Evaluation of Managers Competencies of Teaching Hospitals of Qazvin University of Medical Science Based on 360° Degree Feed Back 2010

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Abstract: 360° degrees feed back is a suitable way in the field of development of leadership and management quality. This process is a complete cycle that represents a feedback summary of all individuals (supervisors, subordinates and colleagues or coworkers) about different aspects of leadership and management style and their performance. The present research is an analytic - descriptive research. Tools of collecting data is a questionnaire with 63 questions. This questionnaire has been classified from excellent to poor in a spectrum of fifth width likert. Content of questions includes: communication (1-8), planning (9-17), organizing (18-25) human resources management (26-34), control: (35-42), leadership (43-53), decision making (54-58), team work (59-63). That census association cananswer these questions related to hospital manager. Tools of collection data is institution questionnaire R.E.Brown Co and Associates that its validity and qualification has already been measured in krombach Alpha’s way and a descriptive census and test has been used in data analysis. In this study amount of safe distance has been considered 95%. The present indicators has also been used in descriptive census including average and criterian deviation for a complete description. Then Chi-Square has been used for meaningful differences between individuals who are under this study in relation to managers merit. Research findings show that 65-38% individuals are male and 34-61% are females. Most of them (88-5%) were bachelors or undergraduates and most of individuals under this study (65-2%) has been working for 20-30 and most of them 90% who were under this study have placed in submanagers or subdirectors. There isn’t any meaningful difference between senior viewpoint, manager or director, subordinates and peers from the point of managers general merit in the field of relations, organizing and human resources management, making decision, control, leadership, teamwork and planning. If a leader has most privilege (34.5-39), he will have the best merit. In this research, leadership with most privilege has been studied as a higher or superior merit for hospital managers. Leadership includes efficient organizing from resources in order to reach organization goals. Leadership includes human resources management along with recognition powers of weakness points of each member, i.e (that is) leadership and directing individuals toward reaching joint goal. Leadership also includes devoting activity correctly to resources and planning and using given techniques and helping members of team in order to accomplish techniques successfully.

Keywords: Competencies · Managers · Feedback · 360 degree

INTRODUCTION

There are many techniques and models to evaluate individuals. The important thing that exists in using these methods is that it gives users the nearest right estimate. We can consider 360° degree feed back as a newest system for evaluating individuals in an organization that with collecting opinions from different resources and individuals is looking for more realistic and multilateral recognition there is a comprehensive view in 360° degree feedback compared with individuals’ ability, behaviours, merit and their performance in the organization that with regarding it, individuals can evaluate their performance as the others judge [1, 2].

With respecting to customers’ opinions and workforces under supervision, team members and all individuals who are in touch with evaluated person. 360° degree feedback will create an open information

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space or atmosphere in the organization 360° degree feedback, catching somebody in red hand culture never, exists as there was in traditional evaluation and evaluation of his opinions compared with other evaluator’s so that individual’s understandings of his ability and merit come nearest reality. It is more acceptable for evaluated individuals to accept results which gained from 360° degree feedback, because opinions from different resources, has been collected and to some extent it expresses unanimity of evaluators. Wrong understanding of managers levels from their abilities and merits seems to be caused by inner features of organization atmosphere and unchanging or monotonous condition [3, 4].

It is not possible to examine merits from one side but it needs an evaluation from several resources. There for 360° degree feedback model, is a model for examining merits and choosing them that are deserved. The reality is this that organization atmosphere in hospital with regarding to use different technologic resources, existence of many specialty and financial position which this part has over other safe parts, has some features that separates it from the other parts. So we must prepare hospital structure to accept this model in order to evaluate in all levels so that we can manage organization better with its all complication [5].

On the same basis, some researches have been done in the field of management merits and results represent that researchers concerning or about merits is much less in Iran and these less researches also are in theoretical form and just has indicated to other country’s researches and principles and meritocracy meanings. During these researches which has been done in European countries, some indicators and standards for merit has been presented that the researcher has tried to examine these suggested standards and indicators for evaluation managers performance through 360° degree feedback model in hospital managers level so that we can understand these differences or gaps and understand which standards or indicators have been followed or respected to choose or assign managers in our country and we can use it in managers training programs [6].

In this research we have tried to evaluate merits on the basis of standard of communication, organizing, planning, human resources management, leadership, control, decision making and teamwork at the level of teaching hospitals of Qazvin university of medical science and on the basis of 360° degree feed back model.

**MATERIALS AND METHODS**

The present research is a descriptive - analytic research. Tools for collecting of data include a questionnaire containing 63 questions. This questionnaire has been classified from excellent to poor in a spectrum of fifth with likert. Content questions includes: communication (1-8), planning (9-17), organizing (18-25), human resources management (26-34), control (35-42), leadership (43-53), decision making (54-58), teamwork (59-63), that census association can answer this questions related to hospital manager. Tools of collecting data is institution questionnaire R-E.Brown Co and Associate that its validness and qualification has already been measured in kronbach Alpha’s way and a descriptive census and test has been used in data analysis. In this study amount of healthy or safe distance has been considered 95%. The present indicators has also been used in descriptive census including average and criterion deviation for a complete description. The chi-square has been used for meaningful differences between individual’s opinions who are under this studying relation to managers merit.

**Findings:** Research findings show that 65-38% of individuals are male and 34.61% are females. Most of them (88.5%) were bachelors or undergraduate as and most of individuals under this study (65.2%) has been working for 20-30 and most of them (90%) who were under this study have placed in submanagers or sub - directors. Registered data which has been collected on this basis of individual education in this research show that 3-8% of evaluators have associate degree and 88.5% of them are bachelors and 77% of them have master degree. With this description. Most of them had bachelor degree and least of them have PHD degree Data gained on the basis of distribution of individuals plentifulness from the point of sex and education has also shown most of female evaluators (ie 93.8%) are bachelors and least of them have PHD. But among evaluating men, most of them (80%) have bachelors degree and least of them (0%) have PHD. Table 1 shows registered data which is on the basis of individuals’ sex distribution under research.

In communication discussion about managers merit, results show that amount of encouragement individuals to present or offer leadership and using explicit oral explanation has had most scores of points (69.92 from 100 points) and giving information to individuals has had least scores or points (46.68) In general, communication discussion has been devoted 63 points to it self.
Table 1: Censuses population of the study according to the sex and relation of individual with manager

<table>
<thead>
<tr>
<th></th>
<th>Superior</th>
<th>Managers</th>
<th>Peer</th>
<th>Subordinates</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>4</td>
<td>4</td>
<td>13</td>
<td>13</td>
<td>34</td>
</tr>
<tr>
<td>Female</td>
<td>2</td>
<td>0</td>
<td>6</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>4</td>
<td>19</td>
<td>23</td>
<td>52</td>
</tr>
</tbody>
</table>

Table 2: Means of degree of self-assessment, superior managers, peers and subordinates of managers of teaching hospitals of Qazvin University of Medical Science

<table>
<thead>
<tr>
<th>Row</th>
<th>Competencies</th>
<th>Superior</th>
<th>Managers</th>
<th>Peer</th>
<th>Subordinates</th>
<th>Chi-square</th>
<th>Level of significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>communication</td>
<td>24.50</td>
<td>22.00</td>
<td>28.17</td>
<td>26.19</td>
<td>26.335</td>
<td>0.220</td>
</tr>
<tr>
<td>2</td>
<td>Planning</td>
<td>17.50</td>
<td>12.60</td>
<td>24.96</td>
<td>21.27</td>
<td>12.203</td>
<td>0.202</td>
</tr>
<tr>
<td>3</td>
<td>Organizing</td>
<td>16.00</td>
<td>23.00</td>
<td>24.96</td>
<td>21.72</td>
<td>17.674</td>
<td>0.230</td>
</tr>
<tr>
<td>4</td>
<td>Human Resources</td>
<td>23.00</td>
<td>23.00</td>
<td>30.03</td>
<td>26.15</td>
<td>29.524</td>
<td>0.110</td>
</tr>
<tr>
<td>5</td>
<td>Control</td>
<td>21.50</td>
<td>12.60</td>
<td>25.51</td>
<td>22.57</td>
<td>16.813</td>
<td>0.062</td>
</tr>
<tr>
<td>6</td>
<td>Leadership</td>
<td>27.00</td>
<td>12.60</td>
<td>34.53</td>
<td>29.60</td>
<td>14.964</td>
<td>0.092</td>
</tr>
<tr>
<td>7</td>
<td>Decision Making</td>
<td>18.50</td>
<td>17.60</td>
<td>16.00</td>
<td>13.65</td>
<td>17.918</td>
<td>0.320</td>
</tr>
<tr>
<td>8</td>
<td>TeamWork</td>
<td>12.00</td>
<td>18.00</td>
<td>13.96</td>
<td>13.72</td>
<td>16.590</td>
<td>0.560</td>
</tr>
<tr>
<td>9</td>
<td>Total</td>
<td>150.00</td>
<td>88.00</td>
<td>183.83</td>
<td>173.86</td>
<td>1.252</td>
<td>0.860</td>
</tr>
</tbody>
</table>

In planning discussion, most points have been concerned to priority of planned activity (68%) and least points have been concerned to set functional standards for each plan. On the whole, planning has been devoted 68 points to itself. In organizing discussion, most points (90.32) belong to time management and least (60.62) belong to relationship structure between individuals. Generally, organizing discussion has devoted 80 points to itself. In human resources management discussion, most points (63.77) belong to merit definition and affair needs in human resources scope and least points (44.1) has devoted to recognition definition and giving bonus to best performance. In general, human resources management has devoted 68 points to itself. In control discussion, most points (66.22) belong to persist to fulfill the duty and least points (48.1) belong to research measurement and evaluation. In general, control discussion has devoted 63 points to itself.

In leadership discussion, most of points (79.22) concern amount of self confidence and least of points (58.62) concern individuals understanding and their thoughts about making decision. Most of points (64) belong to making decision timely and least of points (56.66) belong to data analysis. In general, making decision discussion has devoted 66 points to itself. In teamwork discussion, most of points (64.64) have been devoted to liability and loyalty to team whole activity and least of points (57.96) have been devoted to support of team goals. Generally teamwork discussion has devoted 63.5 points to itself.

As Table 2 shows, there isn’t any meaningful difference between superior viewpoint, manager, subordinates, peers from the view point of communication merit, organizing, human resources management, making decision. Control, leadership, teamwork and planning. And among it, leadership with most of points (34.539), has been considered as a higher merit.

CONCLUSION

Nowadays, development and revolution of different organizations has put forward necessity for meeting ability and special management capability more than before. Basically, efficiency and effectiveness of organizations to considerable extent depends on management methods or techniques and characteristics or feature. So managers in any levels and each organization must equip with necessary knowledge and skills in order to optimize the organization [7].

360° degree feedback can also be considered one of the newest individuals evaluation in an organization that with collecting from different resources tries to offer more real knowledge recm competencies and merits of evaluation individuals But mostly this kind of evaluation is used has developed tools Because managers and staff with understanding of each other Ideas will improve their behaviour and functional skills. For the same reason organizations benefits from this method for purposes such as performance evaluation, planning for staff promotion, planning for human resources and
organization revolution. Before we discuss research results, it is necessary at first we should know meritocracy system is meaningful at the time we deal about managers training we also place them in a good and suitable position with regarding to skill and experience knowledge of each of them so that we can benefit enough of their competencies and knowledge to reach organization goals. Just in this case, meritocracy and merit managers will be meaningful [8].

Of course it is necessary to mention that establishment such system needs different political, social and cultural groups to have cooperation. If these groups cooperate and if planning concerning selection and assignment, substitution or replacement, transfer, promotion and downgrading is right or correct, then we can present meritocracy in its real meaning [9].

The above research has been done so that we can study at first the present level of hospital managers who were under research and then check their weakness and strength points and offer that we can offer some suggestions or ideas to eliminate or remove weakness point and then encourage strength points.

So that it can be reason for a wide research, educational planning and development or progress for managers of all words specially in health care and treatment section.

Skills that mentioned in the research as the final list of managers skills who were effective managers, have been general merits which has been specifically all managers.

Of course except skills under discussion. Skills like managers special skills in different sections like technical and moral skills are cases which need to be examined and discussed and of course it is out of this research scope.

Now it should be mentioned whether a hospital manager should have all skills we talked before in the research or not? It should be said that the answer is yes for a merit manager.

The present research has been done to optimize relationship and activity in an organization using 360° degree feedback tool that is at first gives a self - knowledge to the person who is under evaluation so that manager knows himself more and better and also understands how and how much he is acceptable from the others.

The aim of 360° degree is not just shows that the person under evaluation needs to change but it helps the person to reach more self - knowledge. This model is not seeking for psychoanalysis of individuals. It doesn't want to reveal individuals mistakes and providing insecurity either but its aim is to give more self - knowledge to individual about their consciousness.

Since 360° degree feedback research is a tool to determine managers weakness and strength points and using it in development and educational planning.

This research uses these tools to regulate or organize managers development and educational planning.

Hospital managers who are under evaluation along with examination of general merit of managers of training or educational hospitals in Qazvin medical science university from the view of superior in the fields of competencies have more worthiness and in the field of having ability to inform individuals have much less worthiness and competency.

In Gerlisberg company in 2005 a research has been done in the same path and its results show that senior managers of this company in the field of organizing have competencies more than average and in the field of human resources management have competencies less than average from the view point of superior [10].

Regarding to examination of general merits of managers of training or educational hospital in Qazvin science medical university from the view point of manager.

It should be said that managers self - evaluation results show that managers think they have more competencies in most fields and in the field of keeping individuals informed they have less competencies.

On the same path, Gerlisberg company's research in 2005 shows that managers of this company think that they have competencies more than average and in the field of human resources management they have abilities less than averages.

Regarding to examination of general merits of managers of training of educational hospital in Qazvin science - medical university from the view point of peers and subordinates managers, it should be said that managers of these hospitals.

According to his managers ideas (lab responsible or lab attendant, radiology, medical documents and fiscal and administrative affairs manager and soon) and peers ideas in the field of analysis of present opportunity, have more competencies and in the field of recognition and giving bonus to higher performance have less abilities.

On the same path, Gerlisberg company's research in 2005 shows that managers of this company from the view point of his subordinates in the field of making decision have competencies more than average and in the field of human resources management have abilities less than average. Bayati and colleagues or coworkers
also in evaluation of shiraz science - medical managers on the basis of 360° degree feedback shows that from the view point of managers themselves, subordinates, colleagues and individuals who are superior managers have general merits and from the view point of all, aspects under study has an average of between 60 to 80 and their least merit compared with all skills is in the field of teamwork. While their most competencies from the view point of their superiors is in the field of leadership. But from the view point of managers self assessment or self evaluation and evaluation by subordinates, they have the most merit in the field of communication and the least merit in the field of making decision. From the view point of peers the least merit is in teamwork and the most merit is in leadership [11]. Examination of general merits about hospital managers under study shows that hospital managers under study shows that hospital managers under study, according to 360° degree feedback model in the field of leadership have more abilities and in the field of communication have less abilities.

With regarding to how much this subject can be sensitive and having in mind that one of the most important reason for decrease of managers effectiveness in organizations is absence or lack of communication skills and necessary training program. In this direction. Therefore we need to pay attention to compile or present training or educational resources so that we can train or educate managers to get general merits or more [12].

There aren’t any meaningful different between the view point of superior, manager, subordinates and peer in regard to communication merit, organizing.

Human resources management, making decision, Control, leadership, teamwork and planning in our research results. From the view point of superior most abilities are related to communication merit and least abilities are related to teamwork and from the manager view point, most abilities are related to communication merit and least of them are related to planning, control, leadership. And from the subordinates view point most competencies are related to leadership and least competencies are related to making decision, Teamwork and from the peers view point the most competencies are related to leadership and least competencies are related to making decision.

According to Malmon study with the purpose of examination of hospital managers merits in training or educational hospitals of Iran medical science university on the basis of 360° degree feedback model he has pointed that from the view point of peers, managers in the field of teamwork have more abilities and in the field of planning and organizing they have less abilities - from the view point of subordinates, managers in the field of planning have more competencies and in the field of human resources management have less abilities. From the view point of submanagers, managers in the field of planning, leadership, teamwork and organization have high competencies [6].

On the whole among examined skills which has been done by hospital managers of Qazvin medical science university. From the view point of hospital managers under study leadership skill has been recognized as a higher skill.

With regarding to aim of 360° degree feedback that is parrall with development of strength points and providing educational programs for improving managers weakness points. Research results show that for increasing leadership ability of managers under study needs to extend programs so that it can be taken effective steps in the direction of improving hospital managers abilities.

Since the aim of merits and meritocracy is paying at tention to continuous improvement and eliminating or removing weak ness points in order to place suitable individuals in the right position, the above research has examined hospitan managers abilities and results obtained from that has specified their general merits, as a result with the help of it we can choose merit individuals and place them in a right position. Individuals who are of less abilities some educational and improving program can be held for them until they reach acceptable general and high merits.

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