



Research Paper (Quantified)

Designing a human resource performance evaluation model with a value-based approach in the higher education system

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Abstract

The purpose of this research is to design a model for evaluating the performance of human resources with a value-based approach in the higher education system in the Azad University of Gilan province. The current research is applicable in terms of purpose, and an exploratory research. The statistical population of the research includes all faculty members of Islamic Azad University units in Gilan province in the academic year 2022-2023. 395 people were selected as a sample by using the method of determining the sample size from Tabachnik and Fidel's formula. Sampling method was cluster, and simple random sampling method was used in the clusters. The tool for collecting data is a questionnaire made by the researcher and derived from the qualitative method. SPSS software was used for data analysis in the present study, and AMOS was used for structural equations. The results showed that the identified components and indicators have an impact on evaluating the performance of human resources with a value-based approach in the higher education system. The results obtained from the structural equations also showed that the research model is a good model in terms of fit with the data.

Keywords:

performance evaluation,
human resource
performance,
value-oriented,
partnership-oriented,
self-efficacy

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Extended abstract

Introduction

The performance of employees is one of the most important influencing and determining elements in the performance of the organization and improving its credibility (Anesukanjanakul et al, 2019). The importance of employee performance has increased over the past several years and has become the first important variable in any organization (Khtatbeh et al, 2020). Universities, as organizations that pursue both the training of specialized human resources and the production of science, should pay more attention to the evaluation of the performance of their faculty members than any other organization. Because evaluating the performance of faculty members, in addition to determining their strengths and weaknesses, leads to the development of science and the realization of the university's goals. Since the educational activities of the faculty members pursue different goals; the patterns and evaluation criteria of educational success are also diverse. Despite the variety of existing evaluation models, none of them are used to evaluate the performance of faculty members in different situations; they are not useful and completely appropriate (Khedevi & Al Hordi Khan Waziri, 2015).

Based on this, the current research is looking for an answer to this question: What is the evaluation model of human resource performance with a value-based approach in the higher education system in Azad University of Gilan province?

Theoretical Framework

Human resource performance

Performance means accomplishing the tasks assigned to human resources by the organization. In other words, it refers to the result or effect of individual activities in a certain period. Employee performance can be defined as employee behaviors or actions that are related to organizational goals and is a measurable and important outcome in work-related studies. Employees who perform better consider expressing their opinion as one of their job responsibilities, and the level of employee performance has a positive relationship with the continuation of their opinion expression (Farhadinejad et al, 2020).

Human resource performance evaluation

Performance evaluation in management is one of the effective tools that, with its correct application, not only are the goals and missions of the organization realized with optimal efficiency, but also the real benefits of employees and society are provided. This can clarify the job promotion path and identify the training needs of employees; or identify inefficient people and change the way they are managed (Raofi Kalachaye et al, 2020).

Value-based performance evaluation

It is not possible to plan and make cultural and social policies without knowing the system of values and factors related to it. Regarding the mission of the universities, UNESCO emphasizes that the universities are committed to always make a diligent and persistent effort to spread the culture of monotheism, love and brotherhood, social order and work conscience, sensitivity and social commitment, and individual national values. In the new era, the function of universities is not limited to education, research, entrepreneurship and the like; rather, in the role of an epistemic base, they deal with the creation of new culture and civilization. Today, every university in the light of its own organizational culture follows specific values to provide its specific functions (Zulfiqarzadeh, & Saadabadi Arani, 2015).

Amiri Ghale Rashidi & Razaghi Kashani (2023) investigated the pathology of the employee performance evaluation model and the effective implementation of this model. The findings



were categorized into three themes: evaluation results, personal and behavioral growth and development, and executive and performance problems. The findings show that indicators inconsistent with the position, managers' indifference to evaluation, lack of awareness of evaluation errors, and the interference of personal judgments are the main concerns of this field, which require serious attention. The obtained result shows that employee performance evaluation is one of the effective tools in human resource management, with its correct application; not only are the goals and missions of the organization realized with optimal efficiency, but also the real interests of the organization and employees and, consequently, the interests of the society as well, is provided

Parnian et al, (2020) in their research identified the components of the value system of Islamic Azad University faculty members in academic culture. The variables of the study included: benevolence values, moral values, social values, safety values, material values, scientific values, instrumental values, and ultimate values. The results of the research indicated the presence of favorable variables in the value system of Islamic Azad University faculty members.

Research methodology

The current research is applicable in terms of purpose, and exploratory research in terms of nature and method. The statistical population of the research includes 395 faculty members of Islamic Azad University units in Gilan province in the academic year 2022-2023, who form the main axis and focus of the study. To select the samples, the cluster sampling method was used and in the middle of the clusters, the simple random sampling method was used. The research tool in the quantitative part is a researcher-made questionnaire derived from the qualitative method.

Research findings

SPSS software was used for data analysis. Then AMOS software was used to fit the conceptual model of the research. The results showed that the identified components and indicators have an impact on evaluating the performance of human resources with a value-based approach in the higher education system. The results obtained from the structural equations also showed that the research model is a good model in terms of fit with the data.

Conclusion

The current research was conducted with the aim of designing a model for evaluating the performance of human resources with a value-based approach in the higher education system at the Azad University of Gilan province. This result is in agreement with the research results of Amiri Ghale Rashidi & Razaghi Kashani (2023), Imani et al, (2021), Samoui & Sattari (2021), Parnian et al, (2020), Reofi Kalachaye et al, (2020), Hajhoseini et al, (2020), Karimi et al, (2020), Mohammadi et al, (2015), Khedevi & Al Hordi Khan Waziri (2015). Shakozaei et al, (2018), Aghamolaei & Abedini (2014). In order to increase their organizational capability, universities must learn to work successfully in an environment full of permanent mergers, rapid technological advances, extensive social changes, and increasing competition. To adapt to new changes, an organization must emerge that fits the new conditions and provides the basis for the growth and excellence of the organization, among the most successful of these organizations, were the learning organizations. Since universities and higher education centers are institutions that must be at least one step ahead of other institutions in terms of knowledge, science, techniques and behavioral patterns, and considering the role of universities in responding to social and global needs and expectations,

it is required that higher education and educational organizations continuously improve the quality of their processes and activities

According to the results obtained from the research, it is suggested:

The results of the current research showed that interdisciplinary thinking is of high importance compared to other values, so it is suggested that universities provide opportunities for various interdisciplinary activities by encouraging, investing and spending time, and such opportunities in Curricula and extracurricular activities should be included in different academic levels, and of course, the culmination of these programs should be the cultivation of interdisciplinary thinking.

Another value that was of great importance in this research is the value of job liquidity. Therefore, it is suggested that university faculty members should develop the principles of professional criticism by increasing their skills such as increasing self-confidence, extensive communication with people, more power in confronting with problems, and learning the latest ideas, in order to reduce tensions and job wear and tear in the workplace; and as a result, human resource performance will be more effective.