

**Rouhollah  
Mojtahedzadeh** <sup>1)</sup>  
**Reza Izadi** <sup>2)</sup>

*1) A Lecturer of Allameh  
Mohaddes Noori Institute of  
higher education, Noor, Iran  
rll\_mojtahedzade@yahoo.com*

*2) Faculty Member of  
Allameh Mohaddes Noori  
Institute of Higher  
Education and PhD student  
at the university of Mofid,  
Iran  
R.izadi@mohaddes.ac.ir*

## **APPLICATION OF PERFORMANCE APPRAISAL SYSTEM IN DEVELOPING COUNTRIES**

**Abstract:** *Human Resource Management is a long-established task within the Government's Management Framework. Through this task the Government meets its obligation to be a good employer; seeks to secure staff commitment; and develops and manages staff to give of their best to help the Government serve the community. The need to respond to changing community expectations means that the task of managing our staff better is more important than ever - it is the staff who deliver the service, and it is through a new emphasis on staff management that a customer service and performance oriented culture will gradually evolve. The Civil Service Branch carried out a review in 1993 to determine what changes were needed in implementing Human Resource Management so that it could best complement and support the new focus on devolving authority, on customers and on raising service standards. The outcome of the review has established the direction for Human Resource Management. First the Civil Service Branch is now concentrating more on its strategic role, determining policy, setting guidelines and rules, and advising branches and departments on implementation. Within this, the Branch is delegating as much authority as possible to departments, and simplifying rules and procedures. Second, the emphasis is now more on the management of people rather than the administration of rules. Third, branches and departments are expected to review and develop their own Human Resource Management plans to help them meet their operational requirements. While the Civil Service Branch encourages the implementation of Human Resource Management initiatives, it appreciates that change cannot happen overnight, and that many effective staff management practices are already occurring. It is for departments to build upon these and show continuous improvement over time. The study dealt with how Human Resource Management works in Civil Service. It describes the core principles and values of the Government; where responsibilities*

*lie; and the key management tasks that must be addressed.*

**Keywords:** *Application, Performance, Appraisal System, Developing Countries, Civil Service*

## 1. INTRODUCTION

It is as true for the Government as for any other organization that we depend on our staff at all levels to achieve our aims. It is therefore important that we set these out so that staff has a clear sense of direction for their work, and know how their performance will be judged. The Government's aim of serving the Community is a simple concept, readily understood by civil servants. In support of this, departmental missions help staff focus their efforts on performing to their best in their particular area of work. Human Resource Management is a planned approach to managing people effectively for performance. It aims to establish a more open, flexible and caring management style so that staff will be motivated, developed and managed in a way that they can and will give of their best to support departments' missions.

## 2. PRINCIPLES

The Government establishes four main principles which guide us in our work. We have adopted the following additional principles to guide departments in their Human Resource Management work:

- The Government should be a good employer.
- People are our most important asset;
- Staff are recruited and their careers managed on the basis of merit.
- Staff should take their share of responsibility for developing their potential.

- Staff management is the responsibility of all managers;
- Departmental Human Resource Management plans must be guided by departmental plans and objectives.

Values shape the culture of any organization. They are the key to "the way things are done around here", and let all of us know what is expected of us. The values of the service as a whole should be built upon by departments to develop the particular culture a department is seeking. Well defined values give staff an instinctive feel for decisions expected from them and, therefore, reduce the amount of time spent consulting others before making a decision.

The important thing is for each department to develop its own values in the way which best supports its particular mission, objectives and desired culture, and motivates staff to give of their best. Human Resource Management helps them to do so in a structure way, by linking functions such as performance management and training to departmental aims and values.

Human Resource Management brings out the important values of trust, care, teamwork, encouragement and development which help the Government meet the principle of being a good employer and thereby motivating staff to give their best.

## 3. WHERE RESPONSIBILITIES LIE

The responsibilities for Human Resource Management rest with the Civil

Service Branch, policy branches, departments, managers and individual civil servants.

- Civil Service Branch determines and communicates overall Human Resource.
- Management policies and advises departments on the implementation of these policies.
- Policy branches and departments are responsible for implementing central Human Resource Management policy and developing the HRM plans to meet their own needs.
- Managers and individual civil servants have personal responsibility for putting policy into practice.

#### **4. CIVIL SERVICE BRANCH**

The Civil Service Branch sets the strategic direction according to which civil servants are managed, and performs a number of central functions. To do so it: Strategic Role:

- Develops and promotes policies, standards and good practices in the management of civil servants.
- Implements these policies through discussions, explanations, guidelines, regulations and circulars.

Central Functions:

- Determines and communicates overall Human Resource Management policy and standards of best practice.
- Advises departments on the implementation of policies and the development of their Human Resource Management plans.
- Formulates pay and conditions of service, fringe benefits and allowances and also deals with proposals for changes to structures of grades/ranks and for

creation of directorate posts in the light of advice from independent standing bodies.

- Deals with appointment, promotion (including succession planning) and discipline relating to senior positions, taking into account the advice from the Public Service Commission. It also processes cases relating to staff complaints, early retirement, legal assistance for civil servants, and benefits for retired civil servants. This ensures service-wide comparability between grades and ranks with similar responsibilities. This consults with major staff associations and manages the Administrative and General Grades.

#### **5. POLICY BRANCHES AND DEPARTMENTS**

Policy Branches oversee the effectiveness of all management tasks in departments, including Human Resource Management. To do so they:

- Agree Human Resource Management plans with departments as part of their annual departmental plans.
- Monitor progress on Human Resource Management plans in their departmental progress reviews.
- Review proposals for directorate post creation and with Civil Service Branch, undertake manpower and succession planning.
- Appointment, promotion and appraisal of senior directorate officers.

Departments are responsible for implementing policies and procedures, and providing opportunities to motivate, develop, and manage staff in a way which maximizes their contribution to departmental objectives. To do so they ensure that their mission and values are

understood by staff; determine the optimum staffing structure and establishment, and negotiate as necessary with such bodies as Civil Service Branch, Finance Branch, and the concerned Policy Branch; prepare an annual Human Resource Management Plan covering the priority issues to be tackled in the five main areas of manpower planning, recruitment, performance management, training and development and staff relations; and administer rules and regulations on managing human resources.

## **6. MANAGERS AND INDIVIDUAL CIVIL SERVANTS**

Managers in departments are the implementers of Human Resource Management policy, and as such, vital to successful management practices - they hold the key to performance management. To do so they should identify individual objectives for staff to work towards based on those of the department to provide staff with on-going guidance and supervision, including regular performance feedback to conduct appraisals.

They also counsel and initiate appropriate action where necessary to

address poor performance or misconduct. They also identify training and development needs for staff and match these where possible to the opportunities available. They also communicate regularly with staff on subjects that affect them; and take an interest in the welfare of staff. Individual civil servants should be committed to the Government's aim to Serve the Community. They should also be committed to the mission, objectives and values of their departments. They understand the duties and responsibilities of their job and to do their best to fulfil what is expected of them. This also helps work with their manager to identify their own training and development needs and where possible to take steps to meet these; and abide by Civil Service rules and regulations.

Departmental human resource management plans are used to link together the overall policies of the Civil Service Branch, the mission, objectives and values of the department, and any specific Human Resource Management activities being undertaken at line management level. The plans thereby provide clear policies and guidelines for staff and managers.

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