

Impact on the Productivity of Human Resources Management, Performance Evaluation

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Abstract: Organizational performance, the performance of its human resources and their interaction with the resources, facilities and technology in the organization. Performance of human resources, motivation and their ability to function. Ability of its human resources function, job knowledge and skills in applying knowledge to perform the job duties and activities. Motivation of human resources, the attitudes and circumstances in which they work. The functions of performance management in the organization are to communicate. Performance management systems in a unique performance not improve, or enhance and improve organizational performance is not due to loss of time and resources spent to design and implement it as a source of cost are considered. That has not only increased productivity but also has caused some losses. This paper investigates the performance management, evaluation of the performance management cycle, improve productivity, performance, benefits, performance management, performance management disadvantages, comparative study, which outlines the performance indicators and measurement model.

Key words: Management, Performance Indicators, Measure, Model, Productivity.

INTRODUCTION

Organizations to maintain their survival and advancement in the competitive world, our need to continuously improve performance. Fundamental source of capital and human resource organizations as they are in any kind of change and innovation. There are human variability and potential developments countless potential. This ability should be assessed and appropriate education under the act come into force. Performance evaluation of employees essential and undeniable duty of individuals to measure progress toward organizational goals and mission. Performance evaluation and feedback on the knowledge, strengths and weaknesses, performance and position in the organization will determine the environmental changes.

Improve individual and organizational performance, is key to success in competition. Evaluation of individuals and organizations to help managers to take control of the organization's strategic goals. Managers' knowledge about the organization's goals, all employees need to communicate. This requires that the job properly designed, well-trained people for their corporate office positions. To achieve the organization's strategic goals, to make them suitable rewards, to create the necessary motivation. Performance management, organizational behavior and organize personal data, improves the performance of individuals in the low to high. Organizations that have a management function, with higher profits, better financial turnover, higher productivity, better financial performance and earnings are higher.

In recent years, organizations have started to pay more attention to staff members, improvement of work methods and are encouraged to search for employees. Note that this is due to the "valuable human capital" smart organization to rise. Organizations that lose their intellectual capital, have little chance for survival. For honoring this great capital, performance management and performance evaluation system in particular need. Performance management, to determine the skills, abilities, knowledge and behavior through the evaluation and audit of their employees provides a strategic link. Thus, senior management on how to meet current and future needs of the organization finds itself. Corresponds to the behavior of employees in reaching the objectives, the appropriate feedback. Do people realize that the requirements to achieve organizational goals are met? The people that are involved in achieving the goals, they feel satisfied? Whether the behaviors needed to achieve strategic objectives and progress to identify, promote and encourage? And it reinforces the desired organizational culture?

Performance Management:

Organizational performance, the performance of its human resources and their interaction with the resources, facilities and technology in the organization. Performance of human resources, motivation and their ability to function. Ability of its human resources function, job knowledge and skills in applying knowledge to perform the job duties and activities. Motivation of human resources, the attitudes and circumstances in which they work. The functions of performance management in the organization are to communicate.

Almost every organization has a performance management system which is expected to provide major targets in the field of human capital management. These goals are: to motivate people toward a desired function,

helping people to develop skills, create a culture of performance, to determine who is eligible for promotion, the decision about the people who have poor performance, helping to implement business strategies.

The research, revealed the fact that the duties and responsibilities of a social organization, human resource management functions on one hand and the other hand, there is a very powerful interfaces.

The main elements of performance management include:

- a) A common perspective of the organization's strategic goals.
- b) Determine the performance goals.
- c) The formal process of review and evaluate the success rate in achieving the goals of groups and individuals.
- d) Linked to performance evaluation and employee development, reward and motivate and reinforce the desired behavior.

The elements of the organization's strategic goals and employee performance, organizational development, rewards and organizational results establish that link. Performance management through the following cycle, the continuous development of human resources organization.

Evaluation of Performance:

Systematic and regular assessment of individuals working in jobs they are entrusted with the task of determining the potential causes them to grow and improve the performance is improved. Performance evaluation criteria for measuring organizational effectiveness. If the performance is improved. The performance will be improved. Performance evaluation and ongoing management activities is essential. Managers are constantly studied the behavior of their employees, make judgments about them. Evaluation process, as is done in formal and informal. Direct effect on increase of salaries, promotion and promotion, dismissal, transfer and training.

To determine the function of human resources and their efficacy, it is essential that human resources in the organization to be examined. In this way, knowing the strengths and weaknesses of human resources, the improvement and development of human resources to achieve organizational goals done. Performance of organizations that are working in the field of social needs, the community will be continuously evaluated. Activities and conservation organizations, subject to positive evaluation of the performance goals and achieving them. Indebted to both efficiency and competency of human resources employed in the aforementioned organization.

Most organizations have no systematic method for evaluating or using a system that is consistent with the organizational culture and the organization's strategic goals, are not. Human resource management, systems design and implementation and evaluation of training managers and employees about the importance and application performance in human resource development, improving performance and achieving strategic objectives, are critical and challenging role.

The purpose of performance evaluation, provide accurate information about the job performance of the organization. These data are both accurate and effective. They have more potential value to the organization. Evaluate performance, identify the effectiveness and efficiency of staff through the creation and development of human resources is vital information. Performance evaluation is not only valid and correct information gives the manager, but also gives employees the appropriate information. Their job performance and behavior tells them to. Cause to take up the strengths and weaknesses of their performance. The data base for an improved work practices and personal development of employees will be.

The major aim of the evaluation, the evaluation is to determine and define the gaps. This gap, which is created when performance standards are not defined. The purpose of the feedback system, the awareness of staff about their job performance and issues. One of the reasons for the failure of organizations, non-compliance is the responsibility and accountability. This neglect occurs where employees have specific duties and responsibilities, but they are not accountable to them. Failure makes people respond, other than failure to do its job.

Although the survival and health of employees willingly work in, the system depends on accurate assessment of human resources, the objectives of the system include:

- a) Determine the efficiency or productivity.
- b) The performance.
- c) Determine the effectiveness.
- d) Employee equitable classification.

Considering that the aim of evaluating, granting a bonus to someone who has good and fine, shall perform their duties efficiently. Or notice and punish individuals who do not work completely. Or the proper performance of his duties is to disregard. Benefits of working for this organization include:

- a) Identify shortcomings, needs assessment and education.
- b) Fair and reasonable basis existed for the competence of staff.

- c) Principles and criteria for establishing the correct vertical and horizontal displacement of the planning staff in order to better match the intellectual, emotional and physical with their jobs.
- d) Establish a reasonable system of promotion based on merit and future needs of the organization.
- e) The field for excellence and staff development.
- f) Reduce dissatisfaction and complaints of discrimination and biased views.
- g) Establishing proper procedures in the assignment of benefits and privileges.
- h) Removal from service staff to help determine the criteria and standards.
- i) Interested employees to try to work through the system of reward and punishment and logical.
- j) To create employment opportunities validity and accuracy tests.

Evaluation of behaviors and abilities of employees and their managers is one of the main tasks. To notify employees of their performance, their breeding grounds will be provided. Informed in the field of alternative appropriate behavior, they will try to eliminate negative behaviors and non-effective. This will not only improve staff efficiency, the effectiveness of the organization will be.

Cycle Management to Improve Productivity:

Performance management is a continuous process in which there are four stages as follows:

A. Measure productivity:

The labor force data (input) the output of goods and services is considered. Labor productivity from value added divided by the average number of employees (or people working in the financial year) will be achieved. This index shows the average amount of value added per person employed labor has created.

B. Assessment of Productivity Analysis:

At this stage, with the level and trend productivity growth rate, at different times and comparing it with other similar enterprises, the analysis results, strengths and weaknesses and improvement opportunities are identified and clarified. Comparison of labor productivity and other economic enterprises in the course of one of the most useful and most practical analytical tools for effective management in guiding policy actions to improve productivity is.

C. Programming Productivity:

At this stage, with the knowledge of the strengths and weaknesses, threats and opportunities for improvement in the previous step, quantitative goals and standards required in the workforce and to improve productivity and increase productivity through the analysis of options and solutions to planning the administrative process are as follows:

- I. Identify objectives and provide the conditions for its acceptance by management (Survey).
- II. The analysis, selection of specific targets and ensure commitment to the moderators.
- III. The implementation phase includes the detailed design and development tasks to implement measures to improve the control results in improved productivity.

D. Improvement of Productivity:

In general, the systems approach to improving productivity, some combination of both continuous and gradual improvement and recovery of waste will be at once. Continuous improvement and incremental approach to improving productivity in the context of moving slowly but steadily done. In this approach the main emphasis on institutional efforts to improve productivity through the bedding and a willingness and desire for improvement and usually means the involvement of organized work environment, maintaining good in the workplace and the takes place.

Recovery and waste once it moves to improve productivity within an approach that quickly and independently done. The main emphasis in this approach to defining the problem and its solution based on the general methods of problem solving using tools such as research and development projects has improved.

Improve Performance:

The possibility of working with a different person to make that effort (Table 1).

What can be done to improve performance?

- a) With the participation of employees and identify the exact level of performance required and create a climate of confidence that employees will still be able to achieve better performance.
- b) Performance-based reward system for personnel and units to ensure the system design and performance of your employees to ensure they receive the appropriate reward superior performance.
- c) A reward system based on employee needs to know that in any design and superior performance to their needs and demands for compensation they receive.

- d) Changes in behavior-based decisions and working conditions for employees and the employees feel that they can change their behavior and will be worth it.
- e) The structural design that replaced the employees with the right capabilities are in place to provide the abilities to be flourishing in this regard is to make employees familiar with their roles.
- f) The environment and should provide fertile ground for work.

If innovation is accompanied Cayzen, over time, new standards, are higher than previous standards. The chart incentive efficiency, as can be seen, indicating an improvement in system performance (Equation 1).

$$\text{Continuous quality or Ray improvement} = \text{Innovation} + \text{Interest} \tag{1}$$

Change, the important factor is motivation. Need a solution for the origin of the changes time brings to the creative moment. Pressure to move from satisfaction, the kind of peace is desirable, that the context is changing and the underlying creativity.

Old and new rules make changes to improve performance in recent decades has been (Table 2).

Table 1:

P1 = probability function to convert P2 = probability of conversion efficiency V = the value and rewards for individual performance	P1 = 0 to 1 P2 = 0 to 1 V = -1 to +1
P1 = 0.9 P2 = 0.9 V = +0.8	Effort = P1 * P2 * V Effort = 0.9 * 0.9 * 0.8 = 0.65
P1 = 0.9 P2 = 0.9 V = +0.1	Effort = P1 * P2 * V Effort = 0.9 * 0.9 * 0.1 = 0.08
P1 = 0.9 P2 = 0.9 V = -0.8	Effort = P1 * P2 * V Effort = 0.9 * 0.9 * -0.8 = -0.65

Table 2: Changes in performance on old and new rules.

The old rules	The new rules	The old rules	The new rules
Order management	Participatory management	Gratification of pride	Not satisfied pride
Head of Power	The staff strength	Authenticity: The Organization	Authenticity: the customer
Bigger, better	Small is beautiful	Focus	Decentralization
Complexity	Simplicity	Organizational authority focus	Organization-wide
Theory X	Theory y	Allocation of tasks	Manufacturing systems
Cost reduction	Value	Excessive use of cars	Add Capacity
Decoding problem case	Strategic planning	Engage employees	Employ materials
Order system together	Sustainable mobility	Control of multiple	First, a proper control
Emphasis on money	The time	Incremental productivity	Ejection efficiency
Increases slightly	Increase the quality	Proliferation	Improvement
The input	The output	Complex control	Simple control

The Benefits of Performance Management:

Management can yield great benefits for employees, supervisors and organizations to create. Performance management approach using rigorous and systematic evaluation, feedback function provides for improved employee performance, training requirements for staff development and the promotion of individual and organizational development process and facilitate the smooth, between decision making and performance of staff, will establish a close relationship and ultimately increase employee motivation and productivity, some of these benefits and attitudes in three areas of organizational, staff and supervisors can review and classification are:

6.1. The Organizational Perspective:

A- With the above approach, organizational values are reinforced. **B-** Employees and supervisors are more comfortable talking with better organization and targets are achieved. **C-** Goals, objectives and corporate priorities are clearly available. **D-** Creating a balance between the pressures to produce short-term and long-term professional development needs of staff. **E-** To create rewards for sustainable organizational commitment to excellence in workplace activities. **F-** Establishing a fit between organizational culture and evaluation

guidelines. **G-** with the traditional and ineffective payroll and payments are to be focused more on individual performance.

6.2. From the Perspective of Guardians:

A- Assessment of staff performance and easier evaluation of the impact of increased employee productivity is higher. **B-** Guardians of the employees, their goals are aligned with organizational goals. **C-** create a space for communication and dialogue, unpretentious and the bilateral relationship between supervisors and employees. **D-** decision under supervisors and employees. **E-** Supervisors only negative aspects of employee performance and do not emphasize the positive aspects of their practice is more interesting. **F-** Describe the evaluation and administrators interested in how employees are applying for and explain the process that is necessary to take seriously. **G-** Evaluation of the performance management responsibilities for supervisors and peers is fully aware of the seriousness of the actual performance of the employees themselves. **H-** Evaluation of their employees, informal feedback is part of the process.

6.3. The Staff Perspective:

A- The enmity between the people and reduced the risk of violence among employees reduced. **B-** Pay and benefits, bonuses and other compensation payments based on performance, value and performance is focused on individuals. **C-** Employees better understand their duties and help supervisors in their efforts to achieve organizational goals. **D-** To fully staff and functions as a tangible, clear and conductivity are measured. **E-** Evaluation and encourage employees to increase professional growth and will facilitate the transmission of culture. **F-** The opportunity to comment on personnel issues, goals and programs and also talk about the environment they are sincere in their comments to their supervisor. **G-** Sufficient staff and ongoing feedback from various sources (supervisors, clients and colleagues). They receive from their position to acquire knowledge about the expected performance. **H-** part of its employee evaluation process is a formal feedback.

Performance Management Cons:

Performance management systems in a unique performance not improve, or enhance and improve organizational performance is not due to loss of time and resources spent to design and implement it as a source of cost are considered. That has not only increased productivity but also has caused some losses. Some of the disadvantages of the performance management system are as follows:

A- Organizational performance management systems and performance evaluation systems are not equivalent and they are also considered. **B-** more than the essence and the essence of performance management systems and banality are wide. **C-** sometimes as a performance management system to monitor as they imposed it as a development system to consider. **D-** In most organizations, HR departments are the only entities responsible for the design and control performance management system. Now it is time consuming and that the organization is a partnership approach by all organizational units that must be applied and enforced. **E-** Many managers lack the skills necessary for the exercise or performance management are improving.

Comparison:

Persian Gulf states, compared with the West, are slowly entering the pit. In the past twenty-five years, the world economy has moved from West to East. In the past fifteen years it has become clearer. But how these things affect the way we manage to pay compensation for the service, affect?

East continued growth as the economic hub of the world, is considered as an opportunity. Persian Gulf states in a way that allows them to act as a bridge between old and new economy, are located.

The region's population is growing. Besides immigrants, the educated and skilled workforce will ensure a good future. But how all these factors affect the way we compensate our management service, influence?

Accepting and adapting to the culture, philosophy and methods of work that is peripheral to this opportunity, as one of the challenges is important. Longer compete with economies that have been established. With their old employment legislation is also an issue that cannot be easily passed. Region should be able to stay short-term issues to manage when faced with unemployment. This is the most abundant, but may be specialists and technicians at the roots is also included. Accordingly, companies should be able to define and implement ways to stay safe from the pests of these forces.

How to compensate serving in the proposed performance management is important? We need to compensate in a way that we manage the service, we work smarter. Compensation for serving on the organization that runs the business, occupation, education level and level of commitment makes a difference. Serve to compensate for the basic needs and support business strategy. Compensating for the talents to serve what is important? Make clear that service is important but not everything (Table 3).

Table 3: The expected increase in pay and inflation in the Persian Gulf states (the percentage figures).

Country	Inflation	Basic Rights (Middle)	Basic Rights (Top quartile)	The total payment (Middle)	The total payment (Top quartile)
United Arabic Emirates	3.2	5.0	6.3	5.3	6.0
Arabia	5.7	5.0	8.0	5.0	8.0
Kuwait	3.7	8.0	9.0	8.0	9.0
Diameter	1.1	5.5	7.0	5.0	7.0
Bahrain	3.4	5.6	7.3	6.0	7.0
Oman	4.0	4.0	5.0	6.0	7.0

Serve on the compensation must also be careful to cultural diversity. Cultural diversity of the different layers is:

Such as age and gender diversity in the range of diversity are built. Money and religion are in the field of international diversification. The organization of specialized units and the location of the establishment. The model indicates a good tool available to offset the maintenance and service staff in terms of performance management is the optimal way to use existing opportunities, it also will bring justice (Table 4).

Table 4:

Appreciation and thanks	Rewardable	Motivation
Commitment to work		Empowerment
Supervision		Spirit of teamwork
Exercised by employees		Use of abilities
	Opportunities	

Measurement of Performance Indicators and Models:

Performance indicators are:

A- Same criteria as long, with the implementation of strategic orientation. **B-** Cross similar to the indicators, align parallel activities in the organization. **C-** Make sure everyone's commitment to fulfill the criteria **D-** Using the technique of ball Reaiteo.

Models to Measure Performance Indicators:

- a) Balanced scorecard.
- b) Critical few.
- c) Performace dashboard.
- d) Malcolm Baldrige National Quality Award Criteria.

The analysis is essential for organizations to be created. Without which there is no possibility of excellence. Analytical procedures can include:

A- Data Conversion Questions **B-** Data collection and organization **C-** Data Analysis.

Conclusion:

Performance management is a continuous process. The purpose of performance evaluation, provide accurate information about the job performance of the organization. These data are both accurate and effective. They have more potential value to the organization. Evaluate performance, identify the effectiveness and efficiency of staff through the creation and development of human resources is vital information. Performance evaluation of employees essential and undeniable duty of individuals to measure progress toward organizational goals and mission. Performance evaluation and feedback on the knowledge, strengths and weaknesses, performance and position in the organization will determine the environmental changes. The major aim of the evaluation, the evaluation is to determine and define the gaps. This gap, which is created when performance standards are not defined. The purpose of the feedback system, the awareness of staff about their job performance and issues.

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