Review Article

Performance of Managers Based on Educational Assignments from Students and Managers' Viewpoint: a review

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ABSTRACT

Although the most precious element of any organization is human being and human power, there is no doubt that human resource management unit can secure, improve and conserve human in a way that corresponds its needs in present and future challenges of any organizational unit. Nowadays, knowledge and experiment make managers to understand the major part of difficulties of organization and its principals are directly related to human power issues. It's important to note that low quality of production and services, dissatisfaction of clients and customers, unachievable organizational objectives, not having effective enrolment on world competitions, low amount of income, are the most significant factors in supplying organization mission. If management is considered as motivating factor of organizational elements in coordinating programs, responsibilities of managers are supplementing main principles of organization. Objective of this review is to evaluate managers′ proceed in art & technology high schools in the case of educational assignments from teachers and their own viewpoint.

Key words: management, function evaluation, educational assignments

INTRODUCTION

Educational system, as the most obvious aspect of human power investment in improving society, has the most significant role. Today, this system owns considerable portion of budgets of the country. Due to its importance in economic, social, cultural and political aspects of the society, it's necessary to do fundamental actions to improve the quality of educational system and prevent material and human resource waste. Management is very important in these systems. In this regard, function evaluation systems are very necessary in survival of organizations. Philip combs stated that if there is a transformation in education, it should be initiated from its management [1].

Manager plays a vital role in every organization. This role is more significant in teaching and training. Nowadays, success of organizations depends on effective management and any deficiency is caused by lack of management. All the organizations, especially higher education institutes, need experienced and professional managers, otherwise they cannot achieve organizational objectives even if having sufficient budget, equipments and experienced teachers [2].

As it is mentioned, success or failure of managers in fulfilling their responsibilities has significant effect on upgrading functionality of organization. So it is important to human resource management evaluate functionality of managers based on their responsibilities [3].

The important point is that lack of clarity in job responsibilities of managers, leads to failure of their functionality and efficiency, unsuccessful improvement and education, inability in determining standards and activities using study of movements and timing, reducing efficiency and not achieving organizational objectives. Hence, regarding the importance of subject and effort on increasing efficiency of sample group, researcher try to evaluate performance of managers of art and technology high schools, based on management tasks from students and managers viewpoint. How managers do their responsibilities based on their special tasks in sample group?

Educational management in a special content

Educational management include series of professional activities which aim to make educational services more effective in policy-making using planning, decision-making, leadership, optimal using of financial, material and human resources and creating a good atmosphere of professional jobs to achieve pre-determined objectives and responding present and future needs of students and society [4].

Manager

Manager is the official representative of an organization in a unit of total management to make coordination and increasing effectiveness of organizational objectives [2].

Manager is the person who is responsible of functioning of one or more people in organization. Managers do their tasks in different titles such as supervisor, leader of group, head of office management unit, assistance, etc. and force employees to work [3]. Manager is the person who can use creative scientific and technical methods to solve problems in work environment and achieve the objectives [3].

Performance evaluation

Dictionary definition of evaluation is "process of finding value of something and investigating benefits and deficiencies, good or badness of something [5].

Evaluation: relative measurement of performance of a person in relation with the way of doing a special work in specified time table in comparison with standard ways of doing work, and determining standards and potential capacities of individuals in planning how to make them work [6].

Concept of performance evaluation

Performance evaluation is "process of quantifying efficiency and effectiveness of operation" [2]. Its objectives can be classified in three main groups:

Strategic objectives: strategic management and revising strategies

Relational objectives: controlling current situation, showing future direction, feedback, modeling from other organizations.

Motivational objectives: codification of reward system and encouraging improvement and learning [1].

Performance evaluation is critical and exploratory estimation of different activities of an organization. It is preventive and assessing. Performance evaluation system is feedback of individual performance to individual which leads to improvement of performance. In fact, performance evaluation is one of the tasks of performance management. Performance management is a part of human resource management which aims to make relationship between manager and employees. Performance evaluation process considers innovations of people.

In this research, first we talk about different viewpoints about responsibilities of managers, and then five main responsibilities will be studied in detail: planning, organizing, coordination, strengthening human relations, supervising and evaluating [7].

Traditional vs. Modern view

In traditional view, the main objective is evaluation, judgment and reminding performances while in modern view, evaluation philosophy focuses on development and improvement of evaluator's capacity. The other differences are shown in Table 1.

Table 1: traditional and modern views on performance evaluation

Characteristics	Traditional view	Modern view
The role of evaluator	Judging and measuring performance	Advisor and facilitator of future performances
Evaluation period	Past	Self-standardization
Evaluation standards	Organization view and superior managers	Developing and improving evaluator capacity
Main objective of evaluation	Control and evaluator	Developing and improving performance
System output	Controlling performance	Giving advises to improve activities
Evaluation outcome	Recognizing the most successful managers and rewarding them	Motivating to improve quality of services and activities
Interview style after evaluation	Ordering	Speaking

Traditional and modern views on performance evaluation have some significant differences. The outcome of traditional evaluation system on modern view is improvement of performance level and efficiency of organizational activities. A study in Europe shows that evaluators of state offices prefer modern view. Based on results of studies of this kind, modern view is preferred than traditional view [6].

Planning

There are various definitions of planning, each of which represents special views of definer, his dependency to a special field of science and knowledge, and to special social groups (ex. planning include determining objectives and the ways to make these objectives more practical and predicting how they will perform. In another word, planning is based on predicting what to do, how to do, in what time trial, and by whom we can achieve a special objective [1].

Organizing

In his book, "organizing and managing teaching and educating on organization as one of the responsibilities of educational managers", Dr. Asgharian [2] stated that: organizing, in practice, is forming a work layout to coordinate and relate some people, regarding special criteria for specific objectives. By a good organizing, we can save time, material facilities and human power efforts, and have maximum usage from minimum facilities. Studying time, evaluating material facilities, work division and providing necessary equipments are fundamental needs of organizing a group work [2].

Coordinating

One of the main responsibilities of managers is coordinating. Some experts define management as the science of coordinating human and material resources. Ali Mohammad Eghtedar says: if we want to define management based on its components or responsibilities of manager, management is defined as the science and art of coordinating management and controlling group activities to achieve objectives with maximum efficiencies [7].

Strengthening human relations:

One of the main responsibilities of managers is to lead human groups of organization toward common objectives. If a manager could use friendly methods to strengthen relations of manager and employees, employees accept the manager easily and better and try more to achieve objectives of organization. This view evolved after neo-classic theory (known as human relation revolution). Main part of management is to provide a suitable work environment and grouping employees to achieve common objectives of organization and themselves. Hence, to be a successful manager, one must know motivations and their stimulating factors on employees to do organizational work [9, 10].

Supervision

Control and supervising is to make sure tasks on achieving objectives of organization has been performed on time and in best way. And when the operation deviate, supervisor give advices to prevent deviation and reach the optimal objective [11].

Evaluation

Evaluation is one of the important ways to improve quality of work, decision-making, leading and organizing activities to responsible of various official and educational affairs. Abbas Bazargan defines educational evaluation as responding to 4 questions and say: "educational evaluation is reflection of a unit of activities or an educational phenomenon to improve activity progression to reach favorable output and efficiency. Educational evaluation can answer the 4 following questions [12]:

a) How much favorable are educational objectives?
b) How much favorable are plans and programs needed to fulfill objectives?
c) How much favorable are executive function of predicted programs?
d) How much favorable are programs and performances?

In thesis "evaluation of educational manager's performance in relation with their educational assignment of high school level, Gorgan" Torbati-Nejad [13] explains the main goal of his research is to evaluate functionality of high school educational managers of Grogan in relation with their educational assignments. His findings are as follow:

1- There is a meaningful relation between viewpoint of high school managers and teachers regarding responsibilities on planning, organizing, evaluation, coordination and human relations.

2- There is no relation between managers and teachers viewpoint on supervising responsibility of managers

In another M.A. thesis "investigating performance of managers based on management responsibilities from viewpoint of performance evaluators, guidance schools of 16th Zone of Tehran, academic year 2008-2009" Darya-Band [14] explains her research goal as to investigate performance of managers based on management responsibilities from viewpoint of performance evaluators, guidance schools of 16th Zone of Tehran. Her findings show that considering teaching and training, students' affairs, employee's affair, relation of school, family and society, school facilities and equipments, financial and official affairs of managers are evaluated higher than average. Also there is a meaningful difference between scores given by male supervisors and female supervisors on considering employee's affair, official and financial affairs; the scores of male supervisors are higher than females.

In book "educational management in evaluation", Mohammad-Reza Behrangi declares:

There is no need to specific evaluation of educational, teaching and administrational affair of school, the only thing needed to manager is to be familiar with how evaluation can be done. Parameters are needed to show progress level of school in achieving goals. Various types of evaluation include: developmental evaluation, complementary, absolute and relative evaluation [10].

In research "investigating performance of successful school managers, New York", Sinder and Anderson [11] set their basic goal on investigating performance of successful managers of Florida State, New York. Their findings show that managers have high performance and own the following characteristics: responsible, decisive

decision-making, undertaking school responsibilities, attending student's needs, appropriate relations, organizational importance, flexibility, and motivation.

In his M.A thesis "surveying management and leadership methods in primary schools of Malta" Frances explains his research goal as investigating school management methods and the effect of efficiency of primary schools, Malta [5]. His findings show that managing these schools is a kind of bureaucracy in which in order to improve management method of schools to increase efficiency, managers have to pay attention to some assignments such as better communication with teaching and training unit, paying attention to employees, better and more relation within school and out of school.

CONCLUSION

Based on findings of Torbati-Nejad [12] and Darya-Band [13] and other references [14-21], it was concluded that performance of managers was ideal in every parameters; and planning and human relation parameters had the highest score of performance. In this regard, suggestions of researcher are based on previous studies, and also researcher suggests the following subjects to achieve more accurate and comprehensive results.

- Evaluate performance of managers based on viewpoint of performance evaluator experts.
- Investigate the relationship between performance of managers and effectiveness and efficiency of educational organizations.
- Evaluate performance of managers based on expectations of teachers and officials.
- Performance of managers on different educational levels based on manager's task.
- Compare performance of managers in three educational levels based on their tasks.
- Use interview and observation method to be more accurate in collecting information
- To have oral interview with managers and students to complement research information.

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