the failure on the part of managers and employees in this area increased as a result of the failure of the weaker 3.94 , lower job satisfaction and resignation of staff of the organization [20] .It can be argued that the performance appraisal system to increase motivation among the workforce .Since one of the functions of management , influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task .

3. Based on third Hypothesis It is less than the predetermined significance level , the null hypothesis is rejected at 05/0 .Since one of the functions of management , The impact of employee performance evaluation system based Ability component influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task .so that the failure on the part of managers and employees in this area increased as a result of the failure of the weaker 3.374, It can be argued that the performance appraisal system to increase motivation among the workforce .Since one of the functions of management , influence others to do the work in accordance with organizational objectives, motivation is the important aspect of the management task .

4. Based on forth Hypothesis It is less than the predetermined significance level , the null hypothesis is rejected at 05/0 .Since one of the functions of management, The impact of employee performance evaluation system based clearly component influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task .so that the failure on the part of managers and employees in this area increased as a result of the failure of the weaker 3.05, It can be argued that the performance appraisal system to increase motivation among the workforce .Since one of the functions of management , influence others to do the work in accordance with organizational objectives, motivation is the important aspect of the management task .

5. Based on fifth Hypothesis It is less than the predetermined significance level , the null hypothesis is rejected at 05/0 .Since one of the functions of management, The impact of employee performance evaluation system based

Environmental component influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task .so that the failure on the part of managers and employees in this area increased as a result of the failure of the weaker 3.79,It can be argued that the performance appraisal system to increase motivation among the workforce .Since one of the functions of management , influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task .

6. Based on sixth Hypothesis It is less than the predetermined significance level , the null hypothesis is rejected at 05/0 .Since one of the functions of management , The impact of employee performance evaluation system based Evaluation component influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task .so that the failure on the part of managers and employees in this area increased as a result of the failure of the weaker 3.88, It can be argued that the performance appraisal system to increase motivation among the workforce .Since one of the functions of management, influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task [7].

7. Based on seventh Hypothesis It is less than the predetermined significance level, the null hypothesis is rejected at 05/0 .Since one of the functions of management , The impact of employee performance evaluation system based reliability component influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task so that the failure on the part of managers and employees in this area increased as a result of the failure of the weaker 3.93,It can be argued that the performance appraisal system to increase motivation among the workforce .Since one of the functions of management , influence others to do the work in accordance with organizational objectives , motivation is the important aspect of the management task. Advard Deming believes the traditional performance evaluation methods are often used in organizations for two main purposes : one of its use, making decisions about issues such as bonuses , promotions, demotions, transfers and retention of employees. Deming argued that managers should work to assess the variability in the system increases, abandoned and instead raise cooperative systems that use.

2-13 The cause of achieve these results:

City of Kermanshah current performance evaluation system based on feedback from 1393 to 360 has been designed and carried out .According to this model, the sum of perceptions related to the behavior of an individual is assessed .Model 360- degree feedback , we are going to consider the impacts of their behavior on the environment and on other members of the organization (which they work), evaluated and assessed .Evaluation 360 degree feedback input data from a single approach low- dimensional , multi-dimensional approach (subordinates , colleagues and customers) can be generalized and gives an assessment is without boundaries .From this point of view the 360-degree feedback , the theoretical approach Without Borders fit .

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