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Human resources management by using the performance evaluation of employees

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Abstract

The purpose of this study was the job quality promotion of employees in organizations by the actual or real evaluation of employees. Evaluation is an effective tool in human resources management and its appropriate and logical implementation makes organizations to achieve their goals efficiently and also provides the benefits of employees. The accurate performance of the steps of evaluation is a relatively difficult issue because evaluation needs judgment about the behavior and performance of people. Thus, it is necessary to perform evaluation with a quality and method that has the minimum adverse effects. One of the most difficult tasks of any manager or supervisor is to determine the reason of a functional or performance problem. Since the decisions made to solve a problem depend on the diagnosis of the reason, thus the appropriate evaluation will be necessary. By using the appropriate system of performance evaluation these problems can be solved, organizations can achieve their goals and the motivation of more efforts can be provided for employees. The purpose of this study and previous studies in the field of different organizations is that organizations should consider the improvement of evaluation conditions for their employees.

Keywords: performance evaluation, human resources, efficiency, assessment

Introduction:

During the performance evaluation, a manager evaluates the work behavior of employees through the measurement and comparison of them with pre-adjusted criteria, records the obtained results and announces them to employees. Performance evaluation of employees is also called the system of promotions, determination of competence and so on in most public and private organizations and companies. (Woodman 1996) Most organizations disagree with the performance evaluation of employees and the main concern of organizations is that what if employees will become sad when they become aware of their employees' judgment and this problem may lead to the reduced feedback, Frustration and finally downfall or drop of organization. The issue that affects the job performance of employees is affected by several factors. (Ezcamp) When the performance is great, a condition was caused to make such a great performance. Thus, great performance requires that all factors related to behavior are evaluated in a desired way. Unfortunately, poor performance can be merely due to one factor that significantly reduces efficiency. Assessment is a method to control the activity of employees during which it becomes clear how managers create motivation among their employees. (Oshagbemi 1999) If employees become aware of the main aim of employers about their performance evaluation, in order to change non-standard methods to desired methods (that increases the efficiency of employees), not only they will not disagree with evaluation and its results, but also will like to know about their real status in organization. (Robbins 2001)

The ultimate goal of performance evaluation

It should be considered that the ultimate goal of performance valuation in employees is the exchange of information between evaluator and employees in order to prevent inappropriate performance correct it and encourage the desired performance of employees. For this purpose, it should be considered that the evaluation session should move alongside the conclusion of issues.

The goals of employees' performance evaluation

The first and most important goal is to make employees aware of low to work, do their tasks, responsibilities and their behaviors.

But other goals as:

- Diagnosis of employees' educational needs
- Appropriate analysis of jobs
- Creation of appropriate methods for transportations, promotions and appointments
- Creation of recruitment justice
- Creation of a logical system for punishment and encouragement
- Preparation of payment plans according to efficiency

Evaluation criteria

Job criteria: They are conditions that are unnecessary for a successful work such as: age, gender, education, experience, and other criteria of job specification

Ethical criteria: They are good human traits and features like self confidence, politeness, and etc. that are accepted by all wise and healthy people regardless of religious principles and beliefs.

Value criteria: They are rooted in human ideology. In fact, they are human evaluation and granting reward to him and applying punishment based on his performance. (Hooman)

Different methods of performance evaluation

There are different methods to guide the sessions of performance evaluation that are as follows:

1. Ranking method

In this method, all required features of organization are written in order and a special score is considered for all of them. At the end of the session, the total score of each employee is included in one of the columns that show the current level of employees than the expected level of organization. Table 1 is an example of scoring tables by the above method.

Table 2. Determination of employees' scoring level by the indirect method of performance evaluation

E unpleasant required care D expected C B good perfect A levels						Desired featuresd of organiztaoio n
Total score	A	B	C	D		
						Attendance
						Quantity of work
						Quality of work

2. Indirect ranking method

This method is used as the simplest method and one of the non professional evaluation methods. In this method, the considered features of organization are written in order in a table (table 2) and then the expected levels of organization for each feature are written in front of them and the levels of each employee is determined.

Table 2. Determination of employees' scoring level by the indirect method of performance evaluation

levels					Factors within the organization
unpleasant	Requires care	expected	good	perfect	
					Quality
					Quantity
					Attendance

This method is one of the most common methods of employees'' performance evaluation. This method is common because it is easy for evaluators and its conclusion will be easier for those who refer to evaluation records later. However, this method should be used carefully so that the evaluator should not be affected by external factors (like the appearance of employees, ethnicity or race) and instant factors (like a behavior that is unexpected for the employee who is evaluated in evaluation session).

If the employee under evaluation in evaluation session unlike the previous procedures and habits shows a reaction to surprise the evaluator, we can say that he/she has affected the evaluator.

Thus, the evaluator should be affected by the sudden and instant procedure and behavior of employees in evaluation session.

Evaluation interviews

These interviews are performed to inform employees about the results of evaluations and probably the solved disagreements between evaluators and evaluated employees. Meanwhile sometimes the potential talents of employees may be also measured.

Evaluation interviews have different methods. The employee who gained low scores at evaluation may receive an opportunity to explain his/her problems. The methods and solutions of problems may be used. This method attempts to identify and solve the problems that prevent good and hard working according to managers and supervisors.

Uncommon methods

Also, there are other uncommon methods to evaluate employees' performance such as the employees' assessment chart method. In this method, the names of all evaluated employees than each factor are written respectively from the best level to the worst level and then are measured. This method is not common currently due to several reasons. One of the reasons to not use this method is that every employee may model it because he/she thinks and feels superiority than other employees. Also, it is possible that this employee has a variety of organizational violations and ethical disorders or at the best status; the evaluator may have a problem in his/her evaluation that will destroy employees. (Muhammadi)

However, in a few limited cases, this method can be used. Firstly, when all evaluated employees are at a similar organizational status and position, the number of employees is limited and the result of evaluation is not given to employees and finally the aim of evaluation is that in a certain group, the best and worst employees are identified.

Another uncommon method is Forced-choice method. In this method, some pre-adjusted sentences are written in front of each desired feature of organization that the evaluator should select each of them necessarily. The disadvantage of this method is that the performance of each employee may be out of the designed descriptions and thus, employees can object and destroy the results of evaluation.

The nature and importance of performance

One of the most difficult tasks of each manager or supervisor is to determine the reason of a functional problem. Since the made decisions to solve problem depend on the diagnosis of reason, the appropriate evaluation will be necessary.

Something that affects job performance is affected by several factors. When the performance is great, a condition was caused to make such a great performance. Thus, great performance requires that all factors related to behavior are evaluated in a desired way. Unfortunately, poor performance can be merely due to one factor that significantly reduces efficiency. It has been observed that a functional problem was not studied, continued and developed until it transforms other factors from positive to negative. (Robbins)

Seven-factor model in performance evaluation

Now, we introduce seven factors that determine or affect the performance level. The presence of a defect in each of these factors will have a negative effect on performance.

- ***Talent***

Talent means the intrinsic ability of a person to do his/her tasks. Each of us has pros and cons which determine if we can learn something or not. Low talent to do a task means that the person even if he/she has been supported highly, cannot learn that particular task. It is noteworthy that the evaluation of talent is very difficult.

- ***Level of skill***

Even doing the easiest tasks needs skill. The difference between skills and talent is that skill can be taught as much as possible. To find if the functional defect was due to skill or not, we should ask: if the life of this person depends on this word will she/ he can do it? If the answer is no, the problem can be due to the lack of skill. (Asgarian)

- ***Understanding the task***

Each person should understand the nature of his/her task. Otherwise, no amount of skill or motivation can lead to his/her effective performance. Performance management is a common tool to understand and teach the work. The best way to evaluate the understanding of employees is that they should answer some questions in an educational environment.

- ***Avoidance of effort***

This factor and the next factor are considered motivational factors if a person have talent, skill and understanding. The reason of his/her avoidance to make effort may be due to personal factors or work environment. It is difficult to study if there is a motivational problem or not and the best thing that can be done about this is to study other behavioral features. (Such as absence in work, lack of participation in meetings, or other factors that show the motivational problems).

- ***Decrease of effort level***

Sometimes, a person may do a limited effort in his/her work that will lead to unwanted results.

- ***Lack of stability***

Favorable and desired performance requires the start and continuity of efforts. This motivational factor may indicate fatigue, fear of defeat or lack of skill. To find the root of this factor, an accurate and careful conversation is required.

- ***External factors***

Sometimes the factors that are out of the control of a person can reduce his/her performance; the organization itself may create some barriers for desired performance that affect the managers and colleagues that do not have the spirit of cooperation. The conversations of employees during the performance management should include the factors that are out of the scope of their control and prevent their progress and development. If these external factors are allowed to continue and ignored, the levels of motivation will decrease and the problem will become more serious. Oscarpolo 1988 considers the

system of human resources information as a part of organization's informational system that provides necessary information to make decision in the affairs of human resources.

Conclusion

Human resources management is the result of human relations movement in the early 20th century; when researchers began documenting the methods of creating business values by the strategic management of work force. This function was first affected by transaction or exchange works like salaries and benefits but according to globalization, strengthening the companies, development of technology and other studies, today human resources management dominates the strategic innovations like integration and ownership, talent management, succession planning of industrial relations and job relations, cultural pluralism and appropriate methods of evaluation.

It should be noted that the ultimate goal of performance evaluation is the exchange of information between evaluator and employees in order to prevent inappropriate performance, correct it and encourage the desired information of employees. For this purpose, it should be considered that the evaluation session should move alongside the conclusion of issues.

Also, the expectations of organization should be announced to employees and the current status of employees should be shown to them. Also in the items that the evaluated employee has done reasonable measures should be encouraged. If there is unsatisfactory performance of each employee, precision should not be forgotten. All the weaknesses should be clearly announced to employees and abstinence should be avoided. It may be possible that there is no time for finding ways to redress past bad practices during the meeting and in this case a time should be appointed to do this important tasks and provide movement toward optimal performance at the presence of each employee and the contribution of organization should be also determined and announced to employees and finally these new goals should be considered as compensators of the undesirable past. Covering the history and goals of employees by pleasant and unpleasant expressions of the future is highly desirable and effective for employees. Especially if it is accompanied by the organization and this approach gives employees confidence and more energy to accomplish the goals of the future. This method could be an appropriate criterion and model for the entire session of performance evaluation. Employees need to know that the organization is accompanied to them to reform undesirable practices of the past and employees must never be compared with each other and the fault and mistake of any employee should be given to another one.

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