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Performance Management and Its Role In Improving Educational Organizations Performance

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ABSTRACT

The competitive climate of the current world has directed the organizations toward idealism. For survival in new competitive environment, the organizations should improve their management science and performance. The goal and philosophy of performance management is evaluation of performance, determining the weaknesses and strengths via the relationship between supervisors and employees of organization, determining the organization and employees expectation for optimal use of all the resources and facilities to fulfill organization goals and effectiveness. In the current competitive conditions, the knowledge-based development is the requirement of survival. Educational systems are of great importance based on their goals and mission, including educating efficient human resources for other society institutions. Universities are the most important educational organizations and besides educating human resources can meet the social needs to develop knowledge and technology. Today, performance management systems are turned into one of important management tools and they have many positive outcomes including transferring the performance responsibility to employees, optimal use of limited resources of organization and increasing effectiveness and productivity in organization. Performance management as the most important management system of human resources plays important role in improving employees performance and adaptability of their performance with macro goals in educational organizations and universities with the mission of educating people in technical, perception, communication and morality fields on one hand and on the other hand science and technology production. Performance management is a tool to measure performance namely in knowledge-based organizations and it prepares the ground for its top managers by which they can decide, judge and supervise exactly. Implementation and execution of performance management as the basis of new management information system is necessary to improve educational system of that country. The study purpose is evaluation of the performance management role in improving performance of educational organizations in new century and wisdom based on knowledge-based development.

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INTRODUCTION

For their survival in new competitive and complex environment, the organizations should improve their management science. Managers should adapt their organizational structure continually in the present varying environment and perform the required reformations (Alvani, 2012). The organization should recognize its environment well and achieve required information to show suitable reaction. One of the strategies being raised as a basis for uniformity of human resources is performance management (Torkzade, 2012). The reality is that human resources are the basis of any organization. Thus, people performance should be managed in accordance to the organization goals and policies of the country. By creating empathy between the employees and supervisors, performance management by adapting the employees' goals with organization goals improves performance of organization. The importance of performance-based management is increased in educational organizations and universities with the mission of educating skillful human resources and knowledge and technology dissemination. The great wave by which performance management is affected is associated to performance evaluation and performance evaluation and effectiveness are important factors in organizations (Oral, 2007).

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Policy making to improve educational system of the country, supervising effectiveness and efficiency of educational system needs new management information system (Mashayekh, 2010). Performance management is a new management and it was established despite all the evaluation weaknesses and performance evaluation in fulfilling the organized plans and goals of organizations. It is attempted to consider organization activities in performance management and evaluation shouldn't be dedicated only to a specific activity. The scientific method of this type of evaluation has conceptual framework turning the macro strategic goals of organization to assessable indices (Alvani, 2012). Performance management by improving organizational climate and creating empathy among the employees and consistency between goals of employees and organization goals attempt to increase total productivity of organization by directing the employees to achieve organizational goals via improving good performance and eliminating unsuitable performance by encouraging methods and human resources. Educational systems as specific organization sin performance management are of great importance based on its mission and goals including efficient human resources education for other organizations of the society. Performance management is an extensive process with the aim of defining the mutual expectations of managers and employees and it emphasizes on the supportive role of the managers expected to act as instructor not a judge (Armstrong, 2006). Performance management is generally based on the fact that any task performed by employees in any level is effective in fulfilling general goals of organization as the employees are responsible for organization operation execution. In other words, it can be said that employees are responsible for implementing all phases of performance management in their organization (Plate, 2006). Establishment of performance management in educational systems helps the knowledge power development and turns it to a competitive advantage. Also, it leads to the scientific achievements of the country in 20-year perspective of Iran in region and international aspects. The lack of a systematic approach or organized plan and process to determine the goals, evaluation, collection and data analysis and reviewing the performance report and using its results in organizations caused that the organizations consider performance management leading to improvement of organization performance for complete fulfillment of goals. Among the organizations, educational system and universities are the most important principles of any country as the lecturers; teachers and employees performance is effective on modeling and success of students, university students and fulfilling educational, research and cultural goals. It is necessary to consider continuous monitoring of performance management in educational organizations for survival and improvement in technological and competitive world based on knowledge-based development. Performance management as the most important management system of human resources plays important role in improving employees' performance and adaptability of their performance with macro goals in educational organizations and universities. On the other hand, participation of managers, employees and examiners in development of management plans and evaluation of their performance, the inclination for change and improving effective evaluation plan and its efficiency is increased and it is only possible via top management support of any organization as it not only questions the guaranty of designed system, but also its effectiveness is decreased (Oveisi, 2007). Thus, performance management approach is a tool to measure total performance of organization and it provides a ground for top managers by which they can decide, judge and supervise exactly.

Educational organizations and universities meet the social needs to disseminate knowledge and technology. Based on the current competitive conditions, wisdom based on knowledge-based development is the requirement of survival. It is expected in this approach that any person reviews his performance quality and judges his validity. Participation in performance management evaluation plans increases improvement of plan and its efficiency. This is the reality that in present world, any organization should adapt their high goals with the society expectations at national or international levels to keep and improve the structure in the current global and technological village and they need qualified managers with complete performance and educational organizations are not exception in this regard (Salehi *et al.*, 2013).

Our era is the complex and varied organizations era and the current managers should be aware of organizing and establishment of these organizations and relevant reforms. Organizing is a continuous activity and it is the duty of manager and it is not only dedicated to organization design. Some of the authorities of organization and management call this important duty of manager as re-organizing or permanent selection process (Alvani, 2012). All organizations, state or private need effective performance evaluation system for development, growth and stability in current competitive field by which they can evaluate the effectiveness and efficiency of the plans of organization, processes and human resources.

Successful and efficient organizations don't consider data collection and analysis as adequate and they use these data to improve organization and fulfill missions and strategies. In other words, they manage performance instead of performance evaluation (Alvani, 2012).

The concepts and definition of performance management:

Performance management as the most important management system of human resources plays important role in improving employees' performance to fulfill macro goals in educational organizations and universities producing skillful labor force education. Performance management is a tool to measure performance namely in

knowledge-based organizations and it prepares a group for its top managers by which they can decide or judge exactly. Implementation and execution of performance management as the basis of new management information system is necessary to improve educational system of the country.

The important point in this regard is developing the view of researchers to performance in the past years. Olya *et al.*, (2010) showed the extension of performance concept during 1950 as follows:

Evolutionary trend table of performance concept since 1950

Since 2000s	1990s	1980s	1970s	1960s	1950s
Efficiency Effectiveness Productivity Flexibility Creativity Continous improvement	Efficiency Effectiveness Productivity Flexibility Creativity	Efficiency Effectiveness Productivity Flexibility	Efficiency Effectiveness Productivity	Efficiency Effectiveness	Efficiency

As it was said, evaluation of organizations performance is one of the strongest management tools. Performance evaluation is the process by which the worker performance is measured and when it is done accurately, the employees, supervisors, managers and finally organization use it. Casiou defined performance evaluation as the system with strong or weak performance of a person or a group regarding the duties (Sheikhzade, 2009).

Employees are the main capitals of organization responsible for organization operation. In its most complete form, performance management is based on the fact that any work done by employees is effective on fulfilling general goals of organization. Performance management has no one dimensional view to system and by focusing on organization strategies and balances in important fields of organization attempts to manage and organize complex organizations (Alvani, 2012).

The current managers for management in current organic organizations beside technical, administrative and human skills should be equipped with the skill of managing the social issues and besides the organization should consider external environment of organization and should have systematic view. The performance of personal features and skills that is turned into objective results via employees' behavior (No *et al.*, 2008) and performance management is one of the specific issues of strategic human resources management and it is also a good tool to improve employees and organization performance. If performance management is designed with requirement in organization, it can identify a part of problems and present solutions for them and create synergy to fulfill goals between personal and organizational performance.

Performance management is a term for those activities dealing with the management of job and behavioral responsibilities of employees. Performance management is a method to facilitate relation and understanding between the employees and supervisors and leads to the formation of a good working environment and high commitment to the services quality (Abili and Movafaghi, 2003). Based on another definition, performance management is defined as systematic and continuous approach to improve the results via evidence-based decisions for continuing organizational learning and focusing on responsiveness to individual and organizational performance (Mocha, 2009). The general concept of performance management is an important task for planning and execution of human development plans of organization and evaluation of employees' performance is one of its functions. In addition, evaluation, goal setting, performance design, reviewing, investigation and analysis of performance and improving behaviors are the duties of this management (Gionarten, 2007).

Based on the above definitions, performance management is one of the strategies of development, updating human resources and improving human capital productivity that via improving organizational climate and creating empathy among the employees and consistency of the goals of employees and that of organization attempts to direct the employees to achieve organizational goals via improving good performance and eliminating bad performance by bonus, human resources productivity and total productivity of organization are increased. The more successful performance management to achieve the mentioned goals, the more the productivity and market share and more profit are achieved for organization. The mentioned trend creates wealth and survival of organization in the current competitive world (Seyedi and Akbari, 2009).

The necessity of management from the view of verses and traditions:

As it was said, performance evaluation is one of the strongest management tools. It is mostly emphasized on selecting the managers and accurate performance in Islamic traditions and verses and also it is emphasized for salvation of people and extending divine government to select managers and performance management. Some of the examples are summarized as follows.

According to Al-Naziat, verse 5: "And those who arrange [each] matter". Allah is the best manager and refers to angles as arranging the matters and arranging means considering the outcomes and it is also performance management. The selection of managers is emphasized in the Holy Quran. According to the

researches in recent years, 10 conditions and features are referred for managers in Holy Quran. JalilKhani (2007), Dalir (2011) mentioned ten features of managers as:

The table of specifications of managers based on Quran verses

No	Managers feature	Number of Holy Quran verses
1	Innovative	29 verses
2	Avoiding extravagancy	5 verses
3	Patient	28 verses
4	To be fair	5 verses
5	Brave	11 verses
6	Stable	5 verses
7	Forgiving	8 verses
8	God fearing	7 verses
9	Kind	5 verses
10	Helping others	3 verses

According to Imam Sadigh (pbuh): You are not thankful of your Allah? In the doom day, Allah invites those accepting his guardianship, we with the Prophet (pbuh) and you with us. Where would you go on that time, to Mecca Allah, to heaven? As is shown, the Imam or leaders are very important and they can determine people destiny. It means that leaders and managers of society affect people as they are directed anyway and they have common destiny. According to The Prophet (pbuh): The one who dies without Imam and leader, his death is ignorance death. This tradition shows the importance of Imam and leadership in Islam and it is said without leadership and management, there is no saving and guidance (Samadzade, 2010). Imam Ali introduces managers' features as experienced people as pioneers in Islam, having the best morality and the most reliable people as less greedy and astute. Also, they are described as experience, noble, dignified, aware of their value, astute, famous, accurate, reliable, provident, pioneer in Islam, not greedy and not being distressed of much work (Jalilkhani, 2007).

Imam Ali IbnMosa Al-Reza (pbuh) said:

There no group or nation among people who or successful unless they have a manager or supervisor managing their affairs. According to Imam Sadigh (pbuh): The people of each society need three groups to manage the affair of this world and afterlife by these three groups and when the society doesn't have three groups, the people of the society will turn to weak animals. 1- A pious and informed jurist, 2- A benevolent and wise manager, 3- An honest physician in the work and a reliable one (Samadzade, 2010). No school has stated the importance of leadership and management clearly to know the basis of a society and success and stability of a nation in materialistic and spiritual affairs dependent upon the successful managers with good performance not dedicated to the specific time and place and a good leadership.

The difference of new and traditional criteria in performance:

As now the organizations try to consider the opportunities of improvement via improving their strengths and reduction of weaknesses (Martin and Oskar, 2009). New criteria of performance management can help the improvement of organizations. Regarding the investigation of evolutionary trend of performance management, it was referred that this new management approach is used to eliminate the shortcoming of traditional performance evaluation. Safayian (2007) compared new and traditional criteria in performance management. This comparison is summarized in the following Table.

The table of comparing new and traditional criteria of performance

New criteria of performance	Traditional criteria of performance
<ul style="list-style-type: none"> • Based on company strategy • Non-financial criteria • Considering all employees • Partial (daily) , simple and exact criteria for use leading to employees satisfaction. • Mostly is used at operational level. • It doesn't have fixed framework and is varied if necessary.. • The main goal is performance improvement.. • It is applied in all cases. • It helps in achieving continuous improvement. 	<ul style="list-style-type: none"> • Based on traditional accounting system • The financial criteria • Considering the middle and top managers • Complex and weak criteria (weekly and monthly), contradictory lead to employees failure. • Operational level of company or factory is forgotten. • Main goal is supervising performance. • It doesn't help in achieving continuous improvement..

It can be said, performance management system is one of the new management approaches in the current century and it is created based on its evolutionary trend to eliminate the traditional management approaches of performance and to improve human capital and organization productivity in the present competitive world.

The benefits and advantages of performance management:

To fulfill good results and achieving the goals in performance management, it is required to be aware of its benefits for organization, managers and employees. As it was mentioned in significance of performance management in Islam, The Holy Quran defined management and responsibility as divine trust and beside specialization and required ability for works considered trustworthiness necessary for management. This is also emphasized in verses 58 of Al-Nisa, verse 39 of Al-Nahl, Verse 26 of Al-Qesas, Verse 55 of Al-Yusuf (Jalilkhani, 2007). The researchers consider some benefits and features for performance management at organizational, supervision and employees.

Iranzade and Barghi (2009) and Seyedi and Akbari (2009) defined the features and advantages of performance as followings:

The table of features and benefits of performance management

The features and advantages of performance management	View
Improving organizational values, better fulfillment of organization goals, clarity of organizational goals and priorities, creating balance between short-term pressures for long-term need and production and professional growth of employees, creating sustainable organizational commitment, giving required rewards to better activities in work place, establishing a type of consistency between organization culture and policies of its evaluation.	Organizational
Evaluation of employees is done easily and the effect of evaluations in increasing employees productivity is increased and supervisors by directing the employees make their goals consistent with the organization goals, creating a suitable space for explicit communication between the supervisors and employees and supervisors mostly emphasize on the negative dimensions of employees performance and positive aspects of their performance are mostly considered. The supervisors are interested in explaining evaluation system and applying it for employees and are serious to explain the mentioned process.	Supervisors
Enmity among the organization people is reduced and the risk of imposition violence is reduced among the employees, paying the wage and benefits and compensation payments based on the efficiency and performance value of people, the employees understand their duties better and with the guidance of supervisors attempt to achieve organization goals, employees performance is measured clearly, evaluation of employees performance increases professional growth, the employees can give their views about issues, goals and plans and discussing about them to transfer their views to supervisor in a friendly environment, employees receive continuous and adequate feedback via various resources to be aware of their situation regarding the expected performance.	Employees

Thus, to increase productivity and improving organizational values in performance management, the managers should manage their performance and that of employees to improve organization improvement by improving advanced organization performance improvement.

The process and stages of performance management:

Performance management is a regular process that employees involve themselves as the members of a group in improving organizational effectiveness and mission and achieving the goals. As the main duty of performance management is making the organizations dynamic and it needs to be dynamic. It is required to design a mechanism to identify the weaknesses of performance management system as permanently and eliminate them.

Performance management is a regular process by which the employees are involved as the members of a group in improving organizational effectiveness and in mission and goals. This process includes work planning and determining the expectations, continuous monitoring of performance, developing the capability of components, periodical grading of performance as limited and rewarding the performance (Soltani, 2004).

To establish performance management system in organizations, various stages are required to be put into practice as performance management is a permanent and dynamic process not dedicated to specific stage and level and the managers can fulfill organizational goals effectively and it is including a cycle of continuous activities (Alvani, 2007).

There is no special agreement on management processes and components based on performance in organizations, most of the organizations have specific view to this item based on their features and each of them consider more emphasis for a part of it but generally, there is a unity in most of these approaches. The organizations believe performance management is a process by which we can create common language and understanding regarding what organization achieves to be sure of achieving the best possible results. The establishment of performance management in educational systems namely university helps the knowledge development and it can turn the organizations to a positive and competitive advantage. Iranzade and Barghi (2009) summarized performance management processes as:

The table of performance management principles and stages

Performance management process	Stages
Evaluation of requirements of performance management system	First stage
Selecting a good model of performance management for organization	Second stage
Localization of performance management model in organization	Third stage
Starting design and implementation	Fourth stage
Norms establishing	Fifth stage

Pilot-institutional execution	Sixth stage
Using performance management results	Seventh stage
Reviewing and reforms	Eighth stage

Thus, to focus on weaknesses of employees and comprehensive focus on their strengths, performance management process is considered a cycle process as for good execution of performance management system in organization, it is required to evaluate this approach continually that by the results, more opportunities are provided for learning of employees and finally improving organization performance.

Various models are raised about performance management for organizations and providers of these models consider specific aspects of it in organization based on their knowledge, experience and skill, the important point is that performance management should be updated by continual reviewing. Making performance management system dynamic is possible via the following mechanisms.

- 1- Regular survey in definite intervals of the performance management system
- 2- Timely and serious performance evaluation in organization
- 3- Updating the factors of evaluation of performance in accordance to new conditions of organization

Dominating multi-dimensional evaluation:

The principles of performance management

In order that performance management achieves its goals and to have required benefits for organization, it is required to follow specific principles. To do this, each of authorities in this regard based on their management approach referred to specific principles and investigated this approach based on it.

Akbari and Seyedi (2009) defined the principles of performance management as follows:

- 1- Performance management should be considered as business process.
- 2- Having the power of information exchange in organization and common information among the employees and supervisors
- 3- Values are beyond profitability capability, it means that in performance management execution, we shouldn't ignore human values at the price of profitability.
- 4- Finding specific answer for each problem, it means that each of organization problems should be investigated specifically and special solutions should be considered for it.

In the current competitive world, the organizations with high performance improvement and productivity as specific consideration of good implementation of performance management are survived and it is possible via optimal use of existing resources and capitals in organization. One of the important resources in this regard is human resources of organization and it should be directed appropriately and it should learn required trainings to achieve the goals to be aware of expectations and goals of organization and attempt to achieve them. To achieve this goal, traditional management systems support individual qualification of employees. On the other hand, performance management approach emphasizes on developing skills and capabilities for good performance of duty and supports collective responsibilities. They have positive and futuristic view and discussion, common perception, discussion and mutual commitment are key terms in this system. It can be said if performance management is done with its requirement; it can identify a part of organization problems and present practical solutions. Performance management has comprehensive view to performance and it can create synergy. Gamic (2001) considered positive factors of performance management as awareness of what is expected of you, awareness of working, suitable goals and ideals, participation in determining the performance indices and goals, providing the opportunity of testing new things, acknowledgment for having talents and skills, awareness of its role in a wide image in relation to others.

The history of performance management in Iran and the world:

During 1950 to 2000, performance evaluation as other management fields was developed in terms of theory and then scientific aspects and performance evaluation institutions increased considerably like audit institutions (Daryani and Rafizade, 2007). Since the mid-1970s, regular evaluation of people work in the jobs is raised as performance evaluation, then in the early 1990s, performance management approach was replaced by performance evaluation (Sabuni, 2005). Also, Armstrong (2007) considered performance management as one of the most important recent progresses in human resources management and stated that this term was raised at first in 1976 and as this concept is the result of needing a continual approach to management and reward based on performance, to the mid-1980s, it was not considered as a distinctive approach and as evaluation systems were designed without any planning, all of them couldn't fulfill the expected results of organizations. Thus, among traditional systems, performance management was considered for qualification evaluation and goal-based management. In addition, performance management in its initial definitions based on management thoughts was based on goal and result and considered the combination of individual and organizational goals and attempted to achieve high productivity by coordination in the organization. However, in the new approach, this approach by strategic management focused mostly on outside the organization (Alvani, 2007). Thus, performance management approach is considerable taken into attention of organizations and companies.

The importance of performance management in improving educational organizations:

In the current modern and competitive world, only the organizations using their resources efficiently can remain in this world and increase their productivity. Human resources in organizations are important resources to fulfill the goals. Human relations are pre-requirement of organization development and its creation and development are important duties of managers. Management of science and art is communicating with human people to do effective work. To do this, the managers should achieve working capability with human people (Niazazari, 2007). Among the organizations, educational organizations are of great importance based on the nature, goals, inputs and outputs as human resources and work process and its goals are based on this issue. As performance evaluation systems don't have required efficiency in improving labor force productivity, new systems of performance management are required more. In recent years, performance management is one of the strategies of development and updating the human resources and improving labor force productivity. By performance management in educational organizations, we can create common language and unified perception regarding achieving it. Thus, by this approach, we can be assuring of achieving the best results. The important point in performance management is performance management strategies as leadership-based performance management, reward-based, job path-based, culture-based and qualification-based and they should be established to achieve good performance in all activity fields (Ahmadvand and Japoghian, 2011). In educational organizations, labor force participation and examining executers in development of performance evaluation plans, increase the inclination to change and improving effective evaluation plan. In performance management, via performance evaluation process, evaluation and management of behavior and human outputs is revealed in work place (Carl, 2000). In other words, in performance management of employees, the performance share is referred to personal feeling and emotional reaction to physical and social conditions of the activities and its comparison in various social groups are achieved by considering some criteria including activity rules, social organizational management, materialistic condition, job nature, work life quality, organizational professional communication, activities reward, responsibility, development in life and job ground (Farahmand, 2009). Based on their specifications, the organizations have specific view to this item and each consider more important for a part of it but there is general unity in performance management approach. Organizations should take a big step from traditional systems to new systems of performance management. Thus, based on the importance of educational organizations in science production, educating skillful human resources, improving the country and culture transference, some models should be designed to identify the weaknesses and problems of performance management and eliminate them for full productivity.

Review of literature:

The results of the study showed that performance management plays important role in fulfilling the goals of educational systems and organizations. Following Kazemi *et al.*, (2013) "evaluation of the use of performance management in Medical Sciences University of Golestan from the view of faculty members, the results showed that faculty members evaluated the usefulness of performance management as good and its execution was acceptable. The advantage of performance management and its dimensions is significantly higher than execution and its dimensions in University. The results of Torkzade and Jafari research (2012) regarding feasibility of performance management in Shiraz University from the view of managers showed that managers evaluated performance management advantage as acceptable and its execution capability lower than acceptable value. Generally, performance management advantage and its dimension are higher than performance management execution capability. The results of Karimi (2012) study "feasibility of performance evaluation model 2+2 from the view of faculty members of technical and engineering majors of Shiraz University showed that faculty members of University evaluated the execution capability of this model as above average and average. The results of the study of Akbari and Seyedi (2009) "performance management and its effect on increasing human resources productivity" showed that the most important manufacturing factor of any organization is its human resources and performance management as one of the strategies of development and updating human resources and labor force production increases human resources productivity and total productivity of organization via improving good performance and eliminating bad performance by bonus and this creates wealth and survival of organization in the current competitive world. According to the study of FaghihiFarahmand (2009) titled "performance management of employees with emphasis on organizational social factors" showed that employees performance had direct association with job management, simple working, creating professional organizational commitment, job preparations. The results of the study of Sheikhzade (2009) "conceptual model of performance management in mission-based organizations" showed that suitable model of organizational performance evaluation is a suitable framework for analysis of strengths and weaknesses of organization regarding their performance and provides improving organizational performance. The results of the study of Alvani (2007) "performance management of extra organizational performance showed that performance management in initial definitions is based on goal and outcome-based management combining the individual and organizational goals and attempts that by coordination in the organization, achieves productivity.

The research of Safayian (2007) "introduction of total performance management and the role of IT showed that if performance of any organization is not defined and processes and activities don't move to improve it, the organization direction is not defined. The results of the study of Sudmand and Nasrzade (2007) "the impact of performance management on empowerment of employees" showed that by performance management models, we can improve employees' empowerment.

The results of the study of Abili (2004) "performance management of learners showed that organizations shouldn't search for a rapid solution and they should find the methods for continuous improvement of performance management plans to support their organizational job better and meet the needs of their employees. Soltani (2004) in a study "stages of implementation of performance management system, he found that if performance management is designed by its requirements in organization, it can identify a part of organization problems and present some practical solutions. Also, the advantage of performance management is creating synergy between personal and organizational performance.

Farhadi *et al.*, (2004) in a study "performance management model in R&D organizations of Iran and new challenges" found that performance improvement is a key point and it emphasizes on increasing value motivational aspects, self-assessment and relation of evaluation factors with promotion to increase efficiency and productivity of organization. The results of the study of Mocha (2009) regarding the framework and concepts of performance management showed that performance management includes using organization activities as objective and measurable information for management and policy making to lead into improvement of organizational results. The results of the study of Gonarteni (2007) "performance management system, the tools of fulfilling organizational goals" showed that the perception of importance of performance management system by employees is a strong basis for organization development and to achieve key goals, it should be implemented and executed. The results of the study of Plate (2006) regarding performance management in practice showed that any task done by employees in each level, it is effective in general goals of study. The employees are responsible for implementation of all phases of performance management in their organization. The results of Rad *et al.*, (2001) research "evaluation of performance of co-worker of teaching in agricultural sciences and natural sciences" showed that to achieve excellence in education in academic plans and keeping it, giving different rewards, promotion and formal employment to evaluate the performance of faculty members, verified guidance for guaranteeing validity are required including agreement, checklists, ranking forms to investigate the educational contents, class performance and activities except teaching.

Conclusion:

In the current competitive world, based on knowledge-based development, educational organizations can continue, improve or develop, improve their performance by the best management method. Thus, based on the weakness of efficiency of evaluation systems of traditional performance in improving productivity, the need to new systems of performance management is felt more. In recent years, performance management is one of the most important development strategies and updating human resources and improving labor force productivity. By performance management in educational organizations, we can create common language and unified perception regarding fulfilling goals and strategy of its achievement. Thus, by this approach, we can be assured of achieving the best possible results. Performance management is a new approach in human resources development improving human resources performance and develops individual capabilities and job skills to help the organization and society success. In recent decades, this approach in organizations follows some goals as reduction of organizational waste, increasing productivity and beneficiaries' satisfaction and maximum and optimal use of resources. In educational organizations, this approach emphasizes on effective communication between the managers, supervisors and employees to achieve the educational goals to achieve the required successes. In performance management process, the agreed goals of organization and employees are determined and the required facilities are considered to fulfill it and achieve the required policies. Performance management in educational organization and Universities in practice can achieve success and all groups, sectors and units help the performance management process. Full support of top management of performance management plans and full consistency in the mentioned process with the affiliated units including establishing required training is necessary for good execution of performance management. Receiving feedback from internal and external beneficiaries, receiving feedback and suggestion from people and client can be effective on improving performance management. Also, by participation of human capitals and required support and formulating organized plan and continuous evaluation in educational organization refers to performance improvement and by localizing it in accordance to economic, political, regional and social conditions, we can achieve fulfilling organization goals and its good execution. Otherwise, we can observe resistance to the change of conditions and the lack of its improvement. Finally, in educational organizations, by improving performance management in the current competitive world for productivity, not only we can prepare ourselves with one's goals and organizations, but also at national level, responsiveness to society expectation and at international level, remaining in global networks, also we can think about our survival with comprehensive view in knowledge-based information era.

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