Management and evaluation of staff performance based on new evaluation structures

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Abstract

Performance evaluation is a way of assessing and measuring the employees' behavior in the work environment, which includes quantitative and quantitative aspects of the job performance of individuals. In today's highly competitive environments, those organizations continue to operate that can use their resources well and increase their productivity. One of the most important sources of organization is human resource. In order to make the best use of this factor, it is necessary to develop the necessary training, coordination and sympathy among the employees, and make their goals consistent with the goals of the organization. Performance evaluation is a subset of performance management. Therefore, each performance management program depends on its ability to measure performance. Traditional performance evaluation systems lack the necessary efficiency in increasing labor productivity, so the need to turn these systems to new systems of performance management is being felt. In this research, we first review the problem design, statement of problem, and the conflict in the problem design in relation to performance evaluation in the public sector. Then, investigating the literature of the study and through library studies, we tried to examine the solutions available to eliminate this conflict and to determine whether performance evaluation in the public sector is possible in a way that increases efficiency and effectiveness or not. Therefore, this research is descriptive, carried out through library studies and articles in this area. If performance evaluation is taken seriously and proper transfers are created from the private sector to the public sector, services will be improved and the information of managers will be increased and more accountability through reporting will be seen.

Keywords Performance evaluation - performance management - performance planning - traditional structures - new structures
Introduction

Performance evaluation of employees has basics that without paying attention, any evaluation and measurement procedure will have no output just negative results. However, among these basics, paying attention to human and his characteristics is much more important, and it could be stated that in many cases, human is result and reflection of his characteristics, spirits, and attitudes of the universe. Hence, many believe that material life is in fact a great test area and the only means of determining the worthiness of a person. The issue of performance evaluation is one of the broad topics that a wide range of disciplines and scholars has affected it, and new reports and articles have been written about it. In addition, applied software market has grown significantly. In today’s very complex world that with the rapid growth of new technologies, organizations are constantly faced with changing environments and various internal and external challenges, the need for a change in traditional structures is extensively felt. One of these organizational structures is the administrative affairs system and, in particular, performance evaluation systems. For this reason, performance evaluation has been considered as one of the strategies for human resource development and thus improved quality and labor productivity in recent years. It is clear that the courageous and creative workforce is considered to be one of the most effective components of the organization in the production and provision of services to customers. The criterion for measuring the success of each organization is the desirability of the performance of the employees of that organization. Therefore, in order to measure the success of organizations, human resources systems are required that can increase the total productivity of the organization by providing appropriate strategies and establishing the necessary coordination between the goals of the organization and the goals of the employees. According to the above view, traditional administrative systems that merely measure and evaluate punitive attitudes, they do not have the necessary capacity to play a role in today's world in practice. On the contrary, in the modern management performance, the goals of employees and the goals organization are in line with each other, and people find attachment to organization by creating coordination and providing required guidelines by supervisors.

Statement of problem

One of the features that distinguish public sector management from private sector management is uncertainty in public sector goals. This uncertainty is the product of the nature, scope, and impact of government tasks, and emphasizes on the equality in the performance of this sector. Without having a profit criterion, performance evaluation of public sector managers is difficult and behaviors must be controlled by mechanisms other than the self-regulatory performance criterion in market. The need for equality in
government operations also increases to the objectives of the operation. In addition, Apple Bai states that the public manager should try to act in a fair and uniform way and to be defended publicly. The uncertainty created by the nature, the space and the effect of government activities means that there is no bottomline in the public sector. In the private sector, at least in theory, profit acts as a final test, but in the public sector, there is no clear indicator, but multiplicity and diversity of goals govern, and these goals are vague and immeasurable. These problems along with other problems, such as the probability that some of the most important goals may not be relevant to the organization's formal goals or goals are conflicting in an organization have been increased. Government workers are often measured and evaluated often based on very subjective criteria by very different sectors with very different interests, and this makes it difficult the design of reward structures that make effort and reward relevant. Lack of significant performance criteria in the organization creates motivational problems and results in a lack of performance efficiency and adaptability in the public sector (Fry and NiGro). The multiple and partly uncertain goals of the public sector mean that measuring performance related to these goals is somewhat difficult. Individuals respond to performance management systems in ways that maximize their use or benefits (Wilson & Perpeeter 2003). Another difference that is between public sector organizations compared to their competitors in the private sector is that the revenue of the majority of public sector organizations is funded through the government and should be accountable to multiple stakeholders. Therefore, the performance evaluation in the public sector is considered impossible (Boland and Fowler 2000).

The most rational reason for measuring performance in the public sector is its potential value for three groups of audiences:

1- Governmental managers 2- Employees 3- Citizens (Ammons, 1995)

Various authors have pointed out problems that are being considered for creating a performance evaluation system. These problems are as follows.

1. Divergent views: Different government audiences require different information

2. Philosophy and non-actual goals (the reality of public life)

3. Systemic goals and multiple and conflicting organizational programs

4. Supervision over the assessment of information needs

5. Lack of considerations from the full range of data and outcomes
6-Measuring customer satisfaction in an environment with regulating property

These considerations are in the design, creating, and using any final performance evaluation system (Crouch and Schach, 1996)

Performance evaluation systems in the public sector are often criticized for being meaningless, since most employees usually receive a rank higher than average. In addition, many employees have stated their dissatisfaction with performance evaluation systems because they believe that the performance criteria are not objective and supervisors act in a biased manner in their rankings (Selden and Jacobsen, 2001). As stated above, performance evaluation in the public sector has been considered impossible and they have criticized it. On the other hand, performance evaluation is essential for creating transparency, accountability and the efficient and effective functioning of an organization, and for administrative decisions and human resources development. In the absence of a performance evaluation system, the organization is incapable of performing many of its tasks. Therefore, for public managers, performance evaluation is not only necessary but also they should perform it in a way that to increase accountability and lead to the effectiveness of the organization.

**Importance and necessity of research**

Performance evaluation is the process of assessing and measuring the performance in executive systems within the framework of principles and scientific concepts of management for the realization of organizational goals and tasks in the form of executive programs. Accordingly, it can be said that the basic goals of performance evaluation is to provide information about the personnel performance and the exchange of information between the assessor and the personnel in order to prevent undesirable performance and improve it and encourage the desired performance of the personnel. Therefore, the necessary information about the forces employed in the organization should be collected and provided for managers so that they can make the necessary decisions in order to increase the quality and quantity of the employees' work in order to ultimately lead to organizational effectiveness.

**Review of literature**

Performance evaluation is "the process of quantifying the effectiveness of the operation", which by reviewing the literature, its reasons can be divided into the following three main categories:

1. Strategic goals: including strategic management and revision of strategies,
2- Communication goals: including control of the current situation, showing the future direction, providing feedback and modeling from other organizations;

3-Motivational goals: Including development of reward system as well as encouraging improvement and learning. The issue of performance evaluation (the investigated factor and evaluation method) has challenged the researchers and users for many years.

In the past, business organizations used financial indicators as the only performance evaluation tool so that Johnson and Kaplan after examining and evaluating management accounting systems, many of the inefficiencies of this information revealed inefficiency of this information to evaluate the performance of organizations in the early 1980s that this inefficiency is resulting from increasing complexity of organizations and market competition. Therefore, the use of performance evaluation systems (PMS) relying only on financial indicators can cause problems for the organization, some of which are as follows:

- Since financial indicators are not related to the organization's strategies, they may conflict with the organization's strategic goals and cause problems in developing strategy. For example, excessive use of the "rate of return on capital" can lead to short-term improvements.

Traditional criteria such as cost efficiency and desirability may put pressure on managers to pay attention to short-term outcomes and thus no action is performed towards improvement.

- The financial indicators do not give a detailed account of the cost of processes, products, and customers, and only emphasize on the process of control over a part not whole of system.

- Financial indicators are not able to identify qualitative costs accurately and encourage only more production.

The deficiencies and weaknesses of traditional evaluation evaluation systems led to a revolution in performance management, so that researchers and users moved on to create systems that would focus on the goals and the current environment, thus creating numerous processes for the use of various organizations. Many frameworks have also been proposed to support these processes. The purpose of these frameworks is to help organizations evaluate their performance properly, which some of the well-known models for performance evaluation (processes and frameworks) will be introduced and the limitations and advantages of each of them are examined.
Sink and Tutli Model (1989)

One of the approaches to evaluate the performance is the Sink and Tutli model shown in Figure 1. In this model, the performance of an organization results from the complex relationships among the seven performance indicators as follows:

1- Effectiveness is "performing things properly, at the proper time and with the proper quality". In practice, the effectiveness is introduced with actual output ratio to expected outputs.

2. The efficiency that its simple meaning is "performing the tasks properly" and it is defined as the ratio of expected consumption of resources to actual consumption

3. The quality of work life, which its improvement helps improve the organization's performance.

4- Innovation, which is one of the key components for improving performance.

Although many changes have been created in the industry since the introduction of this model, these seven indicators still play an important role in the organization's performance. However, this model also has a number of basic limitations. For example, this model does not pay attention to "flexibility", which is one of the essential
requirements of the markets of the last decade. Another limitation of the model is the lack of attention for the customers of the organization. Keegan in 1989 introduced a performance matrix, depicted in Figure 2. The strength of this model is that it considers the various aspects of organizational performance, including financial and non-financial aspects, and the internal and external aspects in an integrated manner. However, this model clearly shows the relations between various aspects of organizational performance.

Performance pyramid

One of the requirements of any performance evaluation system is a clear relationship between the performance indicators in various hierarchical levels of the organization, so that each of the units makes an effort to achieve goals. One of the models is performance pyramid model. The goal of the creation of performance pyramid is to create a link between the organization's strategy and its operations. As shown in Figure 3, this performance evaluation system includes four levels of goals that represent the
organization's effectiveness (left side of the pyramid) and its internal efficiency (right side of the pyramid). In fact, this framework reveals the difference between indicators that focus on groups out of organization (such as customer satisfaction, quality and timely delivery), and internal business indicators (such as productivity, time cycles, and wastes). Establishing an organizational performance pyramid begins with the definition of the organization's perspective on the first level, which then becomes the goals of business units. On the second level, business units regulate short-term goals such as profitability and cash flow and long-term goals such as improving market conditions (financial and market). Business operating systems are the bridge between high-level indicators and everyday operational indicators (customer satisfaction, flexibility, and productivity). Finally, four key performance indicators (quality, delivery, work cycle and wastes) are used in daily units and workplaces. The most important strength of the pyramid is the effort to integrate the goals of the organization with the operational performance indicators. However, this approach does not provide a mechanism for identifying key performance indicators, and there is no concept of continuous improvement in this model.
Maduri and Stipple framework (2000)

This model is one of the most comprehensive and integrated frameworks for auditing and improving performance evaluation systems. This approach consists of six interrelated steps, as shown in Figure 5. Like most other frameworks, the starting point of this model is the definition of the organization's strategy and its success factors (step 1). In the next step, the organization's strategic requirements are matched by six competitive priorities: quality, cost, flexibility, time, timely delivery and future growth. Then, selecting the appropriate indicators using a checklist that contains 5-10 indicators with complete definitions begins (step 3). Then, the existing performance evaluation system will be audited to identify the company's indicators used currently (step 4). In the next step, the way to actual use of indicators is examined, and each indicator is described with eight components including, title, goal, pattern, and equation, and frequency, source of information, responsibility, and improvement (step 5).

The final step is to periodically review of company's performance evaluation system (step 6).
In contrast to many other frameworks, this model goes beyond simple guidance and can be used by performance evaluation users in practice. The main advantage of this model is that it can be used both as a tool for designing a performance evaluation system and for upgrading existing systems. Additionally, in this model, a unique definition of understanding the future performance indicators has been provided, but the main limitation of this model occurs in the second step, when the evaluation network consists of only six competitive priorities, because, as shown in other models, performance indicators should pay attention to different issues.

Traditional and innovative views on performance evaluation

In literature related to human resource evaluation, the terms of human resource, progress reports, merit rating, and performance evaluation have also been used synonymous with each other (Beach, 1991, p. 2005).

The performance evaluation system can be viewed from different angles. There are two important views on performance evaluation:

1) Traditional view 2) modern view

In the traditional view, the most important goal is evaluation, judgment and evaluation of the performance, while in the modern view, the philosophy of evaluation focused on growth and development and improving the capacity of one who is evaluated and measured. Other differences between these two views can be expressed as follows:

Evaluator role: In the traditional view, evaluator is an advisor and facilitator of operations and performances.

Evaluation period: In the traditional view, focus is on past performance, but in a modern view, the focus is on the future view and improvement of affairs.

Goal: In the traditional view, the goal is to control the evaluator and applying the command style is one of its prominent features, while in the modern view, the goal is education, the growth and improvement of individuals and organization. Espoff et al. Have suggested the differences between the two above-mentioned perspectives in the dimensions described in Table (1).( Efati,2007)

Table1- The difference between traditional and modern views from the point of view of Spof
The necessity of performance evaluation:

The performance evaluation is necessary since the performance improvement of executive systems creates enormous power that supports many growth opportunity programs, so the government and organizations make much effort in this regard. However, an effort to improve performance can make awareness of progress but it cannot solve the problem.

Performance evaluation can provide an awareness of the level of progress in performance improvement and thus provide the motivation and opportunity to improve the performance of the organizations. In addition, performance evaluation stimulates curiosity, questioning, and challenges on the things performed and resources allocated, and ensuring that the value of "work efforts" is always at a high level and it is possible only through measurement systems. Therefore, performance measurement and evaluation is possible. Therefore, evaluating and measuring performance will lead to system intelligence and to motivate individuals to behave as desired.

According to what was said above, performance evaluation can provide the feedback in following cases:

1 - The level of successful implementation of the developed policies.

2 - The level of properly development of policies
3- Providing organizational growth indicator

4. Obtaining information about the status of the organization

5. Identifying performance improvement cases or points that need improvement or should be regulated to meet current or future organizational needs.

6 - Efficiency and effectiveness of programs and activities

7. Ensuring continuous improvement of performance

8 - Understanding problems, opportunities and limitations

9- Future perspective and direction of the programs in the national and international space

10- The way of allocation of resources and facilities and human resources and the level of participation of employees in the implementation of the approved plan.

11- Level of accountability: Measuring and evaluating performance is important because of its relevance to decisions about various human resources. Additionally, performance evaluation is considered vital as a tool or method for measuring personality levels and adapting to functional plans and operational design techniques determined for supporting and enhancing organizational performance.

Performance evaluation goals

1-One of the main objectives of performance evaluation is human resource development and applying required reforms for human resources improvement that determines the role and status and importance of employee evaluation in human resources management 2. Continuous control of the flow of affairs in the organization and establishment of the management cycle of productivity. 3- Identifying the strengths and weaknesses of the organization and endeavor to boost and enhance capabilities and modifying the activities. 4. Improving decision-making about the scope and depth of activities, plans and goals of the government. 5-Improving resource allocation and better use of human resources to implement approved programs 6. Improving accountability on program performance. 7. Improving the organization's ability in providing quantitative and qualitative services and competitiveness in the national and international space, and the ultimate goal of evaluating performance is increasing the efficiency and effectiveness of the organization.

Types of evaluation
The evaluation can be classified into two general categories, including prospective evaluation and retrospective evaluation. As its name suggests, prospective evaluation is an evaluation that is performed before the program.

-it is performed to determine the rationality and legitimacy of the program. Therefore, a prospective evaluation indicates whether there is a problem or to justify the legitimacy of establishment of a program for solving that problem and also answers the question that if the program is not implemented, what negative consequences will be created for community. The retrospective evaluation, as its name suggests, contrary to the prospective evaluation, is conducted after the execution or completion of the program. Retrospective evaluation is classified into two categories:

- Developmental evaluation

- The developmental evaluation is carried out at an early stage in the implementation of a program and examines the processes and management of the program from the following dimensions:

- Slow work

-It desirably uses resources to achieve considered results. On the other hand, an accumulative evaluation is an evaluation that:

- is performed in the final stages of the program, that is, after the completion of appropriate period, in the initial stages of the program implementation until its evaluation. This interval provides adequate amount of time to realize the expected results of the program.

-It is also performed after completion of a program. In addition to topics that complimentary evaluation is focused on them, the accumulative evaluation includes topics such as effectiveness in realizing the objectives of the program and the public policies. Therefore, evaluating in an ongoing program can examine all or any of the topics under discussion. Pragmatics requires a variety of approaches to evaluate the performance.

The performance is multi-dimensional, so different evaluation methods are needed to build an image of the organization's performance. Only through this way, we can assess and evaluate what is done well and what is done wrongly (Dawson, 1996).

Performance evaluation process
Each process involves performing a series of actions with a specific rational and purposeful sequence. Performance evaluation involves taking a number of steps. The steps in evaluating performance are as follows:

- Developing or reviewing missions, macro goals and strategies;
- Developing and adjusting performance indicators;
- Developing and establishment of performance criteria (standards) related to the evaluation indicators;
- Announcing the expectations of the evaluation indicators to one who is evaluated;
- Measuring the actual performance;
- Comparing actual performance with the standards of each indicator
- Announcing the results and the way to achieve them to one who is evaluated
- Taking action to apply corrective operation to continuously improvement of the performance of one who is evaluated through the feedback mechanism.

Performance management:

The performance management is those organizational activities dealing with management of affairs and occupational and behavioral responsibilities of employees.

Performance management is a way for facilitating communication and creating mutual understanding between employees and supervisors, leading to a more favorable environment and more commitment to service quality (Abilly, 2003). Performance management can be considered as a set of actions and information that can be used to increase the level of optimal use of resources in order to achieve goals in an economically efficient way with efficiency and effectiveness (Organization for Management and Planning, 2003).

Principles of Performance Management

Certain principles should be considered as the basics and foundation for performance management. These principles can be considered as follows:
1- For each issue, a special answer can be found. 2 - Values are beyond profitability. 3. Performance management is a fundamental business process. 4 - Pay particular attention to the power of information exchange.

Methodology

In this research, with review the problem design, and the statement of problem and conflict in the problem design with regard to performance evaluation in the public sector. Then, attempts have been made to examine the literature of the subject and through library studies to investigate existing solutions to eliminate these conflicts and to determine if performance evaluation in the public sector can be made in a way that increases efficiency and effectiveness.

Therefore, this research is descriptive and carried out through library studies and articles in this area.

If performance evaluation is taken seriously and proper transfers are created from private sector to public sector, one can see two things:

1. Better service: because managers receive better information to perform their management control and decision-making tasks

2- More accountability: through better reporting.

Review of literature

In 1800, evaluation system was formally proposed at the individual and institutional level in Scotland by Robert on the textile industry, after which USA, the Netherlands, France, Sweden, and the United States countries used this phenomenon. Due to the fundamental changes in organizations in different periods and with the emergence of different schools, the way of evaluating performance has always been a function of a particular attitude towards different values, norms and schools. In our country, performance evaluation has history less than half a century, and due to this background, unfortunately, this does not have a satisfactory development and improvement, and it is a major problem for the service and production organizations of the country.

-Rezaei, Abdolmotallab, and Rezvanfar, Ahmad (2009) in a research entitled "Investigating the relationship between factors related to entrepreneurship and job performance of agricultural extension experts in Isfahan Province" used a survey research
and a descriptive-correlation method distributed a questionnaire among 126 members to answer the question of which variables affect job performance. It was concluded that group norms, close supervision and the ability of individuals to influence group performance through group norms affect the job performance of individuals. On the other hand, it was found that among all the variables of research, environmental support, opportunism, pioneering, success-seeking, leadership and tolerance of uncertainty have a positive and significant correlation with the dependent variable of job performance. The results of linear multivariate regression showed that only opportunism variable can explain 7.18% of the changes in job performance.

-Talat Motazediran (2010) in a study entitled "Examining Performance Evaluation of the Selected Hospitals in Shiraz University of Medical Sciences Based on the European Foundation Quality Management (EFQM) Excellence Model with Questionnaire Approach" in cross-sectional descriptive study distributed EFQM standard questionnaire tool among 70 individuals from middle to top management levels in Shahid Faghihi and Hafez hospitals. In response to the hypothesis that among the components of the health system, hospitals have a significant role in promoting community health and their performance evaluation can help identify strengths and improvement areas and achieving sustained quality improvement concluded that the existence of a specific framework will facilitate the comparison and exchange of information related to best performance among healthcare institutes.

On the other hand, the results showed that the most area required improvement in the Shahid Faghihi and Hafiz hospitals related to the key results of performance, customer outcomes and employee outcomes, and the most significant strengths related to policy and strategy. Therefore, in order to achieve its full development, it is necessary for the hospital to plan for improvement in areas requiring improvement and to implement improvement activities in this regard.

-Tahari Mehrjardi (2011) in a research entitled "Compliance of the R & D performance in the country in the two sectors of production and dissemination of science using the Data Envelopment Analysis (Net Work DEA) method by using a deductive research method used previous study tools and experts' views to answer to the question what is Iran's scientific position at present time. They concluded that Iran does not have a good position among the selected countries in the field of science production, but in science dissemination, it has been able to obtain the maximum effectiveness from data envelopment analysis model.

Sharifi Renani (2011) in a research entitled "The Role of Information Technology in Reducing Corruption through Increasing Information Transparency, Improving Accountability and Promoting Trust and Reliability: A case study on Saderat Bank
Branches of Esfahan" used correlational-survey tool to distribute the questionnaire among 269 people. In response to the hypothesis that there is a relationship between the transparency of information caused by telephone and fax, computer and e-banking services and the reduced corruption, it has been concluded that information transparency, accountability improvement and promotion of trust and reliability resulting from information technology including telephone and fax, computers and e-banking services have a significant and direct relationship with reduced corruption.

Conclusion

According to the models and frameworks described and according to the view of most experts in the area of performance evaluation, the characteristics of a proper performance evaluation system can be summarized as follows.

- Support strategic goals: Performance evaluation systems must come from strategic goals. Otherwise, this system may support activities that have a retroactive effect on strategic goals.

In addition, it should be noted that if the strategies change over time, some performance indicators will also change. As a result, the need for flexibility in these systems is felt to ensure that the performance evaluation system is always consistent with the organization's goals.

- It should be balanced: It is vital that the performance evaluation system should not be viewed merely from a financial point of view. A performance evaluation system should include a variety of performance indicators that cover all important aspects for the success of the organization.

Therefore, a balance should be between different indicators. In other words, in a balanced way, it should focus on short and long term results, different types of performance (such as cost, quality, delivery, flexibility, etc.), different aspects (such as customers, stakeholders, competitors, innovations, etc.) and different levels of organization (Such as general and partial performance).

It should resist against partial optimization: Since performance indicators affect employee behavior, an inappropriate set of indicators can lead to non-functional behavior on the part of employees. In other words, employees who only seek to upgrade and improve their own performance indicator may make decisions that are in conflict with the demands of managers, and improving their single performance will lead to damage to other parts or even the overall performance of the organization. A performance evaluation system should avoid such optimizations.
- The number of its performance indicators is limited: for the creation of proper performance, it is essential that the number of performance indicators to be limited. Increasing the number of indicators requires much time for analysis. The collection of information that is not used is considered a waste. Therefore, it is essential that only those data to be collected that are used for a specific purpose and whose collection costs are not higher than the expected benefits. Additionally, the increase in the number of performance indicators increases the risk of information accumulation, which makes it impossible to prioritize indicators.

- Access to it should be easy: the goal of a performance evaluation system is to give important information at the right time and to right person. Therefore, the important thing about these systems is that they should be designed in such a way that their information is easily improved and accessed to users and understandable to them.

- It should include comprehensive performance indicators: A performance indicator should have a clear goal. In addition, it is essential that a specific goal to be defined for each indicator and that the time framework should be determined in which the goal should be achieved.

Recommendations for future research: Based on what was said above and the studies conducted, the following recommendations are being provided to improve the performance evaluation of the employees:

1. Establishing a performance management system should be considered as one of the important management tools for improving the organization. 2. The managers of the organization should seriously support the establishment of a performance management system. 3. The results of the performance evaluation should be presented and analyzed in administrative transformation commission of the organization. 4. To establish a performance management system, proper organizing and follow up are required. 5. The person or persons responsible for evaluating the performance of the organization departments should be selected. 6. Required reviews and modifications should be performed in specific indicator of the organization, so that it includes all the goals and functions of the organization. 7. Required coordination with the central organization for correction and review of its specific features. 9. Relevant and documented authorities to be determined for goals and standards, coordinated by the central organization. 10. The performance of the organization to be properly documented throughout the year. 11. Providing the necessary documents means organization and division of the appropriate work between the organizations through the formation of a team. 12. Performance evaluation results to be examined in order to improve the performance of the organization in the coming years. 13. The need for performance evaluation should be followed up with more sensitivity and importance in the considered organization. 14. The best
performance evaluation method is the self-evaluation system, which is essential for improving organization. 15. Dividing specific work to follow-up performance improvement based on the specified axes. 16. Increased and continuous communication and interaction with the Secretariat of the Human Resources Management and Administrative Transformation Working Group. 17. While holding training courses on performance management, employees of the organization are required to attend the above classes. 18. To conduct training courses or to introduce employees of that organization to training courses related to performance management 19. Certain criteria should be determined for standardization of the activities and performance of the organization 20. Scores and documents after completion should be reviewed and approved by the Administrative Transformation Committee and the Chief Executive. 22. The performance of individuals and organizational should be evaluated with greater accuracy and sensitivity. 23. The units and people who have a better performance should be appreciated and encouraged. 24. The needed coordination should be performed to report the units to the relevant authorities. 24- In the payment of overtime and unreasonable rewards, the performance of individuals and units should be considered.

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