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Establishment of Individual Performance Evaluation System in a Health Business and a Pilot Practice

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Abstract

While the improvements in the field of management cause organizations to give importance to subjects like effectiveness and productivity, on the other hand it enables to determine the performance of the personnel, which is one of the determining factors in corporate success. In this study, 360 degree performance evaluation, which is one of the current and problematic subjects of the human resources applications, is analyzed and supported by an empirical research. At this study, in which the theoretical information is discussed, briefly includes the necessity of the performance evaluation in classical terms and its benefits to the organizations, 360 degree performance evaluation and feedback system; there is an empirical practice including the discussion of the views for creating a 360 degree performance evaluation criteria and feedback system to evaluate the performances of the nurses working in a training research hospital.

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1. Introduction

Nowadays, performance evaluation is exclusively important for the reasons both that improving the managements of the organizations, increasing the effectiveness and productivity, and that being thought as a tool for carrying out the human resources management effectively. Performance evaluation practices have shown alterations in time and its importance for the management has increased; also it is started to lay stress on the performed purposes rather than the individual qualifications. Furthermore, it has become an activity concerning not only the personnel but the whole organization. Increasing the productivity and effectiveness, also the service quality of the hospitals, which have a very important place in the health services organizations, is very essential for the economies of countries. Establishing a performance evaluation system which aims constant improvement, provides appropriate feedback and directs to the career targets will enable organizations to work more efficiently. That's why; performance evaluations will have great contributions for bringing the hospital services to the desired level. In this study, what is aimed is that creating evaluation criteria for the level of knowledge about evaluation systems, views, expectations of the personnel of nursing services, which are very important for the service quality in hospitals, to constitute a sample for establishing a 360 degree performance system in a public hospital, and supporting it with a pilot study. To operate effectively the

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performance evaluation systems, which have become compulsory to practice in hospitals, a survey has been carried out in nursing services to make use and a source has been created by evaluating the results obtained.

1.1. The Concepts of Performance and Performance Evaluation

Performance evaluations are vitally important for the organizations. Organizations' adaptation to the alterations and performing their social function depend on taking the personnel taking part in the organizations as a whole, evaluating them constantly and enhancing them.

1.2. Performance Evaluation

In order to evaluate the performance and measure this performance, first this system should be clarified clearly and this system should be shared with workers. Also, to evaluate manager's performance, managers should specify this performance's qualifications and terms (Erkan, 2011).

Performance is a concept which qualitatively and quantitatively states what a person, a group or an organization performing a work has reached and has provided for the target aimed with that work (Benligiray, 2004:141). Briefly, it can be expressed as "the level of carrying out a work" (Ateş, 2007:2) or "carrying out a work, a service or a product" (Çevik, 2007:25).

In general terms, it is a concept qualitatively and quantitatively determining what is obtained as a result of an aimed or a planned work (Tengilimoğlu vd., 2012:384). Besides, it is said that superb performance is synonymous with the success (Bingöl, 2006:321). The field of performance evaluation represents a critical connection point in the control activities (Ferreira ve Otleý, 2009:272). Performance evaluation is also evaluated on the basis of worker, group, unitary and institutive and even system.

No matter what his/her job in the corporation is, the worker performance evaluation is the review of the work, effectiveness, deficiencies, sufficiency, excessiveness, and inadequacy as a whole from all aspects (Tengilimoğlu vd., 2012: 384). Furthermore, different performance measurements can be used for dealing with the different dimensions of the system performance; that's why it can be expressed that performance evaluation measurements are multidimensional measurements rather than one-dimensional (Collony ve Deusch, 1980: 40).

Measuring the corporate performance can be expressed as an assistant tool for determining how much the corporation makes progress in line with their pre-determined strategy aims and targets, weak and strong sides of the corporation and the priorities of the corporation in the future (Yenice, 2006:57-58).

1.3. Performance Evaluation Benefits

Nowadays, as the health sector gains a competitive feature, it has come up that as regards to health services, citizen's expectations and needs should be considered. In health services, the perception of performance management requires changing of paradigm rather than effective, fruitful, economic, accessible and fair service. Attention to performance in health services has increased recent years. This trend can be explained with the rising of competitiveness, costs and awareness of public to this topic (Kırılmaz, 2013:21). To obtain the benefits expected from the performance evaluation, a systematic evaluation must be improved instead of a random evaluation and a certain process must be followed. Worker needs to be informed about his/her work successes and receive feedbacks. Although performance evaluation is a personnel psychological need in the individual level, it is a very important need in the institution from the aspect of human resources management, Because that the workers of the corporation see their successes and failures is important for the motivation of them as much as the regulation of their next works.

Performance evaluation has various benefits for the ones who evaluate (managers), the ones who are evaluated (subalterns) and the organization.

Benefits for the managers

Even though the practice of the concept of performance evaluation in enterprises is perceived as extra work, inconveniency and time loss by some managers, the ones who will benefit from the performance evaluation system

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