Pathology of Employee Performance Evaluation System in Abadan Refinery

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ABSTRACT: Organizational pathology or diagnosis is a comprehensive inspection of the organization's units in relation to progress towards the goals carried out by each organization's leaders and managers. The aim of diagnosis is not only to look for the defects, but the goal is also to find the current status regarding the preset programs and policies. The current situation may be appropriate or may need to be changed and modified. Therefore, identifying and understanding the problems would be of the first activities done in the organizational change. In fact, pathology gives credit to the organizational change in a lawful and inseparable part of the methodology. Many methods have been provided to institutionalize organizational pathology. The pathology scope includes detailed addressing to all systems and every single problem. Given the importance of the topic, the present study aimed to evaluate the pathology of performance evaluation system in Abadan refinery. After a review of previous research and making a conceptual model, a questionnaire was prepared and submitted to the employees of the organization. Finally, data obtained from 335 questionnaires was analyzed. The data was analyzed by SPSS software and using Amos structural equations. The results of this study indicated that the employees were satisfied with none of the studied factors, and all these factors in the performance evaluation system were damaged. Among them, the manager support had the lowest damage, and the assessment process met the highest damage. On the other hand, through ranking the variables by Friedman test, we came to the conclusion that the feedback and manager's support variables had higher priorities.

Keywords: Pathology; Performance evaluation system; Performance evaluation; Abadan Refinery

INTRODUCTION

Organizations claim that the employees are their competitive advantages, whether technical experts, experts with specialty in providing proper services to
clients or managers with insight. Nowadays, human resources, paradoxically, can play a role in the success or failure of all organizations, particularly for the entrepreneurial type. Human resources are the most valuable factor in the development of any country. Research in this area has shown that the countries with higher gross national product generally have more trained manpower. In the concept of human resources development, the goal is to create skills by which individuals would be able to prepare themselves to get higher jobs and posts or heavier responsibilities.

One of the conditions of employment promotion includes having the ability to do job; one of the methods to measure such abilities is to assess performance. Performance appraisal is a formal method of characterizing staff features based on the positive feedback received from their results on how to perform their tasks.

Performance evaluation system is considered as one of the most important and most fundamental human resource subsystems. Obviously, the employees' performance evaluation is a very important process and one of the most sensitive issues that the authorities in organizations are faced with. The employees' performance evaluation is of very difficult tasks of the assessors, since those who are assessed usually tend to be optimistic about the impact of evaluation results and aware of their effects on their future progress and success. This makes the assessments difficult. The more serious problem is the presence of different kinds of structural problems that leading to doubts about the fair or the fairness of justly nature of the process.

Organizational pathology is the process of using concepts and methods in behavioral sciences to define and describe the existing status of organizations and finding solutions to increase their effectiveness.

Pathology and optimizing the performance assessment system is important at least in two aspects. First, the organizations need to be aware of the performance of their staff in order to improve their human resources situation for performance improvement and productivity enhancement. Second, the employees' awareness of the results of their performance would be good for them, and generally would have a feeling of growth. Since, they realize their strengths and weaknesses and will try to increase their capabilities.

**Describing the problem**

Performance assessment is a feature or product of the performance management system and one of the necessary tools to investigate the mechanisms, since it basically plays role in promoting and maintaining the good governance. Thus, the performance evaluation is a tool for measuring performance and one of the implementation mechanisms of good and effective governance. Organizational pathology usually requires the inspection and investigation in two broad areas. In the first area, the recognition is done on the organization's constituents, including sections, departments, products and the relationships between agents and their mutual influence on each other. In the second area, pathology is based on organizational processes, including communication networks, collaborative
problem solving, decision making, leadership and applying power styles, planning and goal setting techniques and conflict and competition management.

Every organization, as a human being or human system, has three different situations in an environment. Distress or illness situation appears at one end of the spectrum; in the middle, the situation is normal, and at the other end of the spectrum, organizational health occurs according to what shown in the following figure.

- **Distress or illness condition:** It includes all individual, environmental and neutral circumstances that make the people to show a performance lower than expected and less than their potential and the average in that industry.

- **Normal condition:** It involves a situation in which the individual and the organization are in an expected level compared with the industry average level.

- **Organizational health:** It is a status of individuals and the organization, which allows them to have higher performance than usual and expected, or even higher than their all competitors. Here, the organization becomes the best in its class and turns into a productive, agile and flexible entity. If continuous motivation does not occur in a healthy system, the healthy system gradually enters into to normal situation. If such a lack continues, the system will face the illness situation.

Based on interviews with a number of staff in Abadan Refinery, it appears that there is a lacuna in the performance evaluation system of the organization. Every year, the refinery employees are evaluated; but what is noteworthy is that despite their acceptance of the evaluation principle, there are many protests and objections about the evaluation process to the scores they obtain. Basically, the employees compare their scores with the same rank colleagues and do not find a good reason for the differences. Thus, the question is raised that based on what criteria, they were given the scores? If the situation continues the same way, there would be no result except pessimism and discouragement. On the other hand, the managers need the evaluation system as a means of assessment and decision-making to advance their corporate objectives and should consider the evaluation as one of their main principles.

Poor performance evaluation in the organization leads to employee satisfaction regarding discriminations, which in turn results in low efficiency. It also leads to the absence of an appropriate and reasonable promotion system, non-acceptance of the situation and how to provide material and spiritual privileges resulted from the assessment and decreased motivation in employees. Among the organizations in Iran, oil companies and refineries have a special place. Given the importance of evaluating the performance of these organizations and the need to improve the performance of Abadan Refinery as the largest refinery in the Middle East, it is worth for this organization to meet the best performance. Since, poor performance evaluation of Abadan refinery would cause enormous costs. Therefore, in this study, we tried to investigate the damages in the performance appraisal system and
measure that whether the performance evaluation variables such as the assessor, standards of performance evaluation, process evaluation, management support and feedback from evaluation are efficient to improve the system or not.

In a project entitled as "Pathology of administrative – educational staff evaluation and providing solutions to improve its performance from the perspective of staff of Khorasan Razavi Education Organization, Bashroyee (2012) states that the comments and opinions level of employees on personnel evaluation was less than average in terms of content, implementation and promotion.

In a study on "Factors affecting the teachers performance evaluation in secondary schools in Nyeri, northern region of Kenya, Kagoto Migoy (2012) describes that the evaluation systems in secondary schools are influenced by external factors, management commitment and the assessment method.

According to Gantai Florence (2009), in a study on "Factors affecting the effectiveness of employees performance assessment in Kenya's Polytechnic institutions, the following factors were effective in evaluating the performance: Failure to set performance goals, employee's participation in the process of evaluation, using bonus after staff evaluating and non-commitment in the evaluation.

In this study, we tried to identify the factors that can be effective in improving the damages in the performance appraisal system of Abadan refinery.

**The research importance and necessity**

Performance evaluation helps to identify the current level of staff job performance and the strengths and weaknesses of them. Performance appraisal allows the employees to improve their performance. This provides a basis for rewarding the employees in relation to their role in organizational objectives, motivating the staff, identification of training and development needs, career advancement and providing information for successive planning. Taylor also mentions that, in theory, performance evaluation can be seen as a bringing process, which allows the administrators to apply different methods for performance management. This method covers management in areas such as improving performance through negotiations, persuasion, discipline, rewarding for design or consultation.

Recognizing issues and problems and optimizing the performance evaluation system is at least two important from two aspects. First, the organizations need to be aware of the performance of their staff in order to improve their human resources situation for performance improvement and productivity enhancement. Second, the employees' awareness of the results of their performance would be good for them, and generally would have a feeling of growth. Since, they realize their strengths and weaknesses and will try to increase their capabilities.

Continuous improvement of organizations' performance can create a huge synergy of forces. These forces can support the programs for organizational growth, development and excellence opportunities. Continuous improvement of performance will not be possible without evaluation and getting information of progress rate and achievement of objectives, without identifying the challenges.
facing the organization and getting feedback, without awareness of the implementation rate of formulated policies and finally without identifying issues needing serious improvement. Having information about all of the above mentioned would not be possible without measuring and assessment. Also, experts and researchers believe that performance evaluation is a main issue in all organizational analyses, and imagining an organization without performance assessment is difficult. Performance evaluation and measurement makes the system intelligent and would motivate people to behave more favorably, and is a main part in developing and implementation of corporate policies.

One reason to select this topic for research is the increase in changes and developments. Increased environmental changes such as increasing development of technology, increased competitive intensity across the business chains, growing changes in expectations of customers and stakeholders and satisfying them have forced the organizations to adapt their survival, growth and development to their environment. Thus, addressing the topic of performance evaluation and providing practical solutions to assess people can help the fair and equitable evaluation of the refinery workers and provide guidance for the managers and employees. Considering that the performance evaluation system needs to result in goals such as job satisfaction, effectiveness and efficiency, therefore, it is imperative to perform a precise pathology in this regard.

**Research questions**

Research questions clearly state the axes that research seeks to achieve. Although the research questions are resulted from specific or particular goals, they play an important role in clearing the objectives and area of the research. Describing the research questions properly increases the achievement of the desired results. Thus, the main hypothesis of this study is to find factors that can be effective in doing pathology of and improving the performance evaluation system of Abadan refinery than to factors have been already used. The researcher was searching for solutions for them through this study. The questions are as follows:

- **Questions**
  
  What are the effective factors on the efficiency of the performance appraisal system in Abadan refinery from the aspect of performance appraisal process?

  1. What are the effective factors on the efficiency of the performance appraisal system in Abadan refinery from the aspect of the assessor?

  2. What are the effective factors on the efficiency of the performance appraisal system in Abadan refinery from the aspect of performance evaluation standards?

  3. What are the effective factors on the efficiency of the performance appraisal system in Abadan refinery from the aspect of performance evaluation feedback?

  4. What are the effective factors on the efficiency of the performance appraisal system in Abadan refinery from the aspect of manager supporting the performance evaluation?
Research objectives

General objectives

• The main purpose of this research was to study the pathology of performance evaluation system of Abadan refinery employees.

Specific objectives

1. Determining the damages of performance assessment process of the Abadan refinery performance appraisal system
2. Determining the damages of the assessor of the Abadan refinery performance appraisal system
3. Determining the damages of performance evaluation standards of the Abadan refinery performance appraisal system
4. Determining the damages of performance evaluation feedback of the Abadan refinery performance appraisal system
5. Determining the damages of lack of manager support of the Abadan refinery performance appraisal system

Research conceptual model

To perform scientific and systematic research, a scientific and theoretical framework is needed, which is known as the conceptual model. The process explains that the lack of performance can be fixed through proper interventions and improving the situation. Thus, mainly designing different programs enables the organizations to confront the changing social and political dynamics and move toward progress. In order to achieve these legitimate objectives, the manager needs to come to a clear understanding of the factors affecting the performance appraisal system and its effective implementation. The management must see the system as a goal. The performance appraisal system is clear and does not interfere with other goals of the organization. Our project aimed to assess the pathology of performance evaluation system in Abadan refinery and review the factors such as evaluation process, the evaluator, performance standards, feedback and the director support of the performance evaluation to improve it. According to the conducted studies and hypotheses considered in the present study, the following conceptual model was provided to do the research.

![Conceptual Model](image-url)
Performance evaluation is a process including regular performance evaluation. Performance evaluation is the ability to modernize the culture along with the development and uniting the best business method followed by providing needed energy for shaping the organizational development (Mac Groger, 1957). Performance evaluation is considered an important task in human resource managements in order to facilitate the organizational effectiveness. The role of performance evaluation has come to the focus of attention in recent years. According to experts, an efficient performance evaluation system can bring a multitude of advantages for enterprises and employees. Longenecker and Nykodym (1996) reported that the performance appraisal system:

A. Provides a specific performance feedback to improve the employees performance
B. Determines the employee's training specific requirements
C. Provides and facilitates the staff development ground
D. Establishes a close relationship between personnel results and the performance
E. Increases the motivation and productivity of employees

Performance appraisal is the formal review of a method in which the employee performs a job to create desires or have expectations according to the human nature, or wants to know how they do their work. Annual evaluation report is the main objective of the employees' performance evaluation in work as possible in a comprehensive and objective form with the help of knowledge and full understanding of the descriptions and working conditions.

The information obtained in this study would be used to assess the training needs and identify the potential abilities of employees for promotion. Thus, it is important to provide detailed information about the employees.

The performance appraisal process determines the overall performance of this very important method. The method works much better when the evaluator and the evaluated can freely and easily participate in the process actively and express their perspectives and opinions about the performance evaluation.

In addition to being an essential component of any performance management system, the performance evaluation is the main and official method of defining, measuring and achieving the performance expectations. This type of evaluation involves the systematic evaluation of staff performance in writing and at regular intervals with maintaining the evaluation interviews in which the employees have the opportunity to discuss about the performance issues of the past, present and future individually with and directly with their own line managers. Various activities are needed in the process, including review of the evaluation, the appraisal interview, performance planning and future measures. The manager must review and evaluate the performance evaluation interview of the past behavior; he needs
to plan for the future and agree with the performance objectives and development plans and pursue the interview with future actions.

**Management support**

A phenomenon of loss of senior management commitment can be attributed to factors such as lack of understanding of the objectives and methodology of the new measures. For the same reason, the managers are considered responsible in the organization and play the role of a model scout in moving forward. It is believed that such a support must occur across the organization, and should start from the top management of the organization, since they are who giving a meaning to the movement. They create trust in the people; they extend the organization values throughout the organization and minimize the problems. The importance of senior management support is so much that the absence or lack of support and commitment of the senior management is among the barriers to successful implementation of the changes. As, what the managers say and do is a reflection of their support.

According to Williams (2003), lack of commitment to evaluation is a source of problems. For effective performance evaluation, the managers should consider it a critical management activity and it is the development of assessment policies that makes it possible to focus on the role and frequency of evaluations. The support level can be judged based on the nature of the assessment plan in the organization.

**Performance Evaluation Feedback**

According to Kritner findings (2002), "the employees have a sincere desire for their feedback". Feedback merely includes any information that answers to the "How do I do it" questions. A proper feedback responds to them honestly and advantageously. People can use this information to verify or correct their performance. There are various forms of feedback, variety being success. Subjective assessments such as, "You do not do the work well", "You are too lazy" or "We really appreciate your good work", are not suitable for objective feedback.

**Performance standards**

A key component of the performance evaluation process is to establish performance or merit criteria. These standards direct the determined performance and action of the individual. In time, with monitoring the performance of individual during the year, these standards become operational. In the first stage of performance planning, the manager meets with every individual of the performance appraisal process employees. Discussions are about what to do and how to do; how the individual will do the work and what results will be obtained. They will also talk about the developments and changes of individuals programs.

Performance standards are as a benchmark against the performance. The employees need to know what have to do to do their job successfully.

**Assessor**

He is the person who carries out the performance evaluation. This task can be by consultants, line managers or the experts. A person who is responsible for
evaluating in the performance evaluation should be able to be unbiased; he needs to have a complete understanding of the evaluation purpose and has been well trained to provide effective results in assessing performance. In Table 1, we described the background of conducted studies.

<table>
<thead>
<tr>
<th>Researcher</th>
<th>Subject of study</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bashroee, Abolfazl (2012)</td>
<td>Pathology of administrative – educational staff evaluation and providing solutions to improve its performance from the perspective of staff of Khorasan Razavi Education Organization</td>
<td>Comments and opinions level of employees on personnel evaluation was less than average in terms of content, implementation and promotion</td>
</tr>
<tr>
<td>Mirzaee, Laden (2013)</td>
<td>Pathology of employees' performance evaluation system (Case study of Steel Company of Azerbaijan)</td>
<td></td>
</tr>
<tr>
<td>Ghavidel, Fatemeh (2014)</td>
<td>Pathology of performance evaluation system in the National Iranian Oil Refining and Distribution Company, Iran</td>
<td>The research results show that among the four models dimensions, the results dimension, including organizational commitment, creativity and innovation growth, productivity improvement, succession planning, identification of training needs and identifying strengths and weaknesses has the highest rate of damages, while in the context dimension, including the directors commitment support, organizational rules and regulations, organizational culture, presence of automated information system and organizational structure, the lowest damage was identified. Also in the context dimension, the most damage was related to the information system and automated index of the staff, and the lowest damage was related to the executives' support. In the input dimension, the highest rate of damage was identified in formulation of strategic plans and programs, while the lowest damage was related to the practitioners' performance. In the process dimension, the respondents reported the review of performance</td>
</tr>
</tbody>
</table>
MATERIAL AND METHODS

The present study is an applied research regarding purpose and surveying type in terms of data collection method. The questionnaire tool was used to collect data. The applied studies look for finding an answer to solve a practical problem. This is a descriptive-surveying study regarding methodology; since on one hand, the variables were described through review of the research literature and background, and on the other hand, by collecting data in the field approach, data analysis was performed.

Data collection tool

In this study, library studies and Internet search were used to complete the scientific background and literature. In the section of field studies, the data were collected using a questionnaire by available sampling method. The first part of the questionnaire included information on demographic information, and in the second part, the research variables were measured using a 5-item Likert scale (Strongly agree to strongly disagree). This study consisted of 5 variables. The study statistical population included Abadan refinery workers. The questionnaire was a researcher-made one and was distributed manually in the organization. Therefore, using Morgan table with stratified random sampling method, the sample size was obtained as 335 subjects.

In order to assess the validity of the questions structure, the factor analysis was applied using the Amos 22 software. Often, in the analysis of several variables related to a topic, there are simultaneous variables that should be removed due to less variability. Factor analysis enables us to examine these hidden dimensions based on the relevant queries. The Cronbach's alpha coefficient and SPSS 20 software were used to assess the questionnaire reliability. The confirmatory factor analysis (CFA) was used for the questionnaire validity. In Table 3, the Cronbach's
alpha coefficient for each variable was separately calculated. It should be noted that the variables with Cronbach alpha coefficient higher than 0.7 have a good reliability in their questionnaire questions. To evaluate the questionnaire validity, the factor analysis by principal components method was used. In this method, questions with explained variance less than 0.5 were removed from the questionnaire. The coefficient of variance of all questions was above 0.5 to prove the questionnaire validity.

The KMO (Kaiser-Meyer-Olkin) test, called as a measure of sampling adequacy, was also used to compare the correlation values observed with the partial correlation. Serny and Kaiser (1977) believe that when the KMO value is greater than 0.6, the factor analysis could easily be done. With higher values, the sampling adequacy would be more. According to what mentioned, the KMO test value must be greater than 0.6, and the Bartlett test significance level should also be less than 0.5. Since the factor load of this research is equal to 0.858 and more than 0.5, the validity would be acceptable.

The Cronbach’s alpha for this study is 0.786, which is reasonable and suggests that the questionnaire is reliable. The used items included 25 questions, ranging from completely disagree to completely agree. The source extraction, Cronbach’s alpha and the load factor are given in Table 2.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Question</th>
<th>Loading factor</th>
<th>Reliability</th>
<th>KMO</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance appraisal process</td>
<td>The indicators of performance evaluation of employees in the organization are clearly expressed</td>
<td>0.68</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Informing the evaluation expectations and indices to those responsible for employees' performance evaluation are done properly</td>
<td>0.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Formulation and evaluation of objectives, missions and goals of strategies related to the staff performance</td>
<td>0.78</td>
<td>0.859</td>
<td>0.859</td>
<td>0.000</td>
</tr>
<tr>
<td>Pathology of Employee Performance Evaluation System ...</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>-----------------------------------------------------</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Assessor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The evaluator individual (or individuals) evaluates the performance of employees in accordance with a predetermined program</td>
<td>0.74</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The assessor evaluate the performance of the staff using reliable and up-to-date tools</td>
<td>0.66</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The assessor has been trained sufficiently on evaluating the performance of employees</td>
<td>0.83</td>
<td>0.846</td>
<td>0.851</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>The results of the evaluation of the appraiser ARE reliable and dependable</td>
<td>0.75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The assessor does not work according to his personal opinion</td>
<td>0.64</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Performance standards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The performance appraisal system of the organization staff is based on objective standards and measures</td>
<td>0.84</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The performance standards have been formulated in accordance to the employees' performance evaluation indicators</td>
<td>0.75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The available standards for</td>
<td>0.84</td>
<td>0.901</td>
<td>0.883</td>
<td>0.000</td>
<td></td>
</tr>
</tbody>
</table>
Performance evaluation of employees in this organization is done based on standards for each indicator so that the assessment reflects the actual performance of the system.

Some standards have been considered to evaluate the performance of employees in the organization.

**Feedback**

<table>
<thead>
<tr>
<th>The performance evaluation system of the organization staff provides a good feedback for further management decisions</th>
<th>0.83</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundamental and optimized reforming operations are carried out by useful feedbacks from the staff performance appraisal system</td>
<td>0.8</td>
</tr>
<tr>
<td>The functional quality of the organization is controlled continuously through feedbacks from the assessment system</td>
<td>0.86</td>
</tr>
<tr>
<td>Training and equipment requirements are determined using feedbacks provided by the staff</td>
<td>0.87</td>
</tr>
<tr>
<td>Management support</td>
<td>The organization managers support the employees' performance evaluation system</td>
</tr>
<tr>
<td>--------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>The managers fund the needed budget at the disposal of the relevant authorities to improve the performance appraisal system</td>
</tr>
<tr>
<td></td>
<td>The managers encourage the assessors to do better and more accurate performance assessments</td>
</tr>
<tr>
<td></td>
<td>The managers directly supervise the process of performance evaluation of their employees</td>
</tr>
<tr>
<td></td>
<td>The organization management provides the necessary assistance for the assessors</td>
</tr>
</tbody>
</table>

**RESULTS**

**Findings of the research general questions**

In this study, following the complete collection of research data, the collected data were transferred to the SPSS software, and descriptive statistics were used to provide a variety of charts and graphs to describe the sample resulted from the population. To evaluate the research hypotheses and test the model, the AMOS software, as one of the structural equation modeling (SEM) methods, was applied. In this section, we tried to describe and explain a general statement of the tests, analyses of using structured equations and path analysis.

A number of 335 questionnaires were evaluated in the study. The respondents consisted of 70% male and 30% female. Among them, 4% were in age range of 20-30 years, 26% aged 31 to 40 years, 44% were in the range of 41 to 50 years, 20% aged...
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50 to 60 years and the rest 6% were over 60. In terms of education level, 3% had diploma; 22% had associate degree; 63% had B.A and 12% had MA and Ph.D.

Data normality

Before performing any test with the assumption of data normality, the normality test must be done. Coefficient of skewness and the elongation factor are two main indices of data distribution to become sure about the normality of data. Having these indicators, the normality of data distribution can be somewhat found. In this paper, the coefficients of these indicators are shown in Table 3.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Elongation</th>
<th>Skewness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance evaluation process</td>
<td>-0.99</td>
<td>0.4</td>
</tr>
<tr>
<td>Assessor</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Performance standards</td>
<td>-0.79</td>
<td>0.7</td>
</tr>
<tr>
<td>Feedback</td>
<td>-1.1</td>
<td>0.4</td>
</tr>
<tr>
<td>Manager support</td>
<td>-1.3</td>
<td>0.4</td>
</tr>
</tbody>
</table>

Table 3. The elongation, skewness and the average for data normality

If the rate of elongation and skewness is between -2 and 2, one can say that the data is normal, and the tests in normal circumstances can be done on them. In this paper, the obtained values indicate that the sample is normal.

Model fit

In this study, the structural equation modeling method of path analysis was used to examine the Pathology of employee performance evaluation system. Before partial fitting of the model or testing the research hypotheses, the general fitting of the conceptual model was done. By performing the structural equation modeling test in the software, the fit indicators were presented, indicating the relative fitting of the claimed conceptual model by the experimental data. Unlike conventional statistics tests that are confirmed or rejected with one statistic, in structural equation modeling, a set of indicators are introduced. The situation of fit indices for the conceptual model is presented in Table 4.

<table>
<thead>
<tr>
<th>Index (%)</th>
<th>Variable 5</th>
<th>Variable 4</th>
<th>Variable 3</th>
<th>Variable 2</th>
<th>Variable 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>accept P&gt;5</td>
<td>0.4</td>
<td>0.06</td>
<td>0.15</td>
<td>0.08</td>
<td>0.052</td>
</tr>
<tr>
<td>GFI&gt;90</td>
<td>0.99</td>
<td>0.98</td>
<td>0.99</td>
<td>0.98</td>
<td>0.98</td>
</tr>
<tr>
<td>AGFI&gt;90</td>
<td>0.98</td>
<td>0.96</td>
<td>0.97</td>
<td>0.96</td>
<td>0.96</td>
</tr>
<tr>
<td>NFI&gt;90</td>
<td>0.99</td>
<td>0.99</td>
<td>0.99</td>
<td>0.98</td>
<td>0.98</td>
</tr>
<tr>
<td>CFI&gt;90</td>
<td>1</td>
<td>0.99</td>
<td>0.99</td>
<td>0.99</td>
<td>0.99</td>
</tr>
<tr>
<td>RFI&gt;90</td>
<td>0.99</td>
<td>0.98</td>
<td>0.98</td>
<td>0.97</td>
<td>0.97</td>
</tr>
<tr>
<td>IFI&gt;90</td>
<td>1</td>
<td>0.99</td>
<td>0.99</td>
<td>0.99</td>
<td>0.99</td>
</tr>
<tr>
<td>RMSEA&lt;10</td>
<td>0.008</td>
<td>0.05</td>
<td>0.04</td>
<td>0.5</td>
<td>0.06</td>
</tr>
</tbody>
</table>

Table 4. Model fit output (%)
As shown by the Table, a large number of model fit indices have a good status. For example, the Chi-Square significance level of the model is higher than 1, which suggests that the experimental data properly support the research conceptual model. Also, the root mean square of the estimate error is less than 10%. This index also confirms the model fit. The acceptability of other parameters in the model is also seen in the software outputs. The general confirmation of the model does not mean that all the relationships in the model have been confirmed.

**Study testing:** Here, the problem variables are evaluated by the one-sample t-test to see whether the studied variables are damaged in the organization's performance evaluation system or not.

1. Factors affecting the performance appraisal system efficiency in Abadan Refinery are good in assessment process aspect.

   In the tables below, the values equal to and smaller than 3 are considered improper, which means:

   - $H_0 \leq 3$ The studied variable is damaged
   - $H_1 > 3$ The studied variable is damaged

| Table 5. Tested values of the variable of performance appraisal process |
|-----------------------------|----------------|----------------|----------------|
| Mean | SD  | t-statistic | Significance level of the test |
| 2.4  | 0.94 | 0         | 0.47            |

As can be seen from the above table, the H0 hypothesis is confirmed at 99% level. This means that the employees' opinions are less than the average in the studied process. This suggests that by their evaluation, the Abadan refinery's performance evaluation process is poor.

2. Factors affecting the performance appraisal system efficiency of the Abadan refinery are good in the aspect of the assessor.

   Here, the values equal to and smaller than 3 are considered improper, which means:

   - $H_0 \leq 3$ The studied variable is damaged
   - $H_1 > 3$ The studied variable is damaged

| Table 6. The tested values of the variable assessor |
|-----------------------------|----------------|----------------|----------------|
| Mean | SD  | t-statistic | Significance level of the test |
| 2.2  | 0.78 | 0         | 0.52            |
As can be seen from the above table, the H0 hypothesis is confirmed at 99% level. This means that the employees' opinions are less than the average in the studied process. This suggests that by their evaluation, the Abadan refinery's evaluation process of the assessor is poor.

3. Factors affecting the performance appraisal system efficiency of the Abadan refinery are good in the aspect of performance standards. Here, the values equal to and smaller than 3 are considered improper, which means:

\[ H_0 \leq 3 \quad \text{The studied variable is damaged} \]

\[ H_1 > 3 \quad \text{The studied variable is damaged} \]

**Table 7.** The tested values of the variable performance standards

<table>
<thead>
<tr>
<th>Mean</th>
<th>SD</th>
<th>t-statistic</th>
<th>Significance level of the test</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5</td>
<td>0.94</td>
<td>0</td>
<td>49</td>
</tr>
</tbody>
</table>

4. Factors affecting the performance appraisal system efficiency of the Abadan refinery are good in the aspect of performance evaluation feedback. Here, the values equal to and smaller than 3 are considered improper, which means:

\[ H_0 \leq 3 \quad \text{The studied variable is damaged} \]

\[ H_1 > 3 \quad \text{The studied variable is damaged} \]

**Table 8.** The tested values of the variable feedback

<table>
<thead>
<tr>
<th>Mean</th>
<th>SD</th>
<th>t-statistic</th>
<th>Significance level of the test</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>1</td>
<td>0</td>
<td>48</td>
</tr>
</tbody>
</table>

As can be seen from the above table, the H0 hypothesis is confirmed at 99% level. This means that the employees' opinions are less than the average in the studied process. This suggests that they consider the performance evaluation feedback of Abadan refinery insufficient or have not received any feedback.
5. Factors affecting the performance appraisal system efficiency of the Abadan refinery are good in the aspect of manager support of the performance evaluation. Here, the values equal to and smaller than 3 are considered improper, which means:

\[
H_0: \text{The studied variable is damaged} \\
H_1: \text{The studied variable is damaged}
\]

Table 9. The tested values of the variable manager support

<table>
<thead>
<tr>
<th>Significance level of the test</th>
<th>t-statistic</th>
<th>SD</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>45</td>
<td>0</td>
<td>1</td>
<td>2.6</td>
</tr>
</tbody>
</table>

As can be seen from the above table, the $H_0$ hypothesis is confirmed at 99% level. This means that the employees' opinions are less than the average in the studied process. This suggests that they have not received enough support from the manager of Abadan refinery.

**Ranking the variables**

Making right strategic decisions in choosing a successful target for survival of an organization needs identifying and having a set of criteria and indicators that can be an appropriate distinguishing tool in this regard. Understanding the key and influencing factors and criteria in such a selection seems to be crucial. Hence, the managers of organizations need to make successful choices by right recognizing of their organization's situation and the factors and criteria influencing the decision-making process. Thus, the studied criteria were ranked in Table 10.

Table 10. Prioritization of research variables

<table>
<thead>
<tr>
<th>Variable name</th>
<th>Rating mean</th>
<th>Preference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback</td>
<td>3.19</td>
<td>I</td>
</tr>
<tr>
<td>Manager support</td>
<td>3.15</td>
<td>II</td>
</tr>
<tr>
<td>Performance standards</td>
<td>3.11</td>
<td>III</td>
</tr>
<tr>
<td>Performance appraisal process</td>
<td>2.9</td>
<td>IV</td>
</tr>
<tr>
<td>Appraiser</td>
<td>2.65</td>
<td>V</td>
</tr>
</tbody>
</table>

The test results show that the variable feedback has higher priority than other variables. This means the organization should pay more attention to provide feedback to improve the staff performance. The following priorities are the variables of management support, performance standards, performance appraisal process and the assessor.

**DISCUSSION**

The aim of the present study was to investigate the pathology of performance evaluation system of Abadan refinery. The results of this project can help the organization in forming of the spirit of unity and harmony in the organization, creating a strategic vision in the organization, creating a spirit of willingness to
change, increasing productivity, efficiency and effectiveness and other components affecting the performance and able to contribute to the success of the organization. The research results can be useful for all organizations to promote strategies and achieve the desired objectives. The data were analyzed using SPSS and AMOS software.

1. As is clear from the above analyses, the employees' opinions are less than the average in the studied process. This suggests that by their evaluation, the Abadan refinery's performance evaluation process is poor. To improve the process, the researcher suggests emphasizing on the assessment as an essential tool for human resources management. This means while having a strong faith in the assessment, it should be considered an efficient and effective tool in planning for the management of human resources. On the other hand, for performing the evaluation process, we need to be aware of the latest issues, plans, tools, and programs of the organization in the present and future so that the performance appraisal process goes well.

2. Based on the above considerations, it is clear that the employees' opinions rate about the assessor is less than average. This means they have evaluated the evaluation process of the assessor of Abadan refinery workers as poor. The suggestion is to use a system of supervising the assessment by the appraiser to avoid wrong ratings and perform assessment without prejudice. In case that the assessor is not familiar with evaluation errors, he needs to be trained in this regard. On the other hand, this may be due to the lack of appropriate culture making and/or extra rigor and leniency. In this regard, the necessary contexts can be created by various programs and training sessions.

3. With the above considerations, it was found that the employees' opinions rate on the performance evaluation standards is below the average. This means they consider the standards of performance evaluation of Abadan refinery insufficient or inappropriate. These criteria and standards can quantitatively and qualitatively influence the people performance and behavior and develop to limit the scope and ability of the staff. The standards should pave the way to achieve goals and provide a framework for moving forward. The standards should be such that by using them, we could determine the weaknesses, strengths and abilities of people to provide a clear and successful path.

4. As is clear from the above analyses, the employees' opinions rate on feedback is less than the average level. This suggests that they consider the performance evaluation feedbacks of Abadan refinery insufficient or have not received any feedback. To improve the performance evaluation, the individuals should receive the results of their performance evaluation. In this case, if they agree with the results, they would try to improve or maintain their current performance. This important issue can be realized by interaction and exchanging ideas between staff,
managers and the evaluators. An alternative is to provide a description of the tasks to the employees. In this case, if they are not aware of the scope of their work, such recognition can help them to take action to improve their performance.

5. The investigations revealed that the employees' opinions rate on the manager support of the performance assessment is less than the average level. This suggests that they have not received adequate support from the Abadan refinery manager. It is recommended that the managers become familiar with the evaluation philosophy, process of the work and the existing standards. This will help them to ensure the realization of expectations before making decision about those assessed. Obviously, an optimal behavior in the environment would help the success of manager and his organization as well.

The Friedman test was used to prioritize the variables. The results show that the variable feedback has higher priority than other variables. This means the organization must pay more attention to providing feedback to improve the employees' performance. The following priorities are management support, performance standards, performance appraisal process and the assessor.

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