Identify the Strengths and Weaknesses of the Performance Comprehensive Evaluation System in order to Development of Human Resources In Authorized Representative of Iran Khodro

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Abstract
This research has done with purpose of Identify the Strengths and Weaknesses of the Performance Comprehensive Evaluation System in order to Development of Human Resources in Authorized Representative of Iran Khodro. The limitations of traditional methods of performance evaluation of new approaches to the organization or firm on other hand on strengthen attitude change on how to evaluate the in promoting performance of organizations has a significant role. High costs of organizations and companies to provide various products and developing and meeting the cost of public resources that are increasingly limited and low effectiveness of the company managers to think out the organizational goals to their attention. Necessary to improve the performance of organizations and companies, the evaluation is ongoing and regular activities. This may provide performance evaluation and the company will be able to see clearly the weaknesses and strengths and identify areas of improvement. This study evaluated the strengths and weaknesses of the system of authorized dealers for sales and after-sale services in Iran Khodro. After investigation and analyzing, the research question was presented as follows: is a Comprehensive Performance Evaluation System creates required fields for Developing of Human Resources in Representatives?

Research design
Research design used in this study is development - application and questionnaire tool is closed. The research was composed of three sections. The first group of managers and agent’s privileged group of managers and Isaco’ experts and end customers of Iran Khodro Company representatives. Agents, managers and privileged group representing 55 of the 720 agencies and the group of 45 people between 78 managers and experts Isaco experts and for the customers of 7,200 people about 295 people for three months, according to Morgan table were selected. In this study, simple linear regression statistical methods and Pearson test to confirm or exclude the hypothesis (H o, H1) is used.

Keywords: After-sale services, authorized representatives, performance management, Comprehensive Evaluation of Performance

Introduction
Dynamic, changing world system is the basic principle of survival and stone mason and arrest as a catalyst of change that requires firm will carefully monitor the alert changes even further and to keep pace with changes in their ability to create movement and progress. So there is the necessary decision-making power in different situations. The complex space and inaccurate at the time the decision is in line with the increased complexity of decision-makers requires the use of performance evaluation in other words, we must be able to manage our measured. This is one of the key factors that according to its management and considering the dramatic changes in the evaluation system of knowledge management in organizations today are inevitable. In performance evaluation to achieve this objective discussion is proposed. The performance evaluation of the attainment of objectives predetermined current state of our knowledge and
we believe the comparison. His status as compared with competitors’ strengths and weaknesses in order to repair the extraction glow can identify them.

**Research problem**

In the current era of progress and change management evaluation system in the organization is inevitable and necessary. Extent that the lack of an evaluation system for measuring the resources that reflects the goals and strategies is considered as one of the symptoms is organizational. The Organization for Registration of utility and quality of its activities, especially in complex dynamic environment evaluation system is needed. Lack of measurement and control system means no communication with internal and external environment of the company, which results in aging and eventually death of the organization. Rating companies and institutions the most important assessment tools to identify strengths and weaknesses, opportunities and threats are external to count. Methods of rating agencies as a major focus only on the main index, such as sales or income and their population in other words, instead of determining the best methods to determine the largest and most large companies. Therefore, in assessing the performance of the integration works in learning all aspects of internal and external goals is realized. Another important issue is to prioritize what should be the criteria for performance appraisal system to making the best decision in a space that is constantly changing internal and external factors is not possible. The assessment of each firm is inevitable and a factor for the promotion and preservation and development of the organization’s agility and the main factors are examined in that process and identify their strengths and weaknesses and improve the plan. Agencies authorized sales and service companies in the automotive after-sales business partners as auto makers are not exempted from this provision and have their performance evaluated. In this respect, their performance every 12 months in four main areas of sales, after-sales service, commercial piece of relief and golden cards will be examined. However, in a firm and services such as legal agents of Iran Khodro Company will be a series of intangible assets such as human resources, social capital, trust between employee and employer, and also pointed to job satisfaction. If you meet these criteria it is possible to increase the quality and speed of service and reduce the cost of service delivery and ultimately achieved good performance. After identifying strengths and weaknesses in each area improvement program set. This is certainly one factor affecting human resource that has an important role in the development of qualitative and quantitative targets. According to the survey results are representative of the different periods of human resources is one of its weak points, low points due to lack of education, withdrawal from the network because of security needs, the lack of necessary conditions for the development of resources and poor management. In other factors such as capital equipment, space and human resources are involved indirectly as the results indicate the fact that the assessment of effective human resources and equipment represented less is far better than the picture. The focus moves in this direction could be the key to improving representation. In this research is examined the strengths and weaknesses of the Comprehensive Evaluation System in Authorized Representative of sales and after sale services of Iran Khodro and was proposed solutions and strategies to reduce the weaknesses and increase the strengths.

**Research Question**

- Does a Comprehensive Evaluation System, create required fields for Developing of Human Resources in Representatives?

**Research Purpose**

- Investigation the Strengths and Weaknesses of the Performance Comprehensive Evaluation System in Iran Khodro Company

**Research applications**

- Managers and experts from the results and planning promotion agencies
- Helping to increase productivity in their legal agents - Iran Khodro
- Help to obtain greater benefit to the authorized agencies as well as Iran Khodro
- The director of the authorized agencies to promote performance

**Research Background**

1. Qualitative performance assessment of auto parts- maker companies based on EFUM using hierarchical technique written by Dr. Ezzatullah Asghari Zadeh and Fereshteh Amin (Professor and Graduate Student Faculty of Tehran University).
Abstract: The dynamic changes in the global economy, efforts by the World Trade Organization (WTO) in line with the global economy, the idea of a global village and increase the competitiveness of different countries, whether developed or developing, believing career for the survival of regional markets, global and even national strength and competitiveness of industry and their organizations must increase. The customer satisfaction with quality products and services is the only way to survival in a dynamic competitive market. The automotive industry is no exception from this method. Car manufacturers are facing many challenges in our country. Customer satisfaction and quality products have always been a big challenge for them will be considered. But the quality of these companies, automobile companies are often dependent on the quality of their ratings and the quality of the final product. In this paper, we describe the concept of relationship organizational excellence model with the concept of quality management, auto parts- maker companies selected on the fundamental concepts of organizational excellence model using hierarchical analysis model (AHP) (one of the MADM) has been evaluated and ranked by quality.

Keywords: quality management, qualitative performance evaluation, business excellence model (EFM), Analytic Hierarchy Process (AHP), ranking, MADM Journal of Economic Studies, Vol. 3, No. 3, Fall 85

2. Supply chain integration in assessing the performance of case study of Iran Khodro 2004 Authors: Mohammad Etebari, industry experts Sharif / Hamedpoor Esfandiar, industry experts Sharif / Mohammad Reza Khalaj, Chief of Logistics Engineering Iran Khodro(3) Improve the evaluation system engineering services responsible for inspection of automotive parts companies in Iran Khodro-Author: Shoura Ebrahimi - Rasoul Haji. The second seminar on logistics, 84 yearsAbstract: inspection companies in the supply chain link automaker and manufacturer of car by the time of inspection tasks in accordance with the specifications of the client and engineering activities such as preparation of technical specifications and to help promote the spread makers. Appraisal systems in the world, these companies are generally based on the standard ISO / IEC17020 based car maker if Iranian companies each own system for evaluating companies are inspected. The drawbacks of these systems with experts and nominal groups extracted. Finally, it is proposed to inspection companies to maintain their independence under the supervision of an independent organization based automakers and evaluates companies using the appropriate system carried out by the same organization. Keywords: appraisal systems, standard inspection, the judgment of experts

6. Evaluation of the implementation of supply chain using the performance measurement indicators Author Amir Shekari - Soheil Fallahian, Mohammad Sadeghi, the second seminar on logistics in 84

Abstract: The performance of the supply chains as a key role in the success of an organization and achieving sustainability goals, and in particular its profitability. In this regard, on the one hand the establishment of a performance measurement system to identify weaknesses in the supply chain and continuous improvement is recommended on the other hand the pure principles in defects and improve the performance of supply chain efficiency is significant. Due to the elimination of weaknesses and continuous improvement in a supply chain with the lowest cost and highest efficiency, optimal organizations, doing so requires the use of proper techniques, which focus on improving the weaknesses identified by the organizations. In this paper, different aspects of the effectiveness of principles in the supply chain will be examined to determine what measure of performance techniques and principles to improve supply chain effectiveness and difficulties in sectors which are put if necessary is effective and efficient techniques used to improve the weaknesses and shortcomings.7. Investigating the structural and human settlement and implementation of performance measurement system in Esfahan Steel CompanyAuthors: Iraj Soltani - Seyed Akbar Mousavian. The Third International Conference on Management of 84

Abstract: The importance of employee performance evaluation mechanism for determining the quality and quantity management and development of human resources for anyone not covered so that management evaluates the performance of the organization is seen as guiding the ship without navigation instruments. Including important notes the effective and establishment of an assessment system of employee’s performance at first step, a survey of the field of human and structural of any organization. In this regard, including the establishment of large organizations based evaluation as a strategic resource, essential, vital and tangible is Isfahan Steel Company. In a study from research manager’s perspective, administrators and experts, the areas of implementation of employee performance evaluation system and the factors discussed in the company’s structure were realized. The study used a questionnaire to collect data and 231 samples were selected and the data collected were analyzed using descriptive and inferential statistics. The results
show that for the implementation of a comprehensive performance evaluation system in the company, design an appropriate organizational structure, business manager’s full support, readiness of employees and their involvement, determination and a high level of public effectively is essential. The results show that major structural and managerial problems and this high need employees to achieve efficient and effective evaluation system.

**Keywords**: performance evaluation, career promotion, organizational structure, management commitment

**Conceptual model**

To determine the criteria and indicators for assessing the performance of the agencies with regard to the existing evaluation methods assess the performance of Iran Khodro agencies on the basis of regulations determined Iran Khodro Regulations of the Ministry of Industry and evaluation instruments car sales services are primary criteria and indicators were developed for this model then, according to the models and methods of performance evaluation and business excellence; lack of standards in various fields were completed. Following meetings with experts during the performance evaluation criteria were discussed in the form of a decision tree and finally the decision tree on the first level with 7 main criteria and 40 sub-criteria were developed in the last.
In this research the method of research is based on survey research from branch of field study.

**Statistical Population**
Statistical Population in this study was included three items. The first group is managers and agent’s privileged group around 720 agencies and the second groups are areas managers and experts of Isaco Company around 78 people from Specialists and Experts of Isaco Company and the last group is around 7200 people from customers of Iran Khodro Company representatives.

**Sampling Method and sample size**
In this research sampling method is random sampling method. For managers and agent’s privileged group, 55 representatives among of 720 representatives and from managers and Experts group of Isaco Company 45 People among experts the range of 78 and among customers the range of 7200 people in three months 295 people were selected according to Morgan table.

**Analysis of the Research Question**

**Testing the main question**
Does a Comprehensive Evaluation System, create required fields for Developing of Human Resources in Representatives?

Comprehensive Evaluation System creates required fields for Developing of Human Resources in Representatives?

\[ H_1 : \beta > 0 \]

Comprehensive Evaluation System doesn’t create required fields for Developing of Human Resources in Representatives?

\[ H_0 : \beta = 0 \]

**Table 1:** Evaluate of correlation coefficient between Comprehensive Evaluation System and Developing of Human Resources

<table>
<thead>
<tr>
<th>Components</th>
<th>Human Resource Development</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive Assessment System</td>
<td>0.39</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Considering the above table, the level of Pearson’s correlation was evaluated between Comprehensive Evaluation System and Developing of Human Resources in Representatives in Iran Khodro Company is equal 0.39, this Indicates that a comprehensive assessment system was caused to provide human resource development, in other hand is seen that there is direct relationship between Comprehensive Evaluation System and Developing of Human Resources.

However, in order to determine to what extent the fact that a comprehensive evaluation system can provide human resource development and it can effect on them, then the linear regression was used.

**Calculate of Regression**

**Table 2:** Estimation of regression model between Comprehensive Evaluation System and Developing of Human Resources

<table>
<thead>
<tr>
<th>Explained variance</th>
<th>Remaining variance</th>
<th>Mean of square regression</th>
<th>Mean of squares within groups</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>( s s_{res} )</td>
<td>( s s_{res} )</td>
<td>( m s_{reg} )</td>
<td>( m s_{reg} )</td>
<td>( m s_{res} )</td>
<td></td>
</tr>
<tr>
<td>10816.123</td>
<td>56976.872</td>
<td>10816.123</td>
<td>287.762</td>
<td>357.587</td>
<td>0.000</td>
</tr>
</tbody>
</table>

According to the above table, the significance level of F- test was equal to 0.000, which impact of prediction of developing the Human Resources through a Comprehensive Evaluation System considers significant.
Table 3: regression coefficients between Comprehensive Evaluation System and Developing of Human Resources:

<table>
<thead>
<tr>
<th>Regression correlation coefficient R</th>
<th>Explained Coefficient $R^2$</th>
<th>Explained Coefficient $R^2_{adj}$</th>
<th>Estimation error $S_{ee}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.39</td>
<td>0.16</td>
<td>0.16</td>
<td>16.964</td>
</tr>
</tbody>
</table>

According to the above table, Regression correlation coefficient between Comprehensive Evaluation System and Developing of Human Resources was equal to 0.39, that it shows there is an average correlation between the variables. Also Explained Coefficient was equal to 0.16 which it show 16 percent of developing the human resource' variances was explained by comprehensive evaluation system

Table 4: Estimation of Regression coefficients the Comprehensive Evaluation System and Developing of Human Resources

<table>
<thead>
<tr>
<th>comprehensive evaluation system</th>
<th>$\beta$</th>
<th>$SE_{\beta}$</th>
<th>$\beta_{standard}$</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.661</td>
<td>0.10</td>
<td>0.39</td>
<td>6.131</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Considering the above table, correlation of between Comprehensive Evaluation System and Developing of Human Resources in level of error ($P < 0.05$) was equal to 0.39. The test is used to estimate the expected value of a comprehensive evaluation system and development of human resources is significant. This result shows the change in the length of a single comprehensive evaluation, human resource development will increase by 66%. Thus, with maximum reliability 99.9% rejected. This result suggests that a comprehensive evaluation system and human resource development are good predictability.

Results and Findings

The results of testing the research question shows which the level of Pearson’s correlation was evaluated between Comprehensive Evaluation System and Developing of Human Resources in Representatives in Iran Khodro Company was equal 0.39, this Indicates that a comprehensive assessment system was caused to provide human resource development, in other hand is seen that there is direct relationship between Comprehensive Evaluation System and Developing of Human Resources. According to the results of human resources we find that the question from the perspective of 21 to 53.06 percent representation and question 15 were constituted 56.67% of the lowest of expert opinion and are weaknesses of the Iran Khodro comprehensive performance assessment. The agency perspective and ask questions 10, 17 and 3 of the expert opinion and question 12 of the customers' perception of the strengths of human resources are considered as options. One of the research purposes is “investigation of strengths and weaknesses of a comprehensive performance assessment system in Iran Khodro” that it was investigated from three perspectives: Investigation of strengths and weaknesses of a comprehensive performance assessment system based on customer’s perspectives:According to the research results in response of relate to the customers, customers' level of satisfaction from the answers have given to these questions was about 70.15 percent, which questions of number 13,7,6,8,14 ,respectively the lowest score have gained compared with the average level of customer responses that should be more attention to these questions.

Question 3: How much do you satisfied about the accuracy of the contents factor in the agencies?

Question 7: How do you see the results of a comprehensive evaluation of the vehicle representative of the bale so it is important for customers?

Question 6: To what extent do you see signs of customer rights are important for customers?
**Question 8**: How much do you satisfied about welfare equipment of suitable and adequate for using of customers in agencies?

**Question 14**: How much do you satisfied about the availability of required components?

Also the views of customers, respectively 12 to 76.19 percent and question number 10 with 74.22 percent had the highest score than average respondents which can be seen as strengths from the perspective of customers.

**Question 12**: How much do you satisfied about the skills and expertise of agency personnel to detect discrepancies?

**Question 10**: How much do you satisfied about quality of maintenance in agencies

Investigation of strengths and weaknesses of a comprehensive performance assessment system based on perspectives of areas Managers and experts of company

According to the results of research related to areas' managers and experts responds in Isaco company level of satisfaction with the responses to these questions is about 65.92 percent that questions 1 and 20, 15, 5, 19, 7, 6, 13 respectively had lowest score relative to the average level achieved experts answer which should be more attention to these questions

**Question**: In your opinion, to what extent is enough the comprehensive evaluation of Iran Khodro in order to investigate the Status of "shop and store" in representatives?

**Question**: In your opinion, to what extent is successful comprehensive evaluation of Iran Khodro in identifying the strengths and weaknesses of personnel performance in agencies?

**Question**: To what extent is enough comprehensive evaluation of Iran Khodro to investigate the Status of "Guarantee process" of representative?

**Question**: In your opinion, comprehensive evaluation of Iran Khodro to what extent has provided area of team activities in representatives' network?

**Question**: To what extent is enough comprehensive evaluation of Iran Khodro to identify the Status of "Beautification" of representative?

**Question**: To what extent is enough comprehensive evaluation of Iran Khodro to evaluate the status of "implementation of the PDS and Handover" in representation?

**Question**: In your opinion, to what extent is successful comprehensive evaluation of Iran Khodro in identification of educational needs of managers in agencies?

**Question**: In your opinion, comprehensive evaluation of Iran Khodro has provided necessary space in order to expand of the authority ceding in the senior managers?

In addition, according to the results in research based on perspectives of areas Managers and experts of Isaco Company, respectively question of number 10 with 83.33 percent, and question of number 3 with 76.67 percent, and question of number 17 with 76.65 percent have obtained the highest score in compare with average level of expert's responses which it can as strengths have considered based on perspectives of experts

**Question**: To what extent is enough comprehensive evaluation of Iran Khodro to investigate the Status of "Gold card services and Emdad Khodro" of representative?

**Question**: To what extent is enough comprehensive evaluation of Iran Khodro to investigate the Status of "Human Resource" of representatives?

**Question**: In your opinion, comprehensive evaluation of Iran Khodro to what extent has provided growth grounds of capabilities' exerts and employees?

Investigation of strengths and weaknesses of a comprehensive performance assessment system based on perspectives the Managers of Representatives

According to the results of responses related to areas managers and experts of Isaco Company, level of satisfaction from the responses given to these questions is about 64.01 percent that questions 7, 1, 15 and 21 respectively had gained the lowest score in compare with average level of expert's responses which should be more attention to these questions

**Question**: In your opinion, to what extent is your satisfaction of comprehensive evaluation of Iran Khodro to status of “Guarantee process” of representative measured properly?

**Question**: to what extent is your satisfaction of "regular doing "the comprehensive assessment of Iran Khodro in agencies?
**Question 15:** In your opinion, to what extent is effective the comprehensive assessment of Iran Khodro in improving "gold card services and Emdad Khodro" of representative?

**Question 21:** In your opinion, comprehensive evaluation of Iran Khodro to what extent has provided growth grounds of capabilities’ exerts and employees?

According to the investigation of results have gained in this research we can find that based on perspectives of representatives’ Managers of Iran Khodro Company, respectively question of number 10 with 83.35 percent, and question of number 3 with 74.83 percent, and question of number 17 with 74.83 percent and question of number 11 with 73.47 percent had the highest satisfaction which it is indicated as the strengths

**Question 10:** In your opinion, to what extent comprehensive evaluation of Iran Khodro measure exactly "personnel Skills" of Agencies?

**Question 3:** In your opinion, to what extent comprehensive evaluation of Iran Khodro measure exactly Status of "shop and store" in representatives?

**Question 17:** In your opinion, to what extent is effective comprehensive evaluation of Iran Khodro in improving of Status "selling parts" in representatives?

**Question 11:** In your opinion, to what extent measure exactly comprehensive evaluation of Iran Khodro to investigation the status of “Warranty and free services” in representatives?

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