

Evaluation of 360 Degree Feedback for Performance Evaluation of Managers and Assess the Relationship between Quality of Work Life

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ABSTRACT

This study examined 360 degree feedback for performance evaluation of directors and its relation to quality of life assessment was done. In one research study is descriptive and correlational. The 159 students of Lorestan Petrochemical Company's Directors. To calculate the sample size refers to Table Talkman or Morgan - Cohen 113 people will come in a number of samples to be analyzed is reasonable and reliable. Data collection methods and questionnaires library based on the five-choice Likert scale questionnaire to assess quality of life and work of Richard Walton model was used, and the performance evaluation questionnaires and 360 questionnaires were used to evaluate the performance of the feedback approach. 940 contain the Cronbach's alpha coefficient. , 93 0.0, 87 0.0, which is a reasonable rate for the questionnaire is reliable, content validity was confirmed by experts on both questionnaires. Levine's test and t-test for independent data on the comparison of two independent groups were analyzed. The results suggest that the 360-degree feedback method for evaluating the performance of managers and their quality of work life, and there is a positive meaningful relationship.

KEYWORDS: 360 degree feedback, Performance evaluation, Quality of work life.

INTRODUCTION

Continue to track incremental changes in recent decades in a variety of new challenges have facing managers. Its main characteristic is that under uncertainty. Much of this change is due to human wants and needs extensive, the wants and needs are constantly changing. Since the root of the root of the desires and aspirations of human kind which could be important in bringing and conducting needs. Managers' attitudes and beliefs associated with them or disregard the desires and wishes of the community and the organization. The main objective of the employees of the employer's evaluation of its performance, non-standard methods to modify the appropriate procedures (which will increase the efficiency of employees) should be aware not only of the evaluation and its results will entrenchment, but the principles are interested staff be informed of their right places in the organization (even if it is against their terms). "Quality of Work Life" is a process by which all members of the ducts and is suitable for the purpose.

In decisions that affect their particular job and work environment are generally affects the type of intervention. Participation and job satisfaction of their work and the result is mainly due to work and stress to them is reduced. The quality of work life, organizational culture and style of management that reflect a sense of ownership for employees, self-responsibility and self-esteem are (Maadani Poor, 2009). Indicators such as quality of work life: pleasure or satisfaction, participation in work and having the right opinion, reduce accidents at work, occupational choice, fate, effects and lower the quality of working life that Staff job simply as a means to economic needs as employees with such thinking, often have little loyalty to the organization and often are forced to compensate for the lack of other things to throw (Gholami, Alireza 2009)

BACKGROUND RESEARCH

Almost 20 years ago, the 360-degree feedback system was introduced in organizations and the obvious benefits, the popularity of this approach is more because of its effects on employees' performance as well as their behavior can be inferred (Shahbaz Moradi, 2001, p. 46). Organizations are rapidly employing feedback system are 360. In 1995 a survey found that 20 companies around the world are continually evaluating ways feedbacks 360 degrees have been using (Jones and Diamond, 1999, p 21).

After 1979, because of the quality of working life effectively reduce the competitiveness of U.S. industries against their Japanese competitors took notice stated. Educational and research institutions working life of employees by the defense industry vertical shelter (2000) took place. Data obtained from the questionnaires indicated that the model of agency personnel Walton is effective in improving the quality of working life.(Yarmohammadzadeh and Rahimi, 2006). Evaluation of a series of official measures to evaluate employee performance in a given time interval that individual behavior in relation to his behavior at the time (Alavi, 1990, pp. 34; Shahbaz Moradi, 2001, p 11).

The performance evaluation is the process of formal evaluation and notify employees about the duties and responsibilities assigned and traits, qualities and characteristics desired and identify potential employees for growth and prosperity in various aspects (Abtahi, 1998, p 223). The performance evaluation is a process by which employees periodically and formally, are examined and evaluated (Saadat, 1999, p 214). Lepsingr and Lucia (1997) claim 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 the workplace and how to attract the 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) and can be generalized to give an "assessment without borders." In this sense, the concept of 360-degree feedback seems to be consistent with the approach of organization theory without boundaries.

The common term for 360-degree feedback is used; include "stakeholder assessment", "Multi-criteria feedback", "Full Cycle Assessment", "multi-source assessment," "evaluation, peer - slave", "Performance Evaluation Group , "" evaluate multiple perspectives "(McCarthy, 2001). Bottom-Up Evaluation: a 360-degree feedback process for major initiatives 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. Supervisors are aware of the job requirements of their units and the overall structure of the information is fit for any job. They are constantly in touch with the staff and they can recognize their strengths and weaknesses. Because administrators routinely monitor the employee reward and punishment, it is obvious that most employees be allowed credit for their assessment (Seyed Javadin, 1998, pp. 349-348).

In their evaluation of those attributes that are important in how they choose to be, if the evaluation is to obtain feedback, this method is useful. Most organizations employ methods to balance the individual goals with organizational goals (Seyed Javadin, 1998, p 348).

The main advantage of subordinates evaluate their ability to recognize the skills of communication by subordinates, the general sentiment among the staff and resources required is the power supply. The staff often has little information about the supervisor's job tasks, including the factors mentioned issues, the validity of this type of evaluation to minimize (Seyed Javadin, 1998.351, p 350). Employee's performance can also be evaluated by both his colleagues. Colleagues evaluated the performance of each other when it is safe and reliable for long-term fellow first team composition remains the same, not change; Second, group members do tasks that are to be linked together; Thirdly, the fellow will evaluate each other's performance in direct competition with each other to get the same rewards (eg, promotion to the post above) may not. (Saadat, 2006, p. 225).

Quality of work life Quality of work life meaning mental perception, understanding and the employee has a mental or physical desirability of their work environment (Robbins, 1997, 73). Quality of working life of employees to satisfy important personal needs using experience gained in organizations (Mourhed and Griffin, 2005, 556).

METHODOLOGY

This study is the most descriptive and correlational. The 159 students of Lorestan Petrochemical Company's Directors. To calculate the sample size refer to Table Takman Or Morgan - Cohen 113 people will come in a number of samples must be analyzed is reasonable and reliable. Data collection methods and questionnaires library based on the five-choice Likert scale questionnaire to assess quality of life and work of Richard Walton model was used and the performance evaluation questionnaires, and questionnaires were used to evaluate the performance of the method 360 feedback. 940 contain the Cronbach's alpha coefficient. , 93 0.0, 87 0.0, which is a reasonable rate for the questionnaire is reliable, content validity was confirmed by experts on both questionnaires. Levine's test and t-test for independent data on the comparison of two independent groups were analyzed.

DATA ANALYSIS

Research Hypothesis 1

H0: The performance evaluation of managers and there is no significant relationship between quality of work life.

H1: The performance evaluation of managers and there is a significant relationship between quality of work life.

Table 1: Evaluate the relationship performance and QWL managers with 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
360 degree feedback evaluation method	113	73/3982	6/67022	2/652	0/105 ^{NS}	3/714	224	P<0/001**

* Significant at 05/0

* Significant at 01/0

NS: not significant

Based on data from the above table, the value of the test statistic Levine (652/2), not significant ($P > 0/05$), we conclude that the variances are equal in the two variables. Since the statistic t (714/3), with degrees of freedom 224 in the $01/0 = \alpha$ is significant ($P < 0/001$), the assumption H1 accepted hypothesis H0 is rejected, indicating positive performance evaluations of managers and quality life is work.

Hypothesis 2 R

H0: the evaluation of managers (supervisors) and there is no significant relationship between quality of work life.

H1: the evaluation of managers (supervisors) and there is a significant relationship between quality of work life.

Table 2: Assessment of managers (supervisors) and QWL with 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
Evaluating managers (supervisors)	113	83/39827788	6/59103	3/335	0/069 ^{NS}	7/468	224	P<0/001**

* Significant at 05/0

* Significant at 01/0

NS: not significant

Based on data from the above table, the value of the test statistic Levine (335/3), not significant ($P > 0/05$), we conclude that the variances are equal in the two variables. Since the statistic t (468/7), with degrees of freedom 224 in the $01/0 = \alpha$ is significant ($P < 0/001$), the assumption H1 accepted hypothesis H0 is rejected, indicating a positive relationship between the evaluation of managers (supervisors) and the quality of working life.

Research Hypothesis 3

H0: There is no significant relationship between assessment staff and the quality of working life.

H1: There is significant relationship between assessment staff and the quality of working life.

Table 3: Evaluation of 360 degree feedback by colleagues and QWL

Evaluation	Number	Average	Standard deviation	Levine test		T test for independent		
				Test statistic	The significance level	T-statistics	Degrees of freedom	The significance level
Evaluation employees	113	69/8230	7/04353	1/947	0/164 ^{NS}	7/361	224	P<0/001**

* 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 (947/1), not significant ($P > 0/05$), we conclude that the variances are equal in the two variables. Since the statistic t (361/7), with degrees of freedom 224 in the $01/0 = \alpha$ is significant ($P < 0/001$), the assumption H1 accepted hypothesis H0 is rejected, indicating positive evaluation of colleagues and Quality life is work.

Research Hypothesis 4

H0: There is no significant relationship between assessment staff and the quality of working life.

H1: There is significant relationship between assessment staff and the quality of working life.

Table 4: Assess employee QWL with 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
Evaluate subordinates (employees)	113	65/7699	7/45104	1/891	0/170 ^{NS}	11/284	224	$P < 0/001^{**}$

* Significant at 05/0

* Significant at 01/0

NS: not significant

Based on data from the above table, the value of the test statistic Levine (891/1), not significant ($P > 0/05$), we conclude that the variances are equal in the two variables. Since the statistic t (284/11), with degrees of freedom 224 in the $01/0 = \alpha$ is significant ($P < 0/001$), the assumption H1 accepted hypothesis H0 is rejected, indicating a positive relationship between assessment and staff quality of working life.

The Main Hypothesis of the Research

H0: Performance Evaluation Using 360 degree feedback is a more effective relationship with the quality of work life.

H1: Performance Evaluation Using 360-degree feedback is a more effective relationship with the quality of work life. Since the performance variables using 360-degree feedback and quality of work life, 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: Correlation between performance and quality of working life 360 degree feedback method

The correlation between	Pearson correlation coefficient (r)	Number	Level of significance (P)	Result
360 degree evaluation method QWL	+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 their QWL, there is a positive and significant relationship. Therefore reject the hypothesis H0 and H1 hypothesis is confirmed.

GENERAL CONCLUSIONS

Based on the data of 360 degree feedback results, we evaluate the performance of the managers and the quality of working life in base t (714/3), with degrees of freedom 224 in the $01/0 = \alpha$ is significant ($P < 0/001$), performance evaluation indicates a positive relationship between managers and the quality of work life.

The analysis component of the evaluation managers (supervisors) and the quality of working life in base t (468/7), with degrees of freedom 224 in the $01/0 = \alpha$ is significant ($P < 0/001$), which indicates a positive relationship the evaluation managers (supervisors) and the quality of work life, quality of life and work colleagues in assessing the value of the statistic t (361/7), with 224 degrees of freedom in the $01/0 = \alpha$ is significant ($P < 0/001$), indicates a positive relationship between the partners and the quality of working life of employees and quality of

work life of objectivity in the assessment base $t(284/11)$, to the degree of freedom $224/01/0 = \alpha$ meaningful ($P < 0/001$), which indicates a positive relationship between the assessment and the quality of working life of employees. Finally, the data suggests that the correlation between the performance and quality of working life 360 degree feedback method, the 360-degree feedback method for evaluating the performance of managers and their QWL, there is a positive and significant relationship.

LIMITATIONS

1. Limited sampling of cases that had an impact on research.
2. Other operating as a limited impact on research, the questionnaire was distributed and collected at the time of his administrative staff and lack of familiarity with the concepts of management.

SUGGESTIONS

1. 360 degree approach in future research before the assessment, the assessment method used.
2. In future research, the more samples used for this work can be used for multiple branches in the province.
3. Answer the questions in research and facilitate a meeting to be held explanation for the employees. This would accelerate and reduce response time.

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