

ASSESSMENT OF MANAGERS' PERFORMANCE AND ITS RELATIONSHIP WITH JOB STRESS THROUGH 360 DEGREE FEEDBACK METHOD

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Abstract

This research was conducted in order to assess the managers' performance of Lorestan Gas Company using 360 degrees method and its relation with their job stress. The current study is a descriptive one; meanwhile it enjoys the correlational approach as well. The pertaining population comes up to 159 persons. Regarding Tuchman or Morgan-Kuhen tables, we find out that if we wish to reach a reasonable conclusion of the analysis, the sample should involve 113 subjects. The researcher has used two questionnaires. The first one is related to 360 degree feedback model while the second one dealt with the job stress based on the standardized questionnaire proposed by.....(1978). The aforementioned questionnaires include Cronbach's Alpha coefficients of 93.87 and 92 which are considered as plausible coefficients for the questionnaires. Elsewhere, the validity of questionnaires was determined by the experts' comments. The findings were given through statistical analyses of one way ANOVA, Tucky test and Pearson's correlational coefficient. The acquired conclusions have demonstrated that there are meaningful differences among the means of 360 degree as self-assessments, supervisors' assessment, colleagues' assessment and employees' assessment. On the other hand, there are meaningful differences among the assessments of managers, employees and job stress while there is no significant difference between the assessment done on the basis of 360 degree feedback model, self-assessment, the colleagues and managers' assessments and job stress.

Key words: evaluation, job stress, performance assessment, 360 degree feedback

Introduction

Outstanding and continuous changes in the current world have led to the variety and intricacy in the organizations. Likewise, the managers can perform their duties, put the goals of their organizations into effect and show the proper reactions in different environments while relying on the accurate information and statistics. Planning is a type of decision making that determines what should be done and who should do it in advance (Faizi, 1993, p3). Basically, the organizations which are bound to meet the people's needs have something in common. All the organizations have been flourished to reach specific objectives and utilize particular plans and approaches to obtain their goals. Stuner-Freeman (1996) told that humans are considered as the major elements and the most important organizational sources. Likewise, all the organizations have managers and leaders who are responsible for providing the goals.

Nowadays, it is widely believed that the improper and insufficient use of human sources leads to major challenges in the domain of management. Thus, the efficient use of capabilities and potentials through planning is highly taken into consideration. On the other hand, leadership and feedback controlling are also of paramount importance. It falls to the managers to offer the patterns and service standards and

familiarize the clerks how to attract the customers. The managers are also expected to attract the clerks because this will end in a more efficient attraction of customers.

Review of Literature

Robbins (1999) stated that according to the conducted surveys, twenty six percent of the American companies utilize the 360 degree model and its consequences.

In accordance with the studies done by Tower Preen Company on the human resources, eight percent of the big companies employ the 360 degree feedback and sixty nine percent of them have applied it during three years.

Madigan (1998) maintains that ninety percent of two thousand fortune companies make use of several sources. The pertinent findings indicate that the rate of dissatisfaction is high and less support is observed toward the system in question.

Ghassemi Nejad (2002) had a research entitled “the relationship of organizational atmosphere and job stress and its effects on the junior high school teachers” and concluded that the job stress has been focused on the students.

Lipeduc et al. (1997) conducted a study and demonstrated that the inflexibility of supervisors and organizational behaviors have meaningful relations with the employees’ job stress.

Gharaee pour (2003) administered another research entitled “the assessment of competence of Sapco managers through 360 degree feedback”. He gained some fruitful conclusions indicating that the Sapco managers had considerably assessed their competence more than three other groups.

Assessment means the process of accumulation and the systematic analysis of evidences that end in a specific action (Ardebili, 1997, p15; Moradi, 2002, p10).

Abtahi (1996) presents his own definition for the employees’ assessment including the stages through which the organization considers and evaluates the performance of human sources while they are fulfilling their duties. If their duties are properly fulfilled, the managers, supervisors and personnel will benefit from it. The 360 degree assessment of performance helps to gain the multilateral feedback not only by the supervisors but also the customers, those who are being supervised (Chang, 2002, p114).

Stress is a term referring to the dependent variables which result in the tensions which are created by the improper performances (Fletcher, 2002).

Torington et al. (2002) hold that job stress causes different illnesses, for example, heart diseases, blood pressure, depression and anxiety.

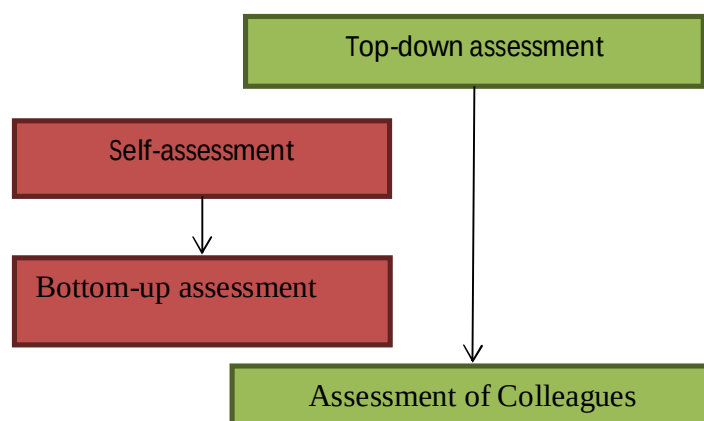


Figure1- Assessment process (Christopher Row, 1995)

360 degree feedback is a systematic collection of data which are related to the performance of people or the interested parties and offers the feedback to them.

Top-down assessment is a traditional one where the supervisors and managers assess their employees; it may be counted as an important section of the 360 degree process. It can offer instructional information to the people concerned.

There are four managers in this type who can be considered as reliable sources for the feedback. The simplest and nearest sources to people are the “immediate superior”, “matrix managers”, “former immediate manager” and other managers who take part in this assessment (Jones and Burley, 2000).

Bottom-up assessment is one of the initiatives of the 360 degree process providing useful feedback for the supervisors. In this process, the employees assess the supervisors from different dimensions.

Bernard Vehti (1987) holds that although this is a perfect type of evaluation, few numbers of companies use this process.

Research Study

This study is based on descriptive and correlational research methods. The pertinent population involves 159 subjects who are the managers of Lorestan gas company.

According to the Morgan-Tuckman table, we find out that the population must at least consist of 113 subjects to come up with a reasonable analysis. Based on the performance assessment and job stress through 360 degree feedback, the questionnaire would be the standardized questionnaire of Kyriacov and Sutcliff (1978). This questionnaire entails Cronbach’s alpha coefficients of 0.93, 0.87 and 0.92 indicating the questionnaire validity which has been confirmed by the experts.

The acquired findings were completely analyzed using the ANOVA, Tucky test statistics and Pearson correlation coefficient.

Analysis of Findings

1- Comparison of the managers’ performance assessments

To compare the performance means, the ANOVA was run and later, Tucky test was utilized to compare every two means. The results have been presented as follows.

Table 1- The comparison of the performance assessments’ means through 360 degree, current methods and self-assessment

	Numbers	Mean	SD	Variance of	analysis	Meaningful level
360 degree analysis	113	73.1925	4.93496	F	df	
self-assessment	113	73.3982	6.67022	94.942	5.672	0.001p
Colleagues assessment	113	69.8230	7.04353			
Supervisors’ assessment	113	83.7788	6.59103			
Employees’ assessment	113	65.7699	7.45104			

According to the abovementioned findings, since the rate of F is meaningful ($p < 0.001$), we conclude that there is a meaningful difference among three assessments.

Tucky test was also applied and the results are mentioned here.

Table 2- The two by two results of Tucky test

A-Type of assessment	B- type of assessment	Difference of means	Meaningful level
360degree feedback assessment	Self-assessment	0.2058	0.05p
	Supervisors' assessment	-10.5863	0.001p
	Colleagues' assessment	3.3695	0.002p
	Employees' assessment	7.4226	0.001p
Self-assessment	Supervisors' assessment	-10.2805	0.001p
	Colleagues' assessment	3.5752	0.001p
	Employees' assessment	7.6283	0.001p
Supervisors' assessment	Colleagues' assessment	13.2558	0.001p
	Employees' assessment	18.0088	0.001p
Colleagues' assessment	Employees' assessment	4.0531	0.001p

According to the above findings, we conclude that there are not any meaningful differences between the 360 degree feedback method and self-assessment ($p>0.05$). Other comparisons of the assessments offer a meaningful difference.

Table 3- The ranking of the assessment means under Tucky test

Type of assessment	Groups				
	1	2	3	4	5
Managers' assessment	83.7788				
Self-assessment			73.3982		
360 degree assessment			73.1925		
Colleagues' assessment				69.8230	
Employees' assessment					65.7699

Based on the acquired findings demonstrated in this table, the highest mean of the performance assessment belongs to the managers (83.77) and the lowest mean is achieved for the employees' assessment (65.76).

2- Study of relationships between the performance assessment of managers and their job stress.

Regarding the fact that the variables are considered as the ordinal scales, Pearson correlational coefficient was calculated. The pertaining results have been demonstrated in the following table.

Table 4- Correlational coefficients of the managers' performance and their job stress

Method of performance assessment	360 degree assessment	Self-assessment	Supervisors' assessment	Employees' assessment	Colleagues' assessment	Job stress
360 degree assessment						
Self-assessment	0.746					
Supervisors' assessment	0.698	0.431				
Employees' assessment	0.730	0.387	0.336			
Colleagues' assessment	0.671	0.330	0.257	0.309		
Job stress	0.213	0.172	0.218	0.209	0.107	

Accordingly, the following conclusions are acquired:

- There is a meaningful relationship between the managers' performance and job stress
- There is a meaningful relationship between the employees' performance and job stress.
- There is a meaningful relationship between the 360 degree feedback and job stress.
- There is not any meaningful relationship between the managers' performance and job stress.
- There is not any meaningful relationship between the colleagues' performance and job stress.

Conclusion

To compare the means of the performance assessment, the one-way ANOVA was utilized. Then, Tucky test was used to compare every two means with each other and the results have been shown in table 1-1. According to the acquired findings shown in table 1-1, it has been concluded that there are meaningful relationships among the 360 degree assessment, self-assessment, supervisors' assessment, colleagues' assessment and employees' assessment. In order to compare every two means, Tucky test was used and the given results are presented in the tables 1-2 and 1-3. Based on the findings in table3-1, the highest mean of the assessment belongs to the managers (83.77), and the lowest mean belongs to the employees' performance (65.76). Pearson correlational coefficient was computed to study the relationships between the assessment types of the managers' performance and their job stress. The related findings have been shown in table 1-4. Based on the findings in table 1-4, there is not any meaningful relationship between the 360 degree feedback method, the self-assessment, colleagues' assessment and the managers' job stress.

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