



Review Paper

Designing a comprehensive performance management system to develop human capacity resources in organization

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Abstract

The objective of current study was to design a comprehensive management system to develop the capacity of human resources using quantitative, and review approach from valid scientific sources, databases, and inclusive performance management model in human capacity development in organization. In the first step, a review was carried out on valid views and theories in the field of human resource performance management. In the second step, specifically, the views of senior executives on comprehensive capacity performance management system orientation in organization were identified. By identifying and categorizing categories and themes from the comprehensive information on human resource development performance management several components have achieved in human resource capacity development. It contains five components and a general category in the paradigm model including individual factors (human resource capacity development programs and activities, view of organizational leadership approach to improving human resource development performance). Administrative factors regarding the work and activity of employees in the organization: (Organizational-administrative culture, salary, and privileges), functional aspects in human resource capacity development: (individual dimension, instructional, professional, and organizational). Environment and working conditions of employees in the organization: (managers and authorities in the organization, operational manager, personal characteristic of managers, position and competences of employees in the organization). Strategy on improving human resource development: (software strategy issues on independence of employees' action) and hardware strategy: (creating professional center for employees in the organization). Outcomes and consequences (within the organization: (teaching- learning process), and outside the organization: meeting the needs of the community), the process of comprehensive performance management in human resource capacity development and reflects the relationship among different dimensions and components.

Keywords: Human resource performance management, performance of managers and employees, capacity development of employees in organization.

Introduction

Organizations provide some training programs for staff based on required personnel skills, ability to develop human capacity and resources in organization. Meanwhile, they send to short-term or long-term training courses abroad, to enhance their workforce and capacity. One of the effective options in capacity development in any country is instructional – educational institutions. The rapid expansion of higher education in developing countries, including in our country, has grown significantly over the last ten years. Afghanistan after the three decades of war and insecurity, and the recent upheavals that followed, a new chapter in political, social and educational life was created. The relative atmosphere of peace and security and the reopening of universities and schools received unprecedented welcome. The enthusiastic presence of young students in higher education and universities is something different from the past three decades.

The training of talented forces in the country can be described as intellectual and capital for the growth and development of the human resources of the country. In the meantime, there is a lack of a comprehensive system of performance management to develop human resource capacity as one of practical areas in all organizations, and particularly in educational organizations and universities. Human Resource Development Performance Management Indicators are used today in other countries to change and develop human resources capacity to build quality in educational organizations. As we all know, higher education represents an important type of human resource investment. It contributes to the overall development of the country by providing and enhancing the required knowledge, skills, and attitude in human resource. Therefore, higher education plays an undeniable role in the development of societies mainly in organizations. Educational services should be provided in a way so that learners feel that they are in a safe environment, and thus psychologically prepared to learn more and more favorably.

Performance management in educational organizations is particularly sensitive because they deal with human beings and train them to become innovative, creative and aware human beings who play a strategic role in societies.

But lack of program, negligence of higher education officials and staff in providing services to learners, and disregard for a holistic system of human resource performance management in order to develop capacities, practically challenges organizations. And ultimately, its negative will affect on societies. Therefore, this research seeks to answer the fundamental question of how is the status of human resource performance management in terms of capacity development in organizations? And what comprehensive model can be offered to organizations in the country?

Research Questions: Main Research Question: How is the status of human resource performance management in developing the capacities in organizations? What comprehensive model can be offered to organizations in the country.

Sub Research questions: i. What are the individual factors influencing the development of human resources capacities? ii. What are the effective areas in human resources capacity? iii.

How are the environmental conditions affecting the development of human resources capacity? iv. What are the strategies for improving the growth and development of human resources capacity? v. What are the implications of growth for human resource talent development?

Functions of Human Resource Management

The basic functions of human resource management can be divided into three general categories: using human resources, human resources environment, and improving human resources. This classification and its interconnected processes are closely interrelated. The relationship between human resource functions and processes is illustrated below¹.

Definition of Human Resource Development for Performance Management: Several definitions are given for managing human resource development performance as follow: Human Resource Development Performance Management is a systematic approach that improves the performance of the organization through the processes of setting strategic goals, measuring, collecting and analyzing data, and reviewing performance data reporting and applying its results.

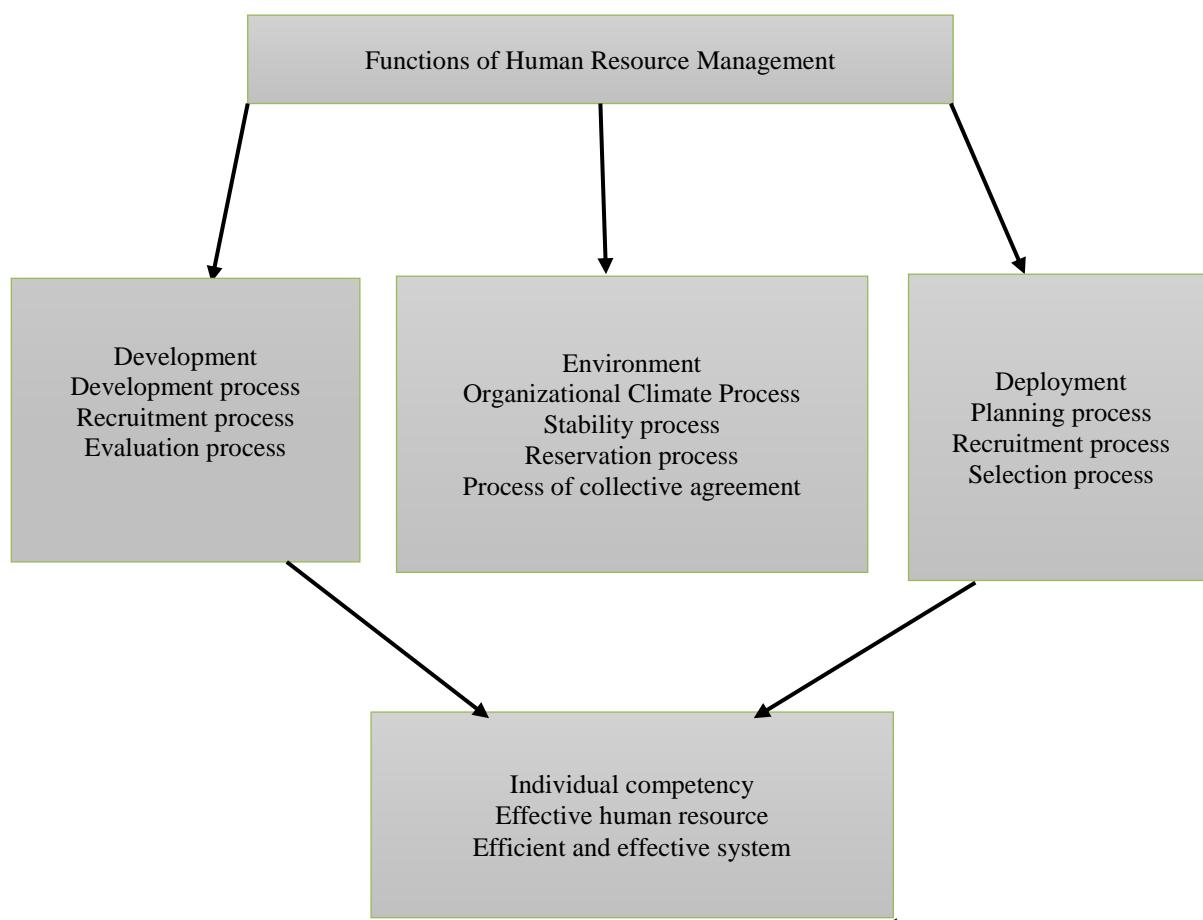


Figure-1: Functions of human resource management¹.

Human Resource Development Performance Management can be considered as a set of measures and information to increase the level of optimal utilization of facilities and resources to achieve goals in an economically efficient and effective manner². Human resource performance management is a general term to those organizational activities that deals with duties management and employees' occupational and behavioral responsibilities.

Managing human resource development performance is a way to facilitate communication and understanding between staff and supervisors, leading to a more favorable work environment and greater commitment to service quality³.

Purpose of performance management

Performance management is a means of achieving better results for the organization, its teams and individuals through management. Doing the work within an agreed framework of goals and standards and competence requirements.

Performance management is the process of building a shared understanding of expected outcomes and developing human resources in a way that increases the likelihood of achieving agreed results in the short and long term. Queue management (Other than human resource managers) owns and guides the performance management process. As defined by Andersen and Aarseth⁴, the core purpose of performance management is to create a culture in which individuals and teams are responsible for improvement continuously embrace business processes as well as their knowledge, skills and abilities.

Capacity Development: Development is a long-term process that needs to be regularly evaluated to determine the number of candidates developed and to be able to match those with attractive positions at the right time.

There are several solutions that enable effective capacity management to develop existing potential. They are as follows:
i. Pay attention to career development management, ii. Learning and capacity development, iii. Performance management, iv. Strategic Human Resource Planning, v. Recruitment and selection, vi. Succession planning, vii. Benefits and compensation of services.

The preference for these factors is according to their suitability to organizational needs. The system of capacity development was developed by Anteas and Shale⁵ which is shown in the Figure-3.

Identifying capacity with sign module

Sign is a symbol, which sign module says that to distinguish capacity and talent in a person the following four signs are required: i. 1. Success: in what areas a person has been more successful. ii. Interest: what is one's interest. iii. Growth: in which area one has faster growth and learning. iv. Needs: what a person always feels the need and perfectionist.

It is a quality model that reminds us our general talents; remember, every human being has a variety of talents, a few which are special and worth the investment⁶.

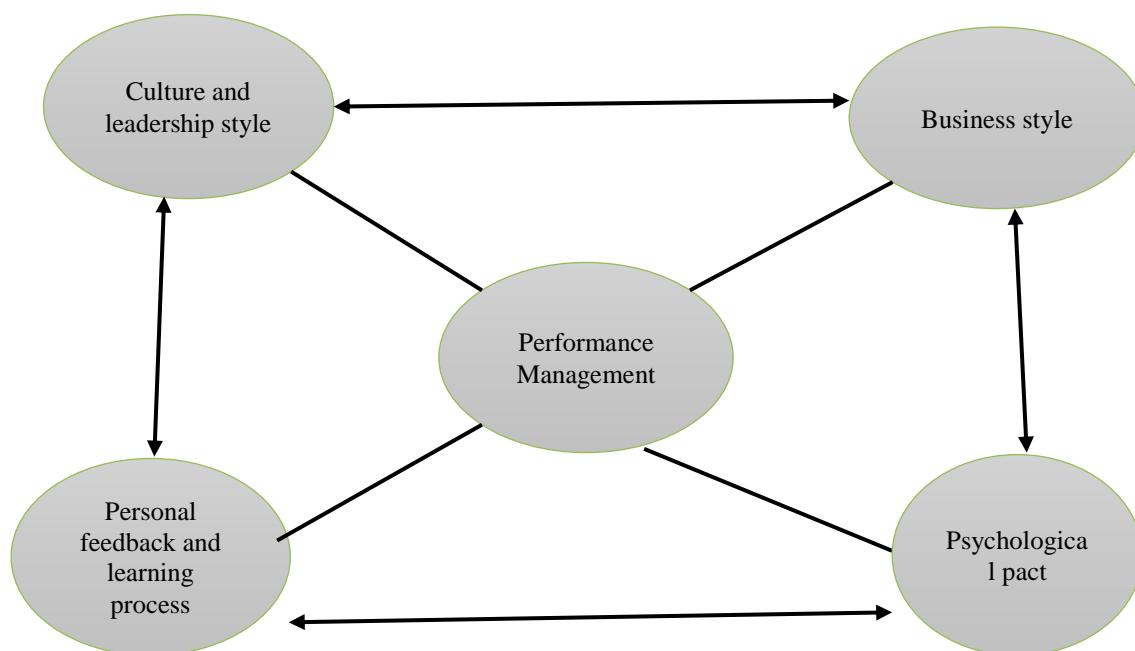


Figure-2: The four dimensions of performance management.

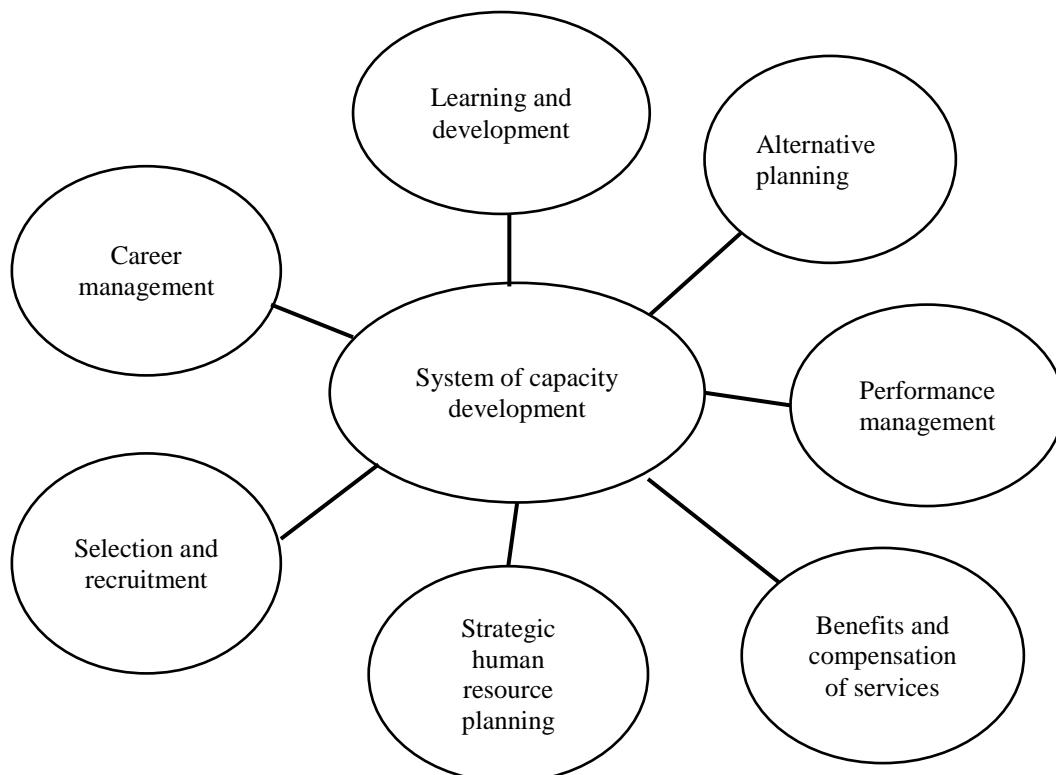


Figure-3: System of capacity development.

Conceptual Framework

In this section, the concepts, theories and topics in the field of human resource management, and performance management in general and particularly human resource capacity development were investigated.

Investigation of concepts, theories and themes of human resource management and performance management in general, and the comprehensive human resource management system indicates that successful organizations are focusing on sustaining their competitive advantage and investing excellence in a comprehensive human resource development performance management system. As a result, the center for growth and development is important in enhancing the performance of employees, and this is an important part of goal strategic in all organizations particularly universities and educational organizations. In this regard, the role, duties and viewpoints of managers and officials of administrative agencies towards this important issue can play an important role in the success or failure of employee growth and development training programs in the organization.

With this aim, the present study aimed to design a comprehensive system of performance management model in order to develop human resources capacity. In this regard, there was not any theoretical framework, and related issues inside the country. In other countries direct and relevant studies have been carried out based on the needs and importance of this subject.

A review of studies in this area shows that many factors can influence the type of attitude and performance of officials and leadership of organizations towards planning to improve the performance and growth of employees in an organization. Some researchers like Ataabadi, Rashidid Zada and Zareye⁷, Bourdeaux, and Chikoto⁸, Ezati, Metra⁹, Farahmand, and Jesarati et al¹⁰, emphasized the importance and understanding of employee's growth and development and considered this to be effective in improving or failing instruction in organizations. Other researchers like Gunaratne and Plessis¹¹, Khaja and Salami¹², Khudavardi and Yadullah¹³, Kristensen, Juhl, and Eskildsen¹⁴ emphasized on commitment, participation and collaboration of managers and employees in important organizational decisions that can help to make these programs effective. The findings of this study are supported by Kuengand Peter¹⁵; McCormack, Propper and Smith¹⁶; Mehrgan¹⁷, Niro and Molodi¹⁸, Shahcheraghi and Fredon¹⁹, Shaikhzada, Rajabali²⁰.

Based on the reward system and learning culture atmosphere, managers' knowledge and capabilities and resources have been identified in the organization as an effective factor in improving the performance of managers and other employees. Training and improving the performance of officials and other staff is effective. This is because, the reputation of organizations depends on the credibility, efficiency, quality and service of these members. In fact, all of them can be categorized as follows:

Individual and educational influencing factors: Individual and educational are among the factors that directly influence on designing a comprehensive system of performance management model for the development of human resource capacity.

Based on the views and opinions of scientists in this field, this paper identified three individual, and four organizational factors that directly influence to managers and leadership's approach in organization and performance of employees which they are illustrates in Table-1.

Table-1: Individual and Educational Factors Influencing Employee Development in an Organization.

Factors Influencing Individual and Educational Development	Employee development plans and activities in the organization Organizational Leadership Viewpoint on Developing and Promoting the Competency of Employees in the Organization
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Individual dimension: Employee development plans in an organization: Is there strategic planning at the organizational level? And if so, what are the characteristics and indicators of this program, and how many levels and how it is implemented in the organization? what are the programs that influence the development of human resources capacity in the organization? And to what extent have these programs been useful in identifying capacitates and empowered workforce?

Individual dimension: Leadership perspective on organizational staff improvement in organization: Having a positive attitude and strategic thinking towards strategic development in organization and consequently, evaluating and improving the performance of employees is another important element to the leaders and managers' view in organization which has essential impact in organization in order to develop employee's capacity.

Administrative factors on the work and activity of employees in an organization

Table-2: Organizational factors about employee's work and activities in organization.

Administrative factors on the work and activity of employees in an organization	Administrative levels and organizational culture
	Financial concessions and salaries
	Staff participation in organization

Organizational Agent: Administrative levels and organizational culture: Another organizational factor that affects the performance of managers and employees at different organizational levels is the organizational culture and practices. Existence of development and learning in organizational

environment is one of the factors that influence the performance and development of human resource capacity in organization.

Defining clear administrative practices, having a rich organizational culture and creating a spirit of collaboration in organization will ultimately lead to the success of the organization and all employees should have this motivation because their success depends on organizational success.

Organizational Factors: Financial Benefits and Salaries: Concerning the livelihood of employees in an organization, in fact, has always been one of the main concerns of employees in organization - which in many cases considers the reasons for the good performance and failure of employees in the organization to depend on the amount of salary and privileges it receives from the organization.

Paying attention to the appropriate salaries of employees at all levels will ensure that they do not lose any effort in the success of organization and in achieving its goals.

Organizational Factors: Employees Engagement in Decision Making: Participation in organizational important decisions is manifested through personal development, professional development and organizational development. Employees involvement in organizational important decisions enhances their sense of responsibility and in many cases helps to implement programs seriously because they are their own. Therefore, they will not hesitate to put it into practice.

Environment and Conditions of employees' improvement in organization: In this article, environment and condition improvement of employees in organization contain two dimensions of managing senior levels of organization; sectional leadership, and private sectors (management and managing of sections).

Table-3: Terms and condition of employees' improvement in organization.

Terms and Conditions of employees' improvement in organization	Managers and senior executives in organization
	Operational management in organization

Managers and senior executives in organization: one of the important factors in improving the development of human resources capacity in organization is the views and beliefs of an organization towards the growth and empowerment of employees in organization. This factor can be considered in the field of human resources in organizations. Supporting and encouraging of authorities in optimizing employees' performance in organization is very essential.

Executive Management and Leadership Levels: From the perspective of employees and members of organization empowerment, and motivation are the balancing factors in the

work environment of organization which has important responsibilities such as support, development and motivation of organizational partners which can induce the members of the organization and all employees to achieve beyond what they are and help them with individual and organizational productivity.

Strategy on Improving Human Resource Development Capacity:

The strategy used in this approach to provide solutions to the phenomenon under study is based on valid and reliable information from relevant research outputs, strategies for improving the performance of employees in the organization in two general categories. i. human resource development software improvement strategy including freedom in staff performance and independence; and ii. hardware improvement strategy of employees' performance includes the establishment of professional development centers in organization.

Table-4: Strategy on Improving Human Resource Development in Organization.

Strategy on Improving Human Resource Development in Organization	Software strategy (freedom and independence of staff)
	Hardware strategy (meeting the needs of community)

Software strategy: which addresses the freedom of action and independence of individuals in organization; also, members of the organization have the right to discover, disseminate knowledge and information needed in the field of interest without any interference by government agencies.

Hardware Strategy: This is a viewer of creation for staff development in organization. It is evident that organizational structure is needed to advance growth plans and improve the performance and development of human resources capacity in organization. However, researchers' point of view indicate that this activity will be implemented if there is well management and planning with cooperation of employees in organization.

The result that can be achieved in developing human resource capacity: In this investigation two main categories are indicated on internal and external consequences of organization which are visible in social levels.

Table-5: The Outcome and Implementation of Programs on growth and Development of Human Resource Capacity.

The Outcome and Implementation of Programs on growth and Development of Human Resource Capacity	Result and consequence inside organization
	Result and consequence out of organization

Result and consequence inside organization: The most important result and internal effectiveness of some programs on human resource development which was reported by scientists of this field is the process of teaching and learning. It has also been said that active participation of some employees in program designing and implementing, effective use of

technology, promoting a culture of creative thinking among employees and colleagues, and use of new work methods are important in organization.

Result and consequence out of organization

The result and indirect consequences of employee's development cause person behavioral changes and movement in society's needs that we live. This indirect consequence is achieved from content and theoretical analysis in this field that are enhancement of employees' successes in organization, educate graduate specialist and needed of society, increase moral and social development, increase sensitivity and responsibility to the needs of the organization.

Conclusion

Since employees in the organization are the most important factor in the success of organizational system, it is expected that organizations will be able to fulfill their missions effectively through empowerment and development of their employees' capacity, in this case we can expect that growing and capable employees in educational, professionalism, technical and behavioral fields work better. In other words, in any organization whose members have the appropriate competence and ability, better quality work will be done, more and better services, excellent and appropriate specialized services will be provided.

All these conditions make organizations more dynamic and more creative, innovative, and effective. Therefore, having a clear and systematic framework of performance management model in order to develop human resource capacity is considered a serious need of organizations. In rules and regulations, there are often good points and issues, but the problem is that they do not apply and implement.

The biggest problem in all organizations, especially in our educational organizations, is the non-implementation of laws and regulations. Regarding financial benefits for most employees in organization, there is a common and unified opinion that the rights and privileges that are considered for employees affect how they work and perform properly. That's why several employees are working outside the organization because of low salary, and this outside job will affect on its day-to – day functions and activities in organization. Financially, there is no good incentive to improve performance and motivate many employees in many departments and organizations. The problem is that policy makers, who are the main decision makers about the organization, need to realize that they can design strategic policies, and programs for the dimensions and functional aspects of their organization in a way that ultimately motivates employee, and their satisfaction should be included in the organization.

Whenever the cases and points mentioned in the design of the comprehensive system of performance management model in order to develop human resource capacity with all its

dimensions and components implementation should be done without any special consideration in different levels of organizations, especially in our country's offices in Afghanistan, then we will see important and positive changes in the performance of various organizational elements, and in particular, we will see an improvement in the performance of department in organization as a major factor and elements. The implementation of each part of this model is designed according to the specific conditions of organizations. Adapting and implementing it will put the current situation in the desired situation, which will be the first positive step towards the recovery and growth of employees and ultimately the organization.

Studies conducted by Tabassi, and Abu Baka²¹ and Torkzadeh, J and Jafari, S,²² indicate that continuous encouragement of employees by managers have key role on enhancing human resource development.

Policy changes of Ministry of Higher Education, research and technology in the management style of universities and higher education institutions have fundamental role on development of academic staff²³. The emphasis is on importance of managing higher education and academic leadership as a factor influencing the performance and activities of faculty members²⁴. The findings of this study are supported by Mohammad Yamani²⁴, Hersi, Pal, Blanchard and Konth²⁵, Horner²⁶, Hoy and Meskeal²⁷, Rownaq and Rafi Zada²⁸, Sayeed Jawadian and Sayeed Reza²⁹. According to the results of this study, it is recommended to managers, stakeholders of all organizations, especially Afghan organizations to take a comprehensive and holistic view and free from political, ethnic issues and conflicts to recruit professional, merit, and skillful academic staff in organization. At the same time, attention should be paid to staff empowerment, professional development programs, appropriate costs and facilities in the field instead of only focusing on workshops, and meetings. Growth and development of employees should be the top priority. Since their empowerment is an internal process, providing conditions and context for the growth and development of all employees in organization can greatly contribute to the development of organization in various fields.

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