

investigating of managers' performance in the academic departments of Islamic Azad University, Valiasr University Complex

Soheila Maknooni Nejad¹, Leila Keypadkhoo² Mahboubeh par bar Tavoshi³, Leila khosravi morad⁴

1- M.Sc. in Educational Management, Islamic Azad University, Tehran Central Branch, Master expert of Research in College of Hazrat ZeinabTehran,

2- M.Sc. in Educational Management, Islamic Azad University, Tehran Central Branch,

3- PhD student in Educational Psychology, Islamic Azad University of Tehran Research,

4- M.Sc. in Educational Management, Islamic Azad University, Central Tehran Branch,

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ABSTRACT

The aim of this study was to examine and compare the performance of the managers of educational departments of Islamic Azad University, Valiasr University Complex from the faculty members' perspective; the method of this research is practical in purpose, transient in time horizon, and is descriptive survey in data collection and with a sample of 124 people consisting of faculty members of Valiasr university complex and using Krejcie and Morgan tables and simple random selection method. With regard to the purpose and type of research, data collection instrument was questionnaire of educational managers' performance and the validity of questionnaires was calculated as 92% through the face and content validity and its reliability was calculated by implementing a pilot questionnaire with a sample size of 30 using Cronbach's alpha. To answer the research questions, the Binomial Nonparametric Test was used in order to elicit the data, the results of which showed that the academic department managers have optimum and successful performance in their management tasks. The researchers concluded that one of the things that can improve the evaluation of performance of academic department managers, in order to do their assigned duties, is the more participation of faculty members in decision-making, planning and the affairs related to academic department

KEYWORDS: Performance Evaluation, Managers of Academic (Educational) Departments, Faculty Members, Valiasr University Complex

1. INTRODUCTION

Managers are the rarest and the most valuable assets of the organization at the same time. Since all countries without exception, with any rule governing the political system, have found the role of education and training in the transfer of customs and trends and training of expertise in order to achieve their goals, have acknowledged that in today's complex circumstances, without effective management and leadership they will not be able to meet the growing responsibilities of their own and on the other hand, with the expansion of the education system and the diversity of its services and activities, the vast human and material resources are placed at the disposal of the system that are often not utilized effectively and efficiently. All these issues and challenges arise the need to revise the management and leadership of the different levels of educational systems and define their goals and tasks [1]. Management in educational organizations that are engaged in training and education, comes from the combination of science and practice and art, to utilize a set of responsibilities caused by education and training. The responsibility in which, the creation of recognition for human to be sublimed, joining the community and be absorbed in production, are hidden [2].

It is obvious that in each task, if the executors do not have the required skill, and do not feel responsible, (if the result of their actions be not negative), the result will not be much useful and personal-social goals and mission will not come true about education and training system and at all levels of education and training, educational management in this case is of particular importance. Educational managers in schools, with the planning they do, provide the process of determining and defining organization goals and in advance and detailed predicting of measures and devices that make it possible to achieve goals. Planning directs the tasks of educational managers and focuses their attention to the organization goals [1].

In this regard the university as an essential component of education and training of society tries in achieving the goals of education and training and community and if managers are not aware of the managerial principles and its other aspects, unwanted they do not achieve the determined goals.

In order to ensure the desirable results of organizational activities, it is necessary to evaluate the performance of managers and the orientation of these studies must be the performance of activities they are doing in the organization, and as the performance of managers in every organization has a tight relationship with the achievement of organization goals, it is necessary to give attention and importance to the examination of the activities of this organization group more than other employees. According to what was said, and also concerning the current state of managers in Iran, the researcher decided to study a part of management issues under the title of investigation and comparison of performance of managers

* **Corresponding Author:** Soheila Maknooni Nejad, M.Sc. in Educational Management, Islamic Azad University, Tehran Central Branch, Master expert of Research in College of Hazrat Zeinab Tehran, Email: soheila2739@gmail.com

of academic departments in Islamic Azad University, Valiasr University Complex, from the perspective of faculty members.

A community will progress which has intellectuals who are active, dutiful, familiar with the period issues, creator of high purpose and have the ability to provide ground to achieve goals; and for his reason, the role of powerful educational manager be more outstanding, the one who can deliver the utility to the performance of education system under his supervision, therefore lack of required awareness in managers, creates organizational weakness and the study of managers' performance in each organization lead that organization to move toward growth and development.

This study causes this question to arise that from the perspective of faculty members, how is the performance of managers in academic department in the statistical population?

2. Performance (definition, evaluation of performance, expected outcomes of evaluation of performance)

2-1- Performance:

Each person in an organization requires knowledge of his position so to develop and achieve the defined goals. This knowledge makes him aware of the strengths and weaknesses of his performance and behavior and does the necessary arrangements for his efforts to be more effective. Organizations also need to understand the performance of their employees to improve their human resources accordingly and there by increase the volume of services and create positive changes in their movements. According to one of Islam scholar philosophers, when a complex can survive and has desirable result that is a harmonized complex and or in other words, there is balance or justice in terms of the required amount of each component and the quality of the relationship between the components with each other in that complex [3]

2-2- Evaluation of Performance

The process of performance evaluation is one of the features of today's professional world and can help to create effective workforce [4]. In fact, the main objective of the performance evaluation is to stimulate the staff motivation to perform the duties and execute the organization mission. Promotions, assigned works, selection for education, and increasing salaries based on performance evaluation can stimulate the motivation [5].

2-3 - The expected outcomes of the evaluation of performance:

1. Performance Improvement:
2. Identifying training needs and improvement of human resources
3. Providing a basis for rewards and motivation [6].

Evaluation of performance in facilitating organizational effectiveness is considered as the important duty of human resources management. In recent years, much attention has been paid to the role of performance evaluation, for fans believe that an effective performance evaluation system can bring plenty of advantages to an organization and its employees.

In many organizations, performance evaluation is an integral part of human resource management programs and is considered as a highly efficient tool for professional development and is used for numerous supervision and development purposes such as for the evaluation of individual performance based on organizational needs, prediction of feedback to employees in order to modify or enhance their behavior and also assignment of rewards and individuals job promotion [7].

This detailed evaluation provides feedback of a certain performance to improve the performance of employees, determines the employee training requirements, and facilitate the discussion about his development, connects personnel decision-making and performance closely and finally increases motivation and productivity of the staff [8].

3. Educational Management:

Education Management is to create and provide a means to develop and use the talents of students, strengthen the human group relationships and take up a method and determine a principled policy in all affairs, to fertilize educational purposes [2]. Educational management is a social process that organizes and coordinates all human and material forces by applying scientific, cultural and artistic skills and lead students and employees toward education and training purposes frugally by providing grounds for motivation and growth and by supplying the reasonable personal and group needs of teachers [9].

3-1- Abilities of Managers and Educational Leaders

Educational managers should have different skills to perform their duties, in table 1, we referred to each of these abilities and indicators.

Table 1: Abilities of managers and educational leaders [9]

Abilities of managers and educational leaders		
General abilities	Capabilities of puberty	Leadership abilities
Physical health	Knowledge (general and specialized)	Compensatory power
Mental health	Experience	Compulsory power
Emotional health	Power of recognition, judgment, decision making and problem solving	Legal Power
Health of wisdom and power of thought and perception	Having a purpose and motivation	Authority Power
Faith	Attitude and worldview	Specialty Power
Piety and commitment	Appropriate ethics and behavior	

3-2 -Educational managers in the new leadership roles

The most important source of competitive advantage for organizations today, include social and moral responsibility, participation, relationships, creativity and innovation, flexibility and adaptability, systems thinking and complexity and

chaos management. Leaders, to guide organizations effectively in learning and applying these skills, require three creative roles in the new model of leadership which are as follows:

1. Social artistry
 2. Spiritual insights
 3. Cultural innovation
- Social artistry

Social artists are people who have the skills of counseling, leadership, conduction of paradigms, values and changing laws and also organizing societies and their organizations. Social artists act in social networks to create social innovations. They lead organization and the organizational culture from patriarchy and dominance toward partnership and autonomous teams.

- Spiritual insights

People with spiritual insights are the ones who interpret the world around humans and their roles correctly and provide meaning, purpose, inspiration and new insights about human. They discover new dimensions of future and social awareness, are pioneers of new dynamic and flexible ways of thinking about global problems and issues and guarantee and design search for integrity, unity of integrity, love, peace, solace and development.

- Cultural innovation

Cultural innovators are the ones who are pioneer and supporter of ideas, values, products and new lifestyles in society and the working world and discover people talents and abilities to create changes and identify and develop the talents and abilities.

They vitalize the sense of participation and civil agility in the life of people whose societies and organizations are passing and they are involved in the challenge between tradition and modernity. Some exceptional leaders in the past may have one or more of these capabilities, but the changing contemporary world leaders need these capabilities and abilities as part of the job duties to be successful in the modern era.

These three creative roles involves leadership, model change in values and leadership practices and requires sweeping changes in mentality and thought model of leadership and tolerance as the core of leader's capabilities and also combination of mind and spirit.

Mentality and thinking model refer to the rational and intuitive power, effective thinking models, intellectual skills, perception of perspectives and attitudes which enables a leader to identify the extent and nature of the complexities of the present time and deal with them. Tolerance refers to the emotional and feeling power that enables a leader to follow strongly and seriously what he wishes and what is seeking to achieve and trusts its direction and correctness, in spite of obstacles and problems [10].

4- REVIEW OF LITERATURE

Concerning performance of managers and also performance of educational managers, lots of researches have been done; in this article we have tried to refer to the items which are the most consistent with this research title, among which we can cite the following researchers' results:

Haji Hassani (2008) [11] in a research titled study of the performance of girl primary schools principals of region 4 of Karaj city according to Fayol management principles, gained the following results:

- Educational managers' planning in these schools is in a highly significant and successful level.
- School principals had a desirable performance in the duty of organizing.
- They had a desirable performance in the task of leadership.
- In the task of control and monitoring, they performed well but the knowledge of managers is less than others in this regard.

The study suggests that the performance of managers is consistent with Fayol management principles to a great extent.

Vaezi et al (2009) [12] in a research studied the relationship between behavioral components of educational managers with the efficiency of high schools. Method of their research was descriptive (correlation) and the studied population was all high schools in Tehran in the field of humanities and their principals; by the two-stage stratified sampling, 50 schools and their principals were selected. Data collection instruments were two questionnaires made by the researcher (questionnaire of assessment of educational managers' behavior and questionnaire of assessment of school efficiency). In analyzing the data, central and distributive indices and also Pearson Correlation and regression analysis were used. Results indicated that there was relationship between the components of success-oriented, supportive and partnership-seeking behaviors with organizational effectiveness and there was no relationship between components of imperative and situation-based behaviors with organizational effectiveness. Participation seeking behaviors of principal were related with components of compatibility, consistency, unity and perseverance of integrity of the organization. Also there was no significant relationship between gender of educational managers and degree of organizational effectiveness. Rezvani (1998) in a research studied the adaptive investigation of managers' performance with the duties of educational managers from the perspective of teachers in agricultural training centers of Iran. Results showed that the managers have done the responsibilities of organizing, coordinating, strengthening human relationships, monitoring and evaluation properly.

Another research titled as investigation and comparison of the performance of managers of educational departments at the University of Tarbiat Moalem by Ms. Haji Morad was done in 2000 that the statistical population was all faculty

members about 280 and 170 people as sample were selected according to Krejcie and Morgan table. The overall objective of the study was: Evaluation of the performance of managers and the degree of managers' familiarity to their own managerial duties. The result of his research was: most of educational managers do not have a good performance in the field of their managerial duties.

Lopez & Lonzer in 2001 [13] evaluated the performance of 58 groups of a Brazilian university. In this research they classified the outputs in four groups: quantitative, qualitative, research and services. They have almost considered all the output that a group can have but in inputs they just considered the number of full-time professors. They evaluated the groups by Fuzzy DEA model and calculated the correlation between the four dimensions of education, research, quality and services by correlation coefficient.

In 2003, Martin studied the performance of departments in the University of Zaragoza. He classified the inputs in three categories. In this research, financial, human, physical resources and from human resources only the scientific personnel (PhD) and services personnel were considered. Outputs also were classified in two levels of education and research. [14].

In 2005, Osman Jamadi and Catherine Rice studied the performance of 209 higher education institutes in eight European countries. They used three models for evaluation. The first model is competences. This model was presented for offering educational services and features. To evaluate the quality of the offered services in the education period provided by universities to students and their absorption in the labor market, a comparative model was offered. Finally the last model is comprehensive model. This model considers inputs and outputs of the two previous models at the same time and evaluates the general performance of universities [15].

5-Research Questions:

1. To what extent managers of educational departments in the statistical population, plan for all their affairs?
2. To what extent managers of educational departments in the statistical population lead their department?
3. To what extent managers of educational departments in the statistical population decide about their organizational affairs?
4. To what extent managers of educational departments in the statistical population do the organization of their department?
5. To what extent managers of educational departments in the statistical population strengthen human relations?
6. To what extent managers of educational departments in the statistical population apply required and appropriate monitoring and control for the members of their department?
7. To what extent managers of educational departments in the statistical population, in order to make decisions and solve existing problems, hold council meetings?
8. To what extent managers of educational departments in the statistical population evaluate the organizational affairs?
9. To what extent managers of educational departments in the statistical population have an acceptable performance?

6. RESEARCH METHODOLOGY

6-1 –Research Method:

This study was a descriptive study and benefited from survey method. In the survey method, the researcher intends to collect information to make appropriate decision. In this study, as the sample size was limited and the numbers of variables was high, the method of survey research was used.

6-2 –Community and Statistical Sample and Sampling Method:

The statistical population consists of all real or supposed members that we are interested to generalize our findings to them [16]. The population of this research is all faculty members of Valiasr University Complex who are active in 13 academic departments. The sample size of this research was determined as 124 according to Krejcie and Morgan table and the analysis was done on the same number (as the sample size). It should be noted that sampling method was simple random sampling.

6-3 - Research Instrument:

To identify and understand the quality of performance of educational managers in Valiasr University Complex from the perspective of faculty members with respect to the research objectives and research questions, we attempted to gather information through questionnaire made by the researcher. At first a questionnaire containing 42 questions was prepared and after asking for the opinion of the supervisor and advisor professors, a small change was made in some questions and some questions were removed and the final numbers of questions were 39. Also the questionnaire contains 8 elements (planning, leadership, decision making, organization and consolidation of human relations, monitoring and control, and council meetings and evaluation). This questionnaire has 4 options from very high to very low and is based on the Likert scale.

6-4–Validity and Reliability of the Research Instrument:

To evaluate the validity of the questionnaire, after confirmation of supervisor and advisor professors, the questionnaire was randomly distributed between faculty members of different departments in different days, and between 40 faculty members, some of whom were specialists of educational management and assessment and evaluation; and their confirmation represents that the considered instrument has the required validity.

In this research, in order to determine the reliability of the questionnaire, 30 of people whose profile is the same with the samples' were selected. In the statistical sample it was run and afterward reliability coefficient was calculated using Cronbach's alpha coefficient formula. The results of Cronbach's alpha is 92% for the whole questionnaire (39 questions), and was calculated for each of the components which are shown in table 2 separately.

Table 2: alpha of questionnaires indices in separation

No	Component	No of questions	Cronbach's alpha
1	Planning	1 to 6	%89
2	Leadership	6 to 9	%78
3	Decision making	10 to 15	%86
4	Organizing	16 to 20	%91
5	Strengthening human relations	21 to 26	%92
6	Monitoring and control	27 to 29	%90
7	Council meetings	30 to 35	%94
8	Evaluation	36 to 39	%77

6-5 - Method of Analysis:

In this study, to express data descriptively, descriptive statistics including frequency, percentage, mean, standard deviation, skewness and kurtosis was used and for statistical inference, in order to test the hypothesis, the inferential statistics including binomial nonparametric test was used. Als the Kolmogorov-Smirnov test was used to examine the distribution of variables.

7- RESULTS

Question 1: To what extent managers of educational departments in the statistical population plan for all their affairs?

Table 3: Results of binomial test to examine the first research question

Planning	No.s	Observed ratio	Test ratio	Significance
High	99	0.80	0.5	0.000
Low	25	0.20		

As a result of the above table, the observed ratio for the option high is 0/80 and the observed ratio for the option low is 0/20. Corresponding significance with binomial test is equal to 0/000, which shows the observed ratio for the option high is significantly higher than the test ratio (0/5). Thus we can say that the managers of educational departments in the population, plan for all their tasks to a great extent. Therefore, the H0 hypothesis was rejected and H1 hypothesis was accepted indicating the difference between the observed frequency in each item and expected frequency.

Question 2: To what extent managers of educational departments in the statistical population lead their group?

Table 4: Results of binomial test to examine the second research question

Leadership	No.s	Observed ratio	Test ratio	Significance
High	92	0.74	0.5	0.000
Low	32	0.26		

The above results show that the observed ratio for the option high is 0/74 and the observed ratio for the option low is 0/26. Corresponding significance with binomial test is equal to 0/000, which shows the observed ratio for the option high is significantly higher than the test ratio (0/5). Thus we can say that the managers of educational departments in the population, lead their group to a great extent. Therefore, the H0 hypothesis was rejected and H1 hypothesis was accepted indicating the difference between the observed frequency in each item and expected frequency.

Question 3: To what extent managers of educational departments in the statistical population, decide about their organizational affairs?

Table 5: Results of binomial test to examine the third research question

Decision making	No.s	Observed ratio	Test ratio	Significance
High	96	0.77	0.5	0.000
Low	28	0.23		

The above results show that the observed ratio for the option high is 0/77 and the observed ratio for the option low is 0/23. Corresponding significance with binomial test is equal to 0/000, which shows the observed ratio for the option high is significantly higher than the test ratio (0/5). Thus we can say that the managers of educational departments in the population, decide about the important affairs of organization to a great extent. Therefore, the H0 hypothesis was rejected and H1 hypothesis was accepted indicating the difference between the observed frequency in each item and expected frequency.

Question 4: To what extent managers of educational departments in the statistical population, do the organization of their department?

Table 6: The results of binomial test to examine the fourth research question

Organizing	No.s	Observed ratio	Test ratio	Significance
High	96	0.79	0.5	0.000
Low	26	0.21		

The above results show that the observed ratio for the option high is 0/79 and the observed ratio for the option low is 0/21. Corresponding significance with binomial test is equal to 0/000, which shows the observed ratio for the option high is significantly higher than the test ratio (0/5). Thus we can say that the managers of educational departments in the population, do the organization of their department to a great extent. Therefore, the H0 hypothesis was rejected and H1 hypothesis was accepted indicating the difference between the observed frequency in each item and expected frequency.

Question 5: To what extent managers of educational departments in the statistical population, to strengthen human relations?

Table 7: The results of binomial tests to examine the fifth research question

Strengthening human relations	No.s	Observed ratio	Test ratio	Significance
High	97	0.78	0.5	0.000
Low	27	0.22		

The above results show that the observed ratio for the option high is 0/78 and the observed ratio for the option low is 0/22. Corresponding significance with binomial test is equal to 0/000, which shows the observed ratio for the option high is significantly higher than the test ratio (0/5). Thus we can say that the managers of educational departments in the population, strengthen the human relations to a great extent. Therefore, the H0 hypothesis was rejected and H1 hypothesis was accepted indicating the difference between the observed frequency in each item and expected frequency.

Question 6: To what managers of educational departments in the statistical population, apply appropriate monitoring and control for their department members?

Table 8: The results of binomial test to examine the sixth research question

Monitoring and control	No.s	Observed ratio	Test ratio	Significance
High	92	0.74	0.5	0.000
Low	32	0.26		

The above results show that the observed ratio for the option high is 0/74 and the observed ratio for the option low is 0/26. Corresponding significance with binomial test is equal to 0/000, which shows the observed ratio for the option high is significantly higher than the test ratio (0/5). Thus we can say that the managers of educational departments in the population, apply appropriate monitoring and control for their department members to a great extent. Therefore, the H0 hypothesis was rejected and H1 hypothesis was accepted indicating the difference between the observed frequency in each item and expected frequency.

Question 7: To what extent the managers of educational departments in the statistical population, hold council meetings to make decisions and solve current problems?

Table 9: The results of binomial test to examine the seventh research question

Holding council meetings	No.s	Observed ratio	Test ratio	Significance
High	89	0.72	0.5	0.000
Low	35	0.28		

The above results show that the observed ratio for the option high is 0/72 and the observed ratio for the option low is 0/28. Corresponding significance with binomial test is equal to 0/000, which shows the observed ratio for the option high is significantly higher than the test ratio (0/5). Thus we can say that the managers of educational departments in the population, hold council meetings to make decisions and solve current problems to a great extent. Therefore, the H0 hypothesis was rejected and H1 hypothesis was accepted indicating the difference between the observed frequency in each item and expected frequency.

Question 8: To what extent managers of educational departments in the statistical population, evaluate the organizational affairs?

Table 10: The results of binomial test to examine the eighth research question

Evaluation	No.s	Observed ratio	Test ratio	Significance
High	93	0.75	0.5	0.000
Low	31	0.25		

The above results show that the observed ratio for the option high is 0/75 and the observed ratio for the option low is 0/25. Corresponding significance with binomial test is equal to 0/000, which shows the observed ratio for the option high is significantly higher than the test ratio (0/5). Thus we can say that the managers of educational departments in the population evaluate the organizational affairs to a great extent. Therefore, the H0 hypothesis was rejected and H1 hypothesis was accepted indicating the difference between the observed frequency in each item and expected frequency.

Question 9: To what extent managers of educational departments in the statistical population, have an acceptable performance?

Table 11: The results of binomial test to examine the performance of managers of educational departments from the perspective of statistical population

Performance	No.s	Observed ratio	Test ratio	Significance
High	103	0.83	0.5	0.000
Low	21	0.17		

The above results show that the observed ratio for the option high is 0/83 and the observed ratio for the option low is 0/17. Corresponding significance with binomial test is equal to 0/000, which shows the observed ratio for the option high is significantly higher than the test ratio (0/5). Thus we can say that the managers of educational departments in the population have an acceptable performance to a great extent. Therefore, the H0 hypothesis was rejected and H1 hypothesis was accepted indicating the difference between the observed frequency in each item and expected frequency.

8. DISCUSSION AND CONCLUSION

The results found about the tests of research questions according to the calculations, are as follows:

The result of question number 1, according to the findings of statistical calculations which led to the rejection of H0 on not accepting the equality of expected frequencies, we can deduce that the managers of educational departments plan for all their affairs to a great extent. The results of Hassani's (2008) & Haji Morad's (2002) researches also showed that the managers plan for all their affairs to a great extent; which are consistent with the present research findings.

The result of question number 2, according to the findings of statistical calculations which led to the rejection of H0 on not accepting the equality of expected frequencies, we can deduce that the managers of educational departments lead their department to a great extent. The results of Hassani's (2008) & Rezvani's (1998) researches also showed that the managers lead their department to a great extent; which are consistent with the present research findings. It is also consistent with the research of Haji Morad (2000).

The result of question number 3, according to the findings of statistical calculations which led to the rejection of H0 on not accepting the equality of expected frequencies, we can deduce that the managers of educational departments in statistical population are able to decide about important organizational affairs to a great extent. The results of Hassani's (2008) & Rezvani's (1998) researches also showed that the managers are able to decide about important organizational affairs to a great extent; which are consistent with the present research findings. It is also consistent with the research of Haji Morad (2000).

The result of question number 4, according to the findings of statistical calculations which led to the rejection of H0 on not accepting the equality of expected frequencies, we can deduce that the managers of educational departments in statistical population do the organization of their department to a great extent. The results of Hassani's (2008) & Rezvani's (1998) researches also showed that the managers do the organization of their department to a great extent; which are consistent with the present research findings. But it is not consistent with the research of Haji Morad (2000).

The result of question number 5, according to the findings of statistical calculations which led to the rejection of H0 on not accepting the equality of expected frequencies, we can deduce that the managers of educational departments in statistical population strengthen human relations to a great extent. The results of Hassani's (2008) & Rezvani's (1998) researches also showed that the managers strengthen human relations to a great extent; which are consistent with the present research findings. But it is not consistent with the research of Haji Morad (2000).

The result of question number 6, according to the findings of statistical calculations which led to the rejection of H0 on not accepting the equality of expected frequencies, we can deduce that the managers of educational departments in statistical population apply appropriate monitoring and control for their department members to a great extent. The results of Hassani's (2008) & Rezvani's (1998) researches also showed that the managers apply required and appropriate monitoring and control for their department members to a great extent; which are consistent with the present research findings. It is also consistent with the research of Haji Morad (2000).

The result of question number 7, according to the findings of statistical calculations which led to the rejection of H0 on not accepting the equality of expected frequencies, we can deduce that the managers of educational departments in statistical population hold council meetings to make decisions and solve current problems to a great extent. The results of Hassani's (2008) also showed that managers hold council meetings to make decisions and solve current problems to a great extent; which is consistent with the present research findings. It is also consistent with the research of Haji Morad (2000).

The result of question number 8, according to the findings of statistical calculations which led to the rejection of H0 on not accepting the equality of expected frequencies, we can deduce that the managers of educational departments in statistical population evaluate organizational affairs to a great extent. The results of Hassani's (2008) and Rezvani's

(1998) researches also showed that managers evaluate organizational affairs to a great extent; which are consistent with the present research findings and is not consistent with the research of Haji Morad (2000).

The result of question number 9, according to the findings of statistical calculations which led to the rejection of H_0 on not accepting the equality of expected frequencies, we can deduct that the managers of educational departments in statistical population have acceptable performance to a great extent. The results of Hassani's (2008) and Rezvani's (1998) researches also showed that managers have acceptable performance to a great extent; which are consistent with the present research findings but is not consistent with the research of Haji Morad (2000) because the performance of managers in the present research was desirable and successful but the performance of managers in her research was not desirable and successful.

But in the end, according to the literature study and also with respect to the obtained results, the researcher concludes that most of managers of educational departments had desirable performance in their managerial duties and as mentioned in the theory, the educational manager must have well-timed planning in all managerial items and accompanied by a group led by his management, can lead the organization to its higher goals with timely leadership and decision making and desirable resource organization and appropriate material and non-material and human relations and careful supervision and control and by council meetings, solve the department problems with the assistance of other faculty members and by evaluating all programs and actions of department, reduce and remove deficiencies and shortcomings and always try to promote the objectives considered by the department so the educational department offer a favorable performance.

The findings of the research show that most of educational managers have desirable performance in planning and as mentioned in the theory, with planning, managers will be able to have right people in the right time and place at their service so to be successful both in realizing the organization goals and in realizing personal goals of every employed person. In leadership, also most of managers of educational departments had acceptable performance, as stated before, managers must be the real leader of their group, and can encourage individuals to achieve the desired goals so that the environment inside the organization be in such a way that all individuals can get involved in achieving the organization goals completely. In decision-making, the results of the research show that managers had good performance in decision making; because the main duties of planning, organizing, leadership and control, need correct decision making. Decision making is the extract or abstract of the management job. In all managerial duties a continuous and integral key role, regardless of the level, type, scope of management, accompanies the manager. Insight and information are two fundamental elements for the decision making system and communication and information technologies, as a suitable decision or behavior for the manager, have made his role more difficult in decision making. The manager, beside relying on his own information and expertise should take the views of experts and specialists and use current identified procedures, and instructions and considers the coordination between program components in decision making. In organizing, most managers showed favorable performance, as stated in the theory, in organizing, division of tasks between units and jobs is clear and the manager of academic department is required to provide the highest service by supplying needed human and material factors for realizing the adjusted program, performing activities coordinately and considering the encouragement of employees to take responsibility and offering innovations using the principle of discipline.

According to the research result, the performance of managers in educational department is indicator of suitable human relations. Human relations is the follower of the attitude toward human in the territory and in management, paying enough attention to them and his dimensions is considered as the highest goals that a manager must improve mental capacity for tolerance, and by communication skills, justice, progress, tolerance and building trust in the group can give his full love to his colleagues. Desirable human relations of managers in the educational departments will provide development and progress in the department.

Managers in educational departments, by providing a calm environment and utilizing friendly ways and creating opportunities for all council members to comment, and leading the agenda correctly and determining the decisions and clarifying the concept and purpose of the questionnaire and giving a summary of discussions and concluding negotiations and taking care of registration of views and approvals of meeting, increase efficiency and solve problems. In monitoring and control of managers in their department, there are also good results. The manager, to realize the organization goals, monitor and control the individuals' behaviors which must be according to the laws and regulations, the degree of achieving educational goals, the degree of job satisfaction and specialized ability of professors and teaching methods and treatment with others; so he can remove the deficiencies of programs and the resistance of members toward monitoring and control turns to cooperation. Evaluation is also done effectively in the educational departments. Educational managers in their role as evaluator, determine the degree of compatibility of program goals and performances with the degree of success of program in achieving the desirable educational goals and take action to cover shortcomings or enhance positive items and cause the department members be motivated.

At the end, it seems that for continuing reform of university system, it is required to examine the performances of managers and employees so to be able to, beside improvement and progress of the quality of education and research, consider the university system. Examination of performance is one of the special discussions of human resources management and is an appropriate tool to improve the performance of employees and organization. If the examination of performance be designed and executed in the organization by its requirements and prerequisites, can identify a part of issues and problems of the organization and offer applicable strategies for solving them. Evaluation of performance has a comprehensive attitude toward the performance of individuals and organization and by clear mechanisms create synergistic between individual and organizational performances.

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