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Research Article

THE REPRESENTATION OFTHE COUNTRY'S MEDICAL SCIENCES UNIVERSITY PHYSICAL EDUCATION OFFICES FUNCTION EVALUATION PATTERN USING THE BALANCED SCORE CARD APPROACH

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Abstract:

The main purpose of the present study was to determine and specify the indexes of the country's medical sciences university's physical training offices function evaluation using the balanced score card approach in order to represent a comprehensive pattern in this case. The statistical population of the present study was subjected to the managers, professors and physical training experts of the country's medical sciences university; the number of these populations was about 150 people in this study. At first, the deepest studies have been carried out in order to determine and specify the factors and functions evaluation indexes and in continue the determined indexes have been given to a group of experts in order to be finalized based on the Delphi method in this regard. Then, the adjusted questionnaire was given to all managers, professors and physical training experts in order to be responded in this case. The cronbach alpha coefficient was measured 0.86.The discovery factorial analysis technique had been also used in order to determine the structure validity in this case. The SPSS20 and LISREL Software 8.8 were also applied in order to analyze the related data of the present study. The results showed that the balanced score card was a suitable method for evaluating the country's medical sciences university function. Also, there was observed a difference between the mean balanced score cards of the country's medical sciences university (the customer side was 3.54±0.46 as the highest and the domestic processes with 2.82±0.647 as the lowest degrees). It was suggested that all experts and managers of the physical training have to give their suitable services for all students and staffs because this could make a better communication for attracting all customers' satisfaction.

Key words: function evaluation, balanced score card, physical training offices.

Introduction:

Every organizationrequires urgently the evaluation system in order to get aware of its successful activities particularly in a complex environment dynamically. On the other hand, the lack of evaluation and control system into an organization will have some worsen consequences regarding to the communicative approaches and organizational external affairs bringing the main failure for the same organization in this regard (Adeli, 2005). Also, measuring the organizational success and the effective completion of the approaches are the main fundamental challenges for all managers, researchers and consultants so that the top-managers are always seeking a great high potential way for solving these approaches. Among this, there have been established some function evaluation methods for controlling and managing the related approaches (Iwanz, 2005). Generally, the function evaluation is transformed into a measurement tool for measuring the systems in the specified courses so that these judgments should be clearly subjected to the evaluation system in this regard (Toulaiee, 2007). The traditional evaluation systems regarding to the financial criteria and the numbers and accounting numbers such as the rate of the share benefit and the possession efficacy should be achieved in this pavement. Many effective qualitative criteria ignore the perspective of an enterprise such as the customers' satisfaction. The imagined restriction for the financial criteria of the function evaluation is caused to establish new approach being applied for other related criteria of the function evaluation in this case. Along this,Kaplan and Norton (1990s) introduced the balanced evaluation method. In this method not only the financial issues for satisfying the customers are analyzed but also the achievement of the domestic processes and growth and continuous learning of staffs should be paid attention (Tabari, 2008). The balanced score card has a concept that the organizational navigation purposes are transformed into the acceptable measuring indexes making a balance between the crucial organizational fields. Today, it is not only subjected to measure the function but also it is applied as a tool for managing the navigation and clarifying the related purposes in this regard. In the given general model led by Kaplan and Norton the function of the organizations is evaluated for four following targets:

1- Customer perspective: this aspect includes some cases such as the customers, customers' satisfaction and attraction of customers and finally what customers ask from an organization
2- Domestic process perspective: an organization should specify the processes that these can be valuable for the customers and stakeholders
3- Growth and learning perspective: this aspect explains the organizational success and its main focus is established on the organizational future and prosperity and its structure is very important

4- Financial perspective: this states that the completion of the successful purposes has been determined on three other perspectives and finally, it will lead to the results and financial achievements (Iwanz, 2005).

The results of the study showed that the balanced evaluation method is a suitable approach for implementing, analyzing and supervising the managers' strategic programs and these managers should pay attention to four customers' perspective, occupational domestic processes and organizational learning and growth. The benefits of this approach are that it can determine the related perspective making agreement into the organizational strategic purposes. This will finally makes cohesion between the planning issues of an organization recovering the optimized issues and the effectiveness (Amirnezhad et al, 2008). By the use of the related technique of the balanced score card, Tehran municipality sport organization can bond the strategic purposes together implementing all target-based issues and finally, it will lead to the welfare of all staffs working in Tehran municipality (Nazhadsajadi et al, 2010). The results showed that the designed targets and plans of the Olympic National Committee can provide the navigation implementation ability and the obtained navigation plan through the long term purposes will be brought for all managers and staffs of the Olympic National Committee and other sport federations (Keshavarz, 2011). The results of other studies showed that the office of physical training of Yazd Province had suitable performance regarding to the function learning but it had not good function regarding to the financial and customer perspectives. This showed the customer, domestic processes, growth and learning and financial processes in this regard (Mirfakhralddini et al, 2013). Managers never pay attention to the growth and learning aspects into their organizations and these terms are completely intangible for them. In addition, most of these collections apply the exclusive indexes in order to satisfy and train their personnel and staffs being unsuitable with other dimensions of the balanced score card. These results represent the lack of significance distance between the balanced score card and its application regarding to the resources evaluation index in the tourism industry (Mc File et al, 2008). The results of another study showed that the categorization of four criteria of the score card is as following: the domestic processes, learning and growth, customer and financial cases (Vagani, 2013). Due to the fact that the universities and particularly the medical faculties provide the main basis of the social physical and mental health issues, on the other hand, the main constructing class of a community is subjected to the young people as the main customers of the physical training offices and due to the physiological nature and physical need coming from the educational pressures, the mental and spiritual issues are completely requiring the health cases for recovering the energy and youngness of these populations and these kinds of opportunities can be available through the university level for activating the sport activities. As a result, these units

should have established their suitable functions regarding to the physical affairs because the physical training officials are considered as the main responsible people for publishing the students' sport issues and it is necessary for all organizations to conduct these issues as scientific regulations and this requires evaluating the function. In the process of the function evaluation, the determination and its application of the indexes are crucial. The deepest attention to this process is very useful for specifying and understanding the deficiencies and shortages qualitatively and quantitatively. In this study, not only the recent status of the country's medical sciences physical training offices are investigated but also there is established a comprehensive pattern based on the balanced score card in order to evaluate the performance of the different college-bound physical training issues. Also, in this study, it is tried to respond to the questions: what are the most important criteria of the universities' physical training function? What are the criteria and function evaluation indexes into the universities' physical training offices along with the balanced score card? And what is the most suitable pattern for their evaluation?

Methods and materials:

The present study is an applied type of study purposefully and it also is a descriptive type of study in terms of its nature. Also, the data gathering method is established based on the quality (interview) and quantity (questionnaire). In terms of the quality section, all experts and specialists have been interviewed in order to determine the criteria. In relation to these interviews, all related information continues in order to saturate the theoretical cases. In the quantity section, a questionnaire made of the researcher has been applied in order to obtain the final criteria. The location of the related study is the country's medical sciences physical training offices. The statistical population of the study includes all experts, specialists, professors and consultants of the physical training offices of the country's medical sciences and other students having the championship background in the related tournaments. Cochran formula is also applied in order to determine the volume of the sample. Due to the carried out measurements, about 122 people were estimated as the statistical sample of the present study. In order to make the highest confidence, 150 questionnaires were accidentally distributed among the sample volume.

Data gathering method:

At first, the deep library studies have been carried out in order to specify the factors and indexes and the theoretical basics of the study have been also paid attention. In continue, the specified indexes have been given to a group of professors, experts, specialists and consultants of the physical training in order to finalize the selected indexes by Delphi method. Then the related questionnaire is designed and adjusted and given to these related professors, experts

and specialists in order to be responded. The completed questionnaires were also gathered and analyzed by the discovery factorial analysis statistical methods. The questionnaire is then distributed between 30 people in order to determine the reliability of the questionnaire and cronbach alpha coefficient is measured 0.86 in this study. Hence, the reliability of the questionnaire is evaluated as suitable in this regard. Due to the degree of KMO = 0.857 and Crowit-Bartlet test (as significant), it is showed a correlation between the related variables. The validity of the tool structure is also measured in this case.

Table-1: Results of Bartlet test factorial analysis test and KMO questionnaire.

Number	Variable	Results
1	KMO test to suitability of the sample size	0.872
2	Bartlet test to correctness of factors separation	0.001

Of course, it should be mentioned that the first questionnaire includes 32 questions with LIKERT five-value scale that some options were also eliminated for being lower than 0.3. SPSS20 Software and LISREL8.8 are also applied in order to analyze the data. In generally, the results of the tests showed that the discovery factorial analysis is suitable with the questionnaire cases. The confirmation and discovery outputs of the related factors have been given in table 2.

Table 2: Represents the function evaluation of the country's medical sciences physical training.

Results	Variable
818.62	Chi-Square
464	df
1.76	Chi-Square/ df
0.07	RMSEA
0.058	RMR

Due to the output of LISREL software being given in the above mentioned table, the degree of X2 /df is measured 1.76 in this regard. The existence of X2 /df lower than 3 represents that the model is suitable in this study.Also the mean root square of approximation (RMSEA) should be lower than 0.07 that it is given in the model 0.07. Due to the indexes and outputs of LISREL software, it can be stated that the selected indicators for evaluating the country's medical sciences university's physical training offices function have suitable reliability and they can suitably measure the related variable.

Results:

The results of the study showed that the mean age of the samples is 37.27±4.45 years and the job background is 12.6±4.73 years. Also about 38.7% (58 people) of the samples is female and about 61.3% (92 people) are male. About 25.3% (38 people) are single and 74.7% (112 people) are married. About 18.7% (28 people) have BA, 73.3% (110 people) are MA and 8% (12 people) have PhD educational certificate. The employment status of 17.3% (26 people) is contractive and 33.3% (50 people) have semi-contractive and 49.3% (74 people) have formal employment contraction.

Table-3: The obtained statistics of the descriptive means of research variables.

Criteria	Number	Mean	Std deviation
Financial perspective	**150**	**3.03**	**0.427**
Customer perspective	**150**	**3.54**	**0.46**
Domestic processes perspective	**150**	**2.82**	**0.647**
Growth and learning perspective	**150**	**3.25**	**0.528**

The results of table 3 reports the mean four-elements of the country's medical sciences university's physical training function evaluation along with the balanced score card from score 5. The results showed that the mean four-element description is established in the moderate level in terms of the research samples.

Question 1: what are the indexes and criteria of the country's medical sciences university's physical training function evaluation regarding to the financial evaluation?

The result of Kolmograph-Smirnov test is applied in order to investigate the indexes and criteria of the country's medical sciences university's physical training functional evaluation. The number 2.5 is established as the basic number for the study along with using LIKERT 5 value domain. Based on the results of the second, fifth and sixth questions of the study, these could not evaluate the functional evaluation of the country's medical sciences regarding to the financial perspective.

Table 4: Results of two-sentence test regarding to analyze of the indexes and criteria in terms of the financial perspective.

Number	Criteria	Rank	Number	Observed proportion	Test proportion	Sig
1	**Obtained income from the sport salon renting,**	**M≤2.5**	**12**	**0.08**	**0.5**	**0.001**
		m>2.5	**138**	**0.92**		

	swimming pool					
2	**Obtained income from the sport equipment**	**M≤2.5**	**88**	**0.49**	**0.5**	**0.935**
		m>2.5	**83**	**0.51**		
3	**Obtained income from the extra classes**	**M≤2.5**	**46**	**0.31**	**0.5**	**0.001**
		m>2.5	**104**	**0.69**		
4	**Number of open and closed space sport locations**	**M≤2.5**	**4**	**0.03**	**0.5**	**0.001**
		m>2.5	**146**	**0.97**		
5	**Number of sport equipment and dormitory**	**M≤2.5**	**70**	**0.47**	**0.5**	**0.463**
		m>2.5	**80**	**0.53**		
6	**Number of books, papers and educational cds**	**M≤2.5**	**100**	**0.67**	**0.5**	**0.001**
		m>2.5	**50**	**0.33**		

Question 2: what are the indexes and criteria of the country's medical sciences university's physical training function evaluation regarding to the customer evaluation?

The result of two-sentence test is applied in order to investigate the indexes and criteria of the country's medical sciences university's physical training functional evaluation. The number 2.5 is established as the basic number for the study along with using LIKERT 5 value domain.

Table-5: Results of two-sentence test regarding to analyze of the indexes and criteria in terms of the customer perspective.

Number	Criteria	Rank	Number	Observed proportion	Test proportion	Sig
1	**Number of sport institutions**	**M≤2.5**	**37**	**0.25**	**0.5**	**0.001**
		m>2.5	**113**	**0.75**		
2	**Number of expert and non-expert human forces**	**M≤2.5**	**1**	**0.01**	**0.5**	**0.001**
		m>2.5	**149**	**0.99**		
3	**Staffs behavior with customers**	**M≤2.5**	**2**	**0.01**	**0.5**	**0.001**
		m>2.5	**148**	**0.99**		

4	**Number of active extra program sport fields**	**M≤2.5**	**2**	**0.01**	**0.5**	**0.001**
		m>2.5	**148**	**0.99**		
5	**Students participation in dormitory sport**	**M≤2.5**	**51**	**0.34**	**0.5**	**0.001**
		m>2.5	**99**	**0.66**		
6	**Making the health stations**	**M≤2.5**	**17**	**0.11**	**0.5**	**0.001**
		m>2.5	**133**	**0.89**		
7	**Students and staffs participation in extra programs classes**	**M≤2.5**	**7**	**0.05**	**0.5**	**0.001**
		m>2.5	**143**	**0.95**		

Question 3: what are the indexes and criteria of the country's medical sciences university's physical training function evaluation regarding to the domestic process evaluation?

The result of two-sentence test is applied in order to investigate the indexes and criteria of the country's medical sciences university's physical training functional evaluation. The number 2.5 is established as the basic number for the study along with using LIKERT 5 value domain. The questions 3, 6 and 7 never showed any suitability in this process.

Table-6: Results of two-sentence test regarding to analyze of the indexes and criteria in terms of the domestic process perspective.

Number	Criteria	Rank	Number	Observed proportion	Test proportion	Sig
1	**Number of teams and participated courses in Olympiad tournaments**	**M≤2.5**	**41**	**0.27**	**0.5**	**0.001**
		m>2.5	**109**	**0.73**		
2	**Number of gained medals in country tournaments**	**M≤2.5**	**15**	**0.1**	**0.5**	**0.001**
		m>2.5	**135**	**0.9**		
3	**Sport recreational**	**M≤2.5**	**91**	**0.61**		**0.011**

	camps	**m>2.5**	**59**	**0.39**	**0.5**	
4	**Number of held sessions of university council**	**M≤2.5**	**44**	**0.29**	**0.5**	**0.001**
		m>2.5	**106**	**0.71**		
5	**Educational programs of workshops and achieved courses for staffs and coaching coaches**	**M≤2.5**	**41**	**0.27**	**0.5**	**0.001**
		m>2.5	**109**	**0.73**		
6	**Management reputation of university physical training**	**M≤2.5**	**68**	**0.45**	**0.5**	**0.288**
		m>2.5	**82**	**0.55**		
7	**Professors scientific rates**	**M≤2.5**	**97**	**0.65**	**0.5**	**0.001**
		m>2.5	**53**	**0.35**		

Question 4: what are the indexes and criteria of the country's medical sciences university's physical training function evaluation regarding to the learning and growth process evaluation?

The result of Kolmograph-Smirnov test is applied in order to investigate the indexes and criteria of the country's medical sciences university's physical training functional evaluation. The number 2.5 is established as the basic number for the study along with using LIKERT 5 value domain. The obtained results are very suitable for evaluating the country's medical sciences physical training process.

Table-7: Results of two-sentence test regarding to analyze of the indexes and criteria in terms of the learning and growth process perspective.

Number	**Criteria**	**Rank**	**Number**	**Observed proportion**	**Test proportion**	**Sig**
1	**Number of articles and given papers**	**M≤2.5**	**31**	**0.21**	**0.5**	**0.001**
		m>2.5	**119**	**0.79**		
2	**The application of educational technology**	**M≤2.5**	**3**	**0.02**	**0.5**	**0.001**
		m>2.5	**147**	**0.98**		

	for implementing the programs					
3	**Number of carried out studies by the physical training**	**M≤2.5**	**37**	**0.25**	**0.5**	**0.001**
		m>2.5	**113**	**0.75**		
4	**Holding and participating in conferences and seminars**	**M≤2.5**	**26**	**0.17**	**0.5**	**0.001**
		m>2.5	**124**	**0.83**		

Discussion and conclusion:

Today, one of the most complex problems of the management is that the value-making process of all organizations has been completely changed but the main functional evaluation tool has not been changed yet. For the reason, the determination of a suitable model for measuring the degree of the organizational performance is considered as one of the most essential foundations of all organizations regarding to the organizational progression and growth. In the present study, the balanced score card is one of the most suitable instruments for measuring the process of the performance. In addition, it emphasizes on three aspects of the customer, domestic processes and the learning-growth process. This has been also taken up for evaluating the same process of the performance. The results of the study showed that the balanced score card can be considered as a suitable method for evaluating the country's medical sciences physical training offices performance that it is coincident and similar with the results of Mojibi Miklaiee (2005), Shahabi (2007), Ibn Rasoul (2007), Amirnezhad (2008), Sadjadi (2010), Keshavarz (2011), Aliyan (2013), Madla (2005), Pabenhausen (2006), Shilbouri (2006), Hachen Huwang (2009), Vazhani (2013). The main reason for the suitability of the balanced score card is that this is a coordination-operational method having special strategy that it makes the all necessary operations for all organizations. It also is considered a system for the management for measuring the organizational performance in this pavement. It is benefited from the concepts of the financial methods and the self-evaluation system in this path. The application of the related method is understandable for all people working into an organization because this will help to evaluate the process of the performance as well. This is very useful for the managerial orders because its regulations have been established based on the cooperation of all staffs in

this pavement. The most authentic techniques of the related method are very understandable for all staffs and employers working into an organization. This makes a continuous process for evaluating the performance changing the organizational regulations. It is one of the most effective methods regarding to the organizational processes. This can also emphasize on the customer and customer-based affairs. The applied techniques are very effective in this process.In addition, this method can also make all managers to be able to recognize their pros and cons regarding to the managerial affairs. Also, the results of the study showed that there is observed a significant difference between the mean of model BSC perspectives in the country's medical sciences university potentially. Based on the customer side 3.54±0.46 is the highest and then the learning-growth with 3.25±0.528 and the financial side with 3.03±0.427 and finally the domestic processes with 2.82±0.647 are the main obtains of the study in this regard. The results of the study are coincident and similar with the results of Mojibi (2005), Amirnezhad (2008), Vazhani (2013) but it is not coincident with the results of Sadjadi (2010), Aliyan (2013) and Salimi (2012). Probably the highest mean of the customer perspective can be stated that the attraction of the customer satisfaction plays a key role in many various fields of the management and all organizations are seeking to find this side of their issues potentially. Delivering timely services to all customers can be considered as the best way for making an optimized process for all related customers and giving the related information for all customers are the most fundamental cases for upgrading the attraction of customers in this pavement. Internet websites, verbal and non-verbal consultations, catalogues, pamphlets, manuals, verbal telephones and other public relations are the main backgrounds for attracting customers regarding to make their confidence higher and higher.

Final conclusion:

The results of the present study showed that the balanced score cards are the most prior and efficient methods for optimizing the country's medical sciences physical training affairs regarding to the customer, financial, growth and learning and domestic processes. The customer side is established in the highest level in this regard.Hence, it is suggested all experts and specialists to make the confidence of all customers and athletes and their coaches; this can be taken place by the activities and communicative channels efficiently. Also, these priorities show the strength and weakness of these offices regarding to the performance process. The determination of these pros and cons can boost and optimize the organizational approaches for developing the sport issues. Since the performance evaluation is one of the most crucial subjects, this will absorb many managers into the organizational affairs. Also, in the era of technology, the reliance of the financial indexes cannot be suitable for evaluating the occupational performance process and it

should be applied other steps towards the measurement of the performance comprehensively.For the future studies, it is suggested that the combination of a one method with another one should be carried out in order to cover the hierarchical analysis process for evaluating the organizational function in this pavement. In the end, it is appreciated all managers, officials and professors of the country's medical sciences university offices for making their warmly cooperation for achieving the present study.

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