

# Evaluating the chiefs And Secretaries' performance of Kerman sport councils based on 360 Degree Feedback Model

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**ABSTRACT:** The main purpose of the present research is to study the performance evaluation of Kerman sport council chiefs and secretaries based on 360° (360 degree) Feedback Model. The present research is of practical kind and its research method is of scanning type. The statistical universe of this research includes all chiefs and secretaries of Kerman sport councils and their customers. By census, 38 chiefs, 38 secretaries and 113 customers were selected as a sample. The measurement tool in this research was a 64-item standard inventory designed by Soltani (2009). The reliability of this inventory obtained by alpha Cronbach method was 0.96. To analysis data, considering the scales of measurement, objectives and questions of the research several descriptive statistic method such as frequency, frequency percentage and bar graphs were used. To test the research hypotheses, the inferential statistics of one way variance analysis with Tukey follow up test was used. These results in addition to showing the secretaries and chiefs' performance of the sport councils based on 8 managerial skills (communication skills, decision – making, encouragement, innovation and change, working communication, professional leader ship, using their own capabilities and the others', developing team activities) demonstrate a significant difference in the chiefs and secretaries' by evaluation groups ( $p \leq 0.05$ ). According to the results obtained, one may say that the managers' perception about their managerial competencies level is not correct. To correct this perceptual error and change it into a more actual and correct perception, it should be provided the managers with permanent and continuous feedbacks to improve this skill.

**Keywords:** Performance evaluation, managerial skills, 360 degree evaluation model Introduction.

## INTRODUCTION

Sport is a cultural – social phenomenon having a dynamic link with the set of social institutions and organizations. It should be considered as a part of human 's structural needs by the society members. In the recent years, the efficiency level of the physical education resources and their performance evaluation has been considered. In the performance evaluation process, identifying the use of the key criteria of performance is critical for the organizations and provides the important information to measure the organization development (Hemati Nejad, 2008). To establish an organization with an efficient and capable manpower the organization management must be considered education, reinforcing creativity and innovation power , raising morale and motivation developing employees' personality and etc. To access such objectives, in the first stage of performance, the employees must be desirably evaluated and measured and after determining the employees' weaknesses and advantages in the above contexts, these weaknesses must be eliminated and the advantages must be reinforced (Morgan, 2007).

Sport council is an organization which has been established to provide an appropriate context to develop the related sport field or fields and motivate the people and attract the people to the sport and discovery aptitudes and raising the level of sport skills based on the basics and principles predicted in the objectives of the physical education organization and related federation ;it is the representative of the related sport federation substitute in Kerman which performs and controls the initiatives related in the province with coordination of Kerman Physical Education

Organization and observing completely the related rules . The pillars of council include board of directors, chief, secretary, treasurer, sport field or fields top of administrative authority under cover of province council and the chief of council who is selected among the individuals interested in sport and aware of management activities for 4 years by council and his again selection is without problem (Rahimi, 2006).

360- degree Feedback is an appropriate method to develop leadership quality and development management. This process is a complete cycle providing a feedback summary from all persons (supervisors, subordinates and coworkers) related to the various aspects of their leadership, management and performance. Feedback helps the persons to compare their perceptions in task environments with the important evaluators' perceptions (Hersi & Blanchard, 1997). In order to be informed their own utility level and desirability of activities , especially in the dynamic and complex environments, every organization necessarily needs to evaluate. On the other hand, lack of a evaluation and control system means lack of communicating to the internal and external environment of an organization whose consequences are maturity and finally death of organization. It maybe the phenomenon of organization death, due to its sudden incidence, doesn't feel by top managers of the organizations, but the studies show that lack of the system of obtaining feedback makes impossible the probability of the necessary modifications to grow, develop and improve the activities of the organization and finally this phenomenon results in organization death (Adeli, 2005). Recognizing the key points and providing the quantitative criteria in the process of performing sport, it can be assured of the level of accessing the qualitative and quantitative objectives by controlling and evaluating the long and sophisticated processes of developing the country sport. Therefore, in addition to recognizing the effective and efficient units, the context of utilizing reward and appreciation system in order to the more control and monitor will be provided (Hemati Nejad, 2008). The 360 degrees evaluation generalizes the feedback internal information from a top down one dimensional approach towards a multi dimensional one (subordinates, coworkers and customers) and can be an "borderless evaluation ". In this way, it seems that the concept of 360 degree feedback is proportional to the borderless organization theory approach. There are several conventional words for 360 degree feedback including stakeholders evaluation, multi- criteria feedback, complete cycle assessment, multi resource evaluation, subordinate – coworker evaluation, group performance evaluation, multi vision evaluation (Mc Karti, 2001). The organizations have sought an evaluation method based on multi resources by which develop the individual and organization. The 360 degree method has been considered as one of the best methods to respond today's organizations needs. Many top companies and organizations thought the world use this method to evaluate their own secretaries (Iran Khodro Education Centre, 2006). In a new look into human resources, human being is known as the most important element and resource of the organization. In the past, facilities, equipments, inventories and natural and material resources were considered as an organization capital. Today, an organization capital means accessing the organization to the knowledge and power to utilize capable, skillful, talented and motivated human beings. There is no possible development without considering correct evaluation because development means moving from the existing position towards desirable position, evaluation means to identify the existing position, establishing three main changes , passing through the management period and reaching to the leadership periods, passing through the individuals' dependency periods on the organization for job planning and accessing the personal planning for job progress and also passing through the periods of traditional pyramidal structures and reaching the change – oriented periods of organizational culture. Clearly, it requires that the organizations provide their employees with the necessary and correct information related to the job development. This problem can be done by 360 degree feedback. The chiefs and secretaries need the feedbacks which inform themselves of their own weaknesses and advantages in the form of figures and numbers inserted in the financial statements (Johns and Berly, 2000).

## MATERIALS AND METHODS

The present research is a practical one in terms of objective and its method to collect data was of scanning kind. Its statistical universe included the chiefs and secretaries of Kerman sport councils and their customers which totally were 46 sport councils. In the form of census, 38 chiefs, 38 secretaries and 113 customers were selected as a sample. For this purpose, a 64- item inventory with 369 degree feedback scale was used (Pour Soltani, 2009) including two sections. The first section included the demographic characteristics of the statistical universe such as age, gender, education level, education field, employment situation and the kind of position in the sport council (chief, vice- president, secretary) and championship record. The second part included 8 subscales (communication skills, decision- making, encouragement, innovation and change, working communication, leadership skills, professional skills, using their own positive capabilities and the others' and developing team activities) .Studying the existing resources in the books and journals and electronic resources was also used.

In the Pour Soltani research, the inventory reliability titled determining reliability and validity of 360 degree feedback scale for leadership in the sport management was estimated 0.98. Also in the Emad Eshghi's research

(2011), its validity level was obtained 0.98. But in a primary study, to obtain the validity of inventory by the researcher himself, the internal stability level (reliability) of the inventory using Alpha Cronbach test was estimated 0.96. Since these figures are bigger than 0.7, the inventory reliability is desirably approved. In Pour Soltani's research (2009), the inventory validity was obtained titled "determining the validity and reliability of the 360 degree scale for leadership in the sport management". The descriptive statistics have been used to classify the raw scores, calculate frequencies and dispersion indices such as average and standard deviation. To analyze data and generalize them to the society, firstly Kolmogoroff- Smirnov Test was used to determine being normal the data collected. After specifying to be normal data, one way variance analysis parametric test (ANOVA) was used to determine the difference in the results of groups evaluation. In order to determine the difference between each group, the evaluation groups were compared by using Tukey test. Data was analyzed by using software SPSS version 20.

Age : Given the results obtained from analyzing data, the age range of chiefs and secretaries has been between 27 to 61 and the age range of customers has been 19 to 54.

Gender : Considering the results obtained from analyzing data, 81.6% of the chiefs were males and 18.4% were females and among the secretaries, 68.4% were males and 31.6% were females and among the customers, 63.7% were males and 36.3% were females.

Education level : Considering the results related to the data analysis, among the chiefs, 4 people (10.5%) had associate of arts documents, 11 ones (28.9%) had bachelor's degree, 15 ones (39.5%) had master of arts and 8 ones (21.1% had PhD documents. Also, among the secretaries 4 people (10.5%) had associate of arts, 13 ones (34.2%) had bachelor's degree, 19 ones (50%) had master of arts and 2 ones (5.3%) had PhD documents. Among the customers 4 people (10.5%) had associate of arts, 74 ones (65.5%) had bachelor's degree, 35 ones (31%) had master of arts and 0 ones (0%) had PhD documents.

Education field : Given the results of data analysis, the education field of 89.5% chiefs of sport councils was physical education and 10.5% was non – physical education; the education field of 89.5% secretaries of sport councils was physical education and 10.5% was non – physical education; and the education field of 69.9% the customers was physical education and 30.1 % was non – physical education.

Employment situation : Considering the results of data analysis, among the chiefs and secretaries of the sport councils, the most employment situation was related to the contract situation and the voluntary people had the least employment situation.

Championship record: Given the results of data analysis, 73.7% chiefs of sport councils had championship record and among the secretaries, 63.2% had championship record.

Table 7-4. Descriptive statistics related to the comparison of the chiefs and secretaries' performance of the sport councils

chiefs' performance			descriptive indices group
SD	M	N	
25/1	239/37	38	chiefs
19/01	233/5	38	Secretaries
21/02	223/05	113	customers
22/47	228/43	189	total

Table 8-4. One way variance analysis test to compare the chiefs and secretaries' performance of the sport councils

significance	Ratio of F	MS	DF	SS	Changes recourses
	9/49	4395/2	2	8790/4	intergroup
0/001		463/15	186	86146/02	In-group
		-	188	94936/42	total

**Discussion and conclusion**

There is a significant difference between the chiefs and secretaries' performance of Kerman sport councils according to their own point of view and that of their customers.

The results of research showed that there is a significant difference between the chiefs and secretaries' performance of Kerman sport councils according to their own point of view and that of their customers and the most performance, according to the chiefs, has been 239.37 and the least one according to the customers has been 223.05. The results indicate that, totally, among the questions of the 360 degree model the questions related to allowing great discussion in the meetings and performing the approvals of the meetings had the highest points among which the chief gave the highest point (4.16) and the customer gave 3.72 and the secretary gave 3.82, respectively. But for the lowest score related to the question of providing regularly necessary information, the chief gave the score

of 3.76, the customer gave 3.26 and the secretary gave 2.89, respectively. Comparing the average between groups through Tukey follow-up test demonstrates the greatest difference is respectively between the chiefs with their customers and secretaries with their customers. But there was no significant difference between the chiefs and secretaries. According to this, one may say that the chiefs have evaluated their own performance in a high level while their customers have evaluated the chiefs' performance in a low level suggesting the difference between what the managers have thought to do correctly and what the individuals have really received their services. These results are consistent with the following findings : Normansell (2011) which in a research titled " Evaluating the leadership aspects in the inter – university teams by using multi-resource feedback " suggested that the scores of self-evaluator's performance related to the evaluation of the coaches and teammates in all eight dimensions of leadership have been highest, Gharaié pour's findings (2005) suggesting the managers had evaluated their own performance higher than the other groups. According to this, one may say that if the administrators of the sport councils want to provide a feedback related to their own performance, it is better to consider the ideas of their secretaries and customers because it may be a difference between what they think about their own performance and what really exists.

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