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Performance Evaluation Model according to Performance Improvement and Satisfaction of the Staff in the Individual Sports Federations and Federations with Historical Aspect

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ABSTRACT

Background. Considering the importance of the role of performance appraisal in organizations, we conclude that performance evaluation has played a major role in achieving human resource productivity. On the other hand, due to the importance of human resources and the role played by the organization, attention to the attitudes and behaviors of this valuable factor is very important. **Objectives.** This study aimed to present a performance evaluation model according to performance improvement and satisfaction of staff of individual sports federations and those that have historical aspect. **Methods.** 152 staffs of individual sports federations and those that have a historical aspect of Iran from totaling 260 staffs were participated in this study. To assess organizational performance, improvement of organizational performance (Achieve) of Hersey and Goldsmith and JDI standard questionnaire were used to measure job satisfaction. Structural equations were used for fitting the model to the data. **Results.** The results showed a significant relationship between job satisfaction and its components with improvement of performance and its components. **Conclusion.** According to the results, factor load indicated a positive and significant relationship between satisfaction and performance which shows the best fit of a suitable model.

KEY WORDS: *Job Performance, Job Satisfaction, Performance Evaluation.*

INTRODUCTION

Improvement of job performance is a central issue in present-day organizations. Productivity through job performance stands as a widely researched domain in literature of organizational behavior and human resource development (1). in the field of organizational psychology, individual job performance is a central concept, &Despite its fundamental importance in most decisions involving human resources, there is still no comprehensive theory of job performance (2).

The advancement and success of organizations in world markets depends on having efficient and

appropriate manpower. A manpower with a desirable performance while being happy and interested in a job that can be expected of creativity and innovation in the job (3).As a matter of fact, businesses nowadays under modern management perspective duly takes into consideration the employees' personal needs, wants and desires to be a very good indicators for achieving job satisfaction .Ideally, logic commands that when an employee is satisfied with his job, that will make him happy and when he is happy he will likely become a successful employee (4).

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Job Satisfaction creates a positive affective status in the organization, which is associated with the emergence of social and participatory behaviors. In other words, the prevailing atmosphere of job satisfaction increases the sense of attachment and interest in the organization in individuals (5). Rahman and others (2017) stated that Organizations could play an important role in employee's job satisfaction and productivity by paying close attention to the energy and time of employees' work environments. Human interaction and interpersonal communication with colleagues and supervisors are the main keys of employee job satisfaction (6). Jalili Shishvan et al (2018) in their research pointed out that School principals should have a friendly and intimate relationship with physical education teachers and not communicate with them vaguely. The existence of a serious and orderly environment in the school increases the work-life balance and job satisfaction of physical education teachers. Considering the systems of clear rewards and justice, considering the recreational and recreational facilities, consideration of the material and economic needs of physical education teachers is recommended to improve their performance and satisfaction (7). According to Gula et al. (2018), a direct relationship exist between P-E fit and job performance. Job satisfaction partially mediates the relationships between P-E fit and job performance (8). Raziq and Maulabakhsh (2015) in their research pointed out that organizations should meet the needs of their employees by providing good working conditions, in order to increase their efficiency, productivity and commitment. In a work environment where employees are a part of the overall decision-making process, flexible working conditions, low workload, teamwork approach and supportive management have a positive impact on staff's performance, consequently resulting in a high level of employee job satisfaction(9). According to Suttikun et al. (2018), it is important for spa employers to be aware of the needs of their employees and to create opportunities for employees to successfully meet those needs in order to increase job satisfaction and work performance (10). Organizations are basically created to achieve goals, and the success rate in achieving these goals is directly related to the way

employees perform, thus, the evaluation of personnel performance in human resource management has a special place. The results of the correct assessments is the selection of suitable people with the right skills in the right place at the right time, otherwise no decision can be made on the payments and relative conditions in the organization (11). What is important is to note that in each evaluation system, an evaluation system appropriate to the organization needs to be developed (12). Since human resources are confronted with personal and professional problems inside and outside the organization, paying attention to the motivational factors and increasing the level of satisfaction in employees is one of the most important issues to be considered by managers of the organizations (11). Today, sports organizations are also subject to continuous changes & Despite the constant efforts to design optimal and effective systems for assessing staff, evidence suggests that in general, organization officials are not satisfied with methods and systems for evaluating staff (13). The main reasons for this dissatisfaction are a variety of factors, which includes the complexity of the evaluation process and the existence of deficiencies in the comprehensive evaluation system (14). According to Mrhalek & Kajanova (2017), dissatisfaction was shown for career development and evaluation of their work (15). Huselid (1995) claims that the performance evaluation system is the most important step that can improve knowledge, skills and capabilities of the current and future staff of an organization, increase staff's incentive, reduce workload and increase labor longevity (16). While Chandra and Frank (2004), from the findings of a US medical center study, states that the staffs were reluctant to evaluate performance because they feel that the evaluation is quite ceremonial and does not have a positive outcome for them (17). Javaherizadeh (2011) states that the impossibility of evaluating systems, the inability of evaluators to properly and fairly evaluate, and the inappropriateness and conformity of evaluation systems with the realities are among the problems responsible for the ineffectiveness of most evaluation systems (18). Ansari et al. (2011) stated that: Due to the lack of familiarity of some managers with the characteristics of evaluators and the desirability of evaluating, an evaluation model should be

presented at the sports federations. The diversity and complexity of sports federations require that each discipline be presented in a specific model in order to assess organizational performance (19). Unfortunately, so far, there has not been much research on military formulation for assessing the performance of sports organizations, especially federations, and sometimes based on a general view of the functioning of federations, given their success or failure on sports grounds and in competitions such as the Olympic Games, Asian Games and World Cups. This kind of view at the performance of the federations has led to incorrect judgments about the performance appraisal of these units and made attention to be given to other aspects of performance, such as the success of sport development, with regard to existing resources, the level of productivity and efficiency (20).

The gap between current researches and previous researches is that on one hand, in the majority of studies conducted, the great importance of the evaluation system and its role on improving the staff's performance and satisfaction has been emphasized, and on the other hand, nowadays in majority of researches, there is the gap of the ineffectiveness of such an assessment, its ceremonial nature and the staffs are disregarded in the organizations (in particular sports federations). The researcher's effort is to design a comprehensive and effective organizational performance evaluation system that can provide a framework for analyzing the strengths and weaknesses of the organization in terms of the staff's performance and providing a platform for improving organizational performance and job satisfaction.

MATERIALS AND METHODS

Research Method. This research method is a descriptive-survey. The collection of data was done through a field study.

Participants. The statistical population of this study was the individual sport federation staff (with the exception of the chairman and vice chairman) and federations that have a historical aspect and are less well-considered, and consisted of 260 people. According to the Morgan table and a cluster sampling, 152 people from fourteen Federation including equitation, golf, polo, archery, boxing, table tennis, tennis, life-saving

and diving, gymnastics, bowling and billiards, and Bulls, squash, fencing, skating and track and field, formed the sample.

Data collection tool. Achieve Hersey and Gold Smith questionnaires were used to identify the factors affecting employees' performance and JDI standard questionnaire was used for assessing job satisfaction among the staff. The performance questionnaire contained 42 questions and seven components which included ability (4 items), clarity (7 items), help (5 items), incentive (6 items), assessment (9 items), validity (6 items), and environment (5 items). The Job Satisfaction Questionnaire also contained 25 questions and evaluated five components which included: payment (4 items), promotion and progress (5 items), supervisor (5 items), occupation (5 items) and colleagues (5 items).

To assess validity, experts of sport management were used. Also, exploratory and confirmatory factor analysis was used for each questionnaire. Cronbach's alpha was used to investigate the reliability of the research tool, which was conducted in a guideline study based on a sample of 20, and all of the values were above 0.7, so the questionnaire had a desirable reliability.

Statistical Analysis. Descriptive and inferential method was used. In the descriptive section, by drawing graphs and reporting frequency and frequency percentages as well as the indexes of central tendency and dispersion, the population of the study, the variables and questions of the questionnaire were addressed. In the inferential part, firstly, exploratory and confirmatory factor analysis for the two questionnaires used in the research was considered. In order to investigate the differences between different federations in terms of improving performance and job satisfaction, nonparametric method of Kruskal-Wallis test was used, due to the rejection of the assumption of normality of the data at level of 0.05. To measure the level of performance and satisfaction, one-sample Wilcoxon test was used and a median response of 3 was considered for each evaluation variable. In order to fit the model into the data, structural equations were used.

Conceptual Model. The model in this research is presented in the following steps: The first step involves designing the original research

pattern by integrating the two Achive and JDI patterns and extracting appropriate indicators for evaluating the performance of employees using this integrated model. In the next step, using standard questionnaires for two models, the

groups are self-evaluated regarding the desired indicators. Finally, the employees' evaluation model is statistically validated based on performance patterns and job satisfaction. The conceptual model of research is as follows:

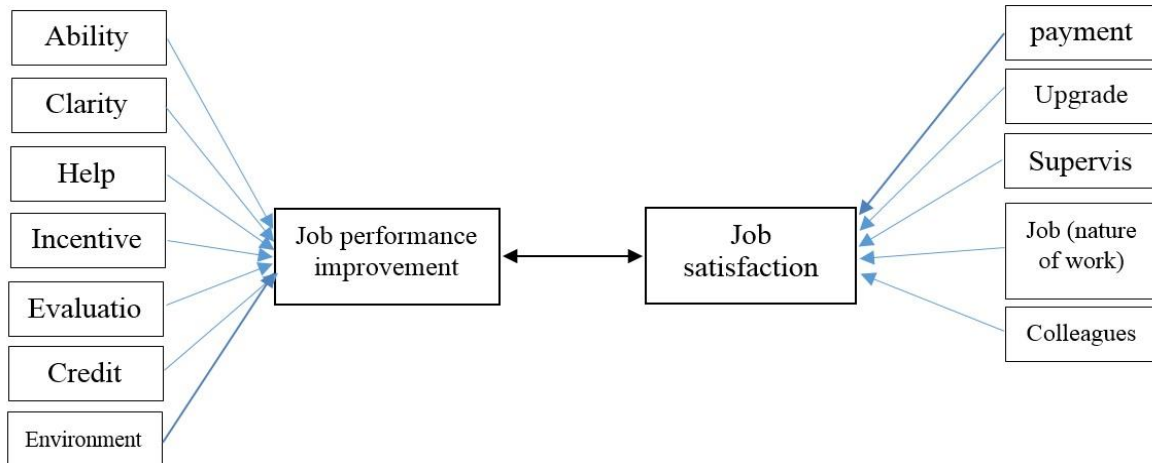


Figure 1. The conceptual model of research.

RESULTS

Hypothesis 1: The status of improvement of performance and its components is desirable in

sports federations' staff. According to the results of Table 1, Wilcoxon test was used to examine this hypothesis.

Table 1. Results of the test hypothesis nh

Variable	Mean	Statistic of Wilcoxon	p
Ability	3.25	4252.0	0.001
Clarity	3.14	4912.0	0.013
help	3.20	4523.0	0.016
Encouragement	3.25	5816.0	0.000
Evaluation	3.17	5144.0	0.005
Credit	3.08	4314.0	0.103
Environment	3.00	3331.0	0.440
Performance improvements	3.16	5649.5	0.001

The results showed that at the error level of 0.05, the performance improvement and all its components were in a favorable situation except for the components of credit and environment. Since the probability value of the Wilcoxon test for the relevant variables was less than 0.05, therefore, the zero hypothesis indicating relative condition and poor performance was rejected and

the researcher hypothesis indicating desired condition in the performance improvement was confirmed.

Hypothesis 2: The status of job satisfaction and its components is desirable in staff of sports federations. According to the results of Table 2, Wilcoxon test was used to examine the above hypothesis.

Table 2. Results of the second hypothesis test

Variable	mean	Statistic of Wilcoxon	Probability value
payment	2.13	660.0	0.999
promotion and progress	2.60	1668.5	0.999
supervisor	3.10	4319.5	0.219
nature of work	3.30	558.5	0.001
colleagues	3.50	5904.0	0.000
job satisfaction	2.96	4126.0	0.725

According to the results, at the error level of 0.05, the job satisfaction status in the general condition was lower than the median level of 3 and the Wilcoxon test was not meaningful; researcher hypothesis were rejected and the zero hypothesis was confirmed.

Also, in the payment components, the promotion and progress of dissatisfaction was observed and in the component of the supervisor, although the median was more than 3, but it was not statistically significant as the probability value obtained was greater than 0/05; so the

researcher hypothesis was not confirmed. However, in the components of the nature of work and colleagues, the level of satisfaction was more than the mean value of 3, and it can be accepted that the employees were only satisfied with the nature of these two components.

Hypothesis 3: A relationship exists between job satisfaction and its components and improving performance and its components. According to the results of Table 3, Spearman Correlation test was used to examine the above hypothesis.

Table 3. Relation between satisfaction and its components with performance and its components

Variable	Spearman	Ability	Clarity	Help	Encouragement	Evaluation	credit	Environment	Performance improvements
payment	Correlation	0.065	0.319	0.261	0.120	0.273	0.327	0.243	0.325
	Probability value	0.453	0.000	0.002	0.163	0.001	0.000	0.004	0.000
promotion and progress	Correlation	0.101	0.300	0.198	0.202	0.297	0.286	0.235	0.311
	Probability value	0.242	0.000	0.021	0.018	0.000	0.001	0.006	0.000
supervisor	Correlation	0.127	0.291	0.207	0.092	0.280	0.261	0.223	0.275
	Probability value	0.142	0.001	0.016	0.287	0.001	0.002	0.009	0.001
nature of work	Correlation	0.186	0.363	0.280	0.218	0.328	0.198	0.236	0.338
	Probability value	0.030	0.000	0.001	0.011	0.000	0.021	0.006	0.000
colleagues	Correlation	0.80	0.278	0.300	0.133	0.398	0.306	0.249	0.336
	Probability value	0.335	0.001	0.000	0.122	0.000	0.000	0.004	0.000
job satisfaction	Correlation	0.143	0.369	0.292	0.171	0.360	0.323	0.282	0.372
	Probability value	0.098	0.000	0.001	0.046	0.000	0.000	0.001	0.000

The results showed that all the relationships had a positive direction and at the error level of 0.05, the payment component has a meaningful relationship with all components of performance improvement, except for the ability and incentive. The relationship between promotion and progress with performance improvement was also significant but the relationship between

promotion and progress will ability was not significant. Investigating the relationship between supervisors showed that this relationship was significant in all components except for the ability and incentive. The nature of work had a significant relationship with all the components of performance improvement and its overall state. Investigating the relationship between colleagues

also showed that this relationship was significant in all components except for the ability and incentive. But overall staff satisfaction had a positive relationship with performance improvement and its components.

The main hypothesis: An evaluation model can be presented according to research conceptual model and based on factors affecting employee performance and satisfaction. To analyze the main hypothesis, LISREL software was used. After drawing the research analytical model based on data, the model of measurement was obtained

by Lisrel software. A general model was obtained from micro data which significantly confirmed the path coefficients in it. The values of factor load showed a positive and significant relationship between satisfaction and performance. The results are presented in the chart below. In the study of this model, the ratio of the k square to the degree of freedom was 2.54, the CFI index was 0.85, the NFI index was 0.78, the GFI was 0.46, the RMSEA error was 11 and the SRMR error was equal to 12.2, which implied fitting the right model.

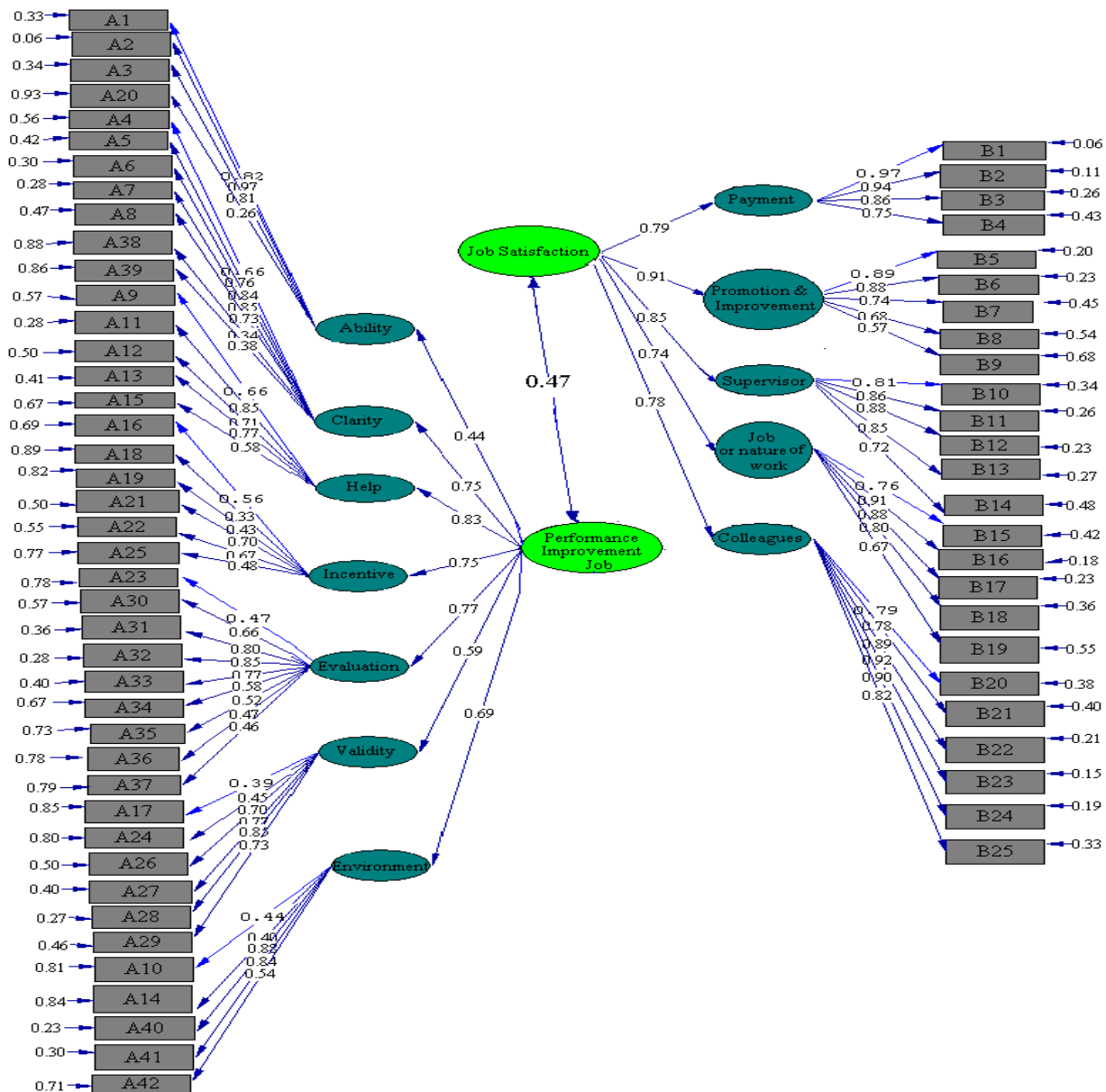


Figure 2. The values of the standard path coefficients in the overall research model.

Since the significance level is zero (it is lower than 0.05), it can be concluded that despite the difference in the ranking average of the weaknesses in sport for all, this difference is not significant and the weaknesses have a similar impact on the sport for all policy-making process.

DISCUSSION

The results of the research hypothesis test regarding the status of improvement of performance and its components among employees of sports federations showed that the status of improvement of performance and all its components, except for the components of credit and environment, was in a favorable situation; therefore, the researcher hypothesis indicating favorable status of performance improvement was confirmed. In the research of Rahman et al. (2017), the role of the work environment was high (6). In some studies evaluation was criticized by staff and even managers for various reasons (13-15). From the results of the research hypotheses in the study of the status of job satisfaction and its components among employees of sports federations, it was found that the job satisfaction status was lower than the mean in staff and Wilcoxon test was not meaningful, thus confirming the undesirable level of satisfaction. Also, in the components of payment, promotion and progress of dissatisfaction was observed and in the component of the supervisor, although the mean was greater than average, but was not statistically significant either. In the components of the nature of work and colleagues, the level of satisfaction was higher than mean and it can be assumed that the employees were only satisfied with these two components. Mossadegh Rad (2004) found the following in his research: (a) Staff showed lower job satisfaction in payment, benefits, working conditions, progress, and communication. (b) Staff showed more job satisfaction in factors such as nature of work, colleagues and supervisor (21). In a study by Memari et al. (2013), it was mentioned that one of the main tasks of the sports federations is assessment (22). The results of the hypothesis test indicate that there a relationship exists between job satisfaction and its components with performance improvement and its components.

Payment component had a meaningful relationship with all the components of performance improvement, except for the ability and incentive. The relationship between promotion and progress was also significant with performance improvement but the relationship between promotion and progress was not significant. It was shown that a significant relationship existed between supervisor and all components except for the ability and incentive. The nature of work also had a significant relationship with all the components of performance improvement as well as its overall state. Investigating the relationship between colleagues also showed that it had a meaningful relationship with all components except for the ability and incentive. Overall satisfaction of employees was also positively correlated with improving performance and its components. Ghamari and Pourfarzad (2010) suggested that evaluation has a positive effect on achievement of organizational goals (23). According to the findings from the main hypothesis of the research, it can be concluded that the conceptual model of research can be explained based on research data. The values of the factor load imply the fitness of the model. Its means: ability, clarity, assistance, incentive, evaluation, credibility, and environment are factors that affect the improvement of job performance while payment, promotion and progress, supervisor, job or the nature of work and colleagues are factors that affect job satisfaction. A two-way relationship also exists between job satisfaction and job performance. Finally, the proposed model of the research is confirmed as a model of job performance evaluation (Integrated Self-Assessment Model Based on Acu & GDI Indicators). According to the findings of Soltani (2012), the growth and promotion, the nature of the job, and the incentive and motivation are factors affecting the performance of employees (24). According to Jamalzadeh et al. (2016), there is a direct relationship between job satisfaction of individuals and their performance, and those who are satisfied do their job better. When job satisfaction is created that employees feel, the content and field of work provides what is valuable to the employee; therefore, in order to

increase job satisfaction, variables related to job satisfaction should be identified and strengthened and addressed to meet needs They should be taken into consideration at work (25). The findings of Bahrami et al. (2016) suggest that a two-way relationship exist between job satisfaction and performance improvement (5).

CONCLUSION

Emphasizing the importance of the evaluation system to improve employee's performance and satisfaction, and on the other hand, the role of these factors in creating a favorable atmosphere in sports organizations, the results of this research can affect the level of effort and future of employees, and in addition to showing strengths of the employees, it will direct managers to identify the weaknesses and resolve productivity issues, thereby giving employees adequate access, as well as reducing conflicts between supervisors and subordinates.

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APPLICABLE REMARKS

- Managers of federations will actually improve all purposes of staff by using appropriate measures to increase their ability, motivation, staff's support, and the creation of a collaborative and team environment in the organization and staff's assessment.
- Managers pay more attention to the amount of salary received, material incentives, and fairness and equal pay, create opportunities for the improvement of the conditions of the staffs in order to increase the satisfaction of the staff.

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