



Original Article (Mixed)

Identifying effective factors on employee performance management with the approach of human resource development in research and technology organizations

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Abstract

The aim of this study is to identify factors affecting employee performance management with a human resources development approach in research and technology organizations. The research method is applicable in terms of its purpose, and mixed (qualitative-quantitative) in terms of its implementation method. The statistical population of the study included experts in the field of human resources management and public administration, as well as senior managers of the Oil Industry Research Institute with high experience and work experience; reaching theoretical saturation after conducting 19 interviews, and using purposive and snowball sampling methods. Data collection was carried out through semi-structured interviews. In the qualitative part, the data analysis method was used through coding and MAXQDA software; and in the quantitative part, DEMITEL software was used. According to the interviews conducted, 6 dimensions of the paradigm model, 23 components, and 105 indicators were extracted. Then, according to the paired comparison questionnaire to identify the influential and affected dimensions, it was determined that among the 23 components; the components of the workplace, laws and regulations, socio-cultural factors, human resource planning, role clarity, performance measurement, organizational climate, reward system, employee communication, training, performance appraisal, professional ethics, leadership style and motivational factors are the most influential respectively.

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Extended abstract

Introduction

Human resource development is defined as a method for developing and promoting expertise in order to improve individuals, teams, work processes, and organizational system performance (Chen et al, 2020). On the other hand, achieving appropriate performance management in organizations in line with human resource development is inevitable to achieve its ultimate goals. In an organization, human resource management is important to ensure that the desired performance of the human resource in the organization is maintained. If the organization cannot hire, develop and retain the right people, it will be difficult to grow and improve the performance of the future human resource, and many organizations may go backwards (Rafidah & Dewi, 2020). Performance management in the field of human resources focuses on how to attract and develop the best people; which explains why it is considered one of the vital requirements for achieving organizational goals (Yim et al, 2020). HRM is very important for organizations because it can help the organization to identify and correct misaligned behaviors between employees and organizational goals. By establishing a good performance management system, mistakes and violations that lead to work inefficiency will be eliminated faster (Rommalla, 2018). Human resource development is one of the important parts of human resource management. From the perspective of human resource development, providing high-quality training, learning, and development opportunities should be considered to enhance employee productivity and resilience (Lim et al, 2020). Any human resource development that can be achieved at a more desirable level is expected to result in higher performance of companies and organizations, which will lead to the country's knowledge development and consequently improved economic performance (Shishkina et al, 2020). Finally, in this article, the researcher seeks to answer the question: what are the factors affecting employee performance management with a human resource development approach in research and technology organizations? And what are the influential and affected factors of employee performance management with a human resource development approach in research and technology organizations?

Theoretical Framework

Employee Performance

Performance is defined as activities that are normally part of an individual's job and actions, and must be performed. In another definition, job performance is defined as the organizational value of an employee's job behaviors at different job situations and times. Organizational value is an estimate that an organization gets from the activities and services of its employees, such as performing job duties by having a proper working relationship with other employees (Sony et al, 2016).

Human Resource Development

Human resource development is any positive process or activity that has the potential to develop knowledge based on work, expertise, profitability and satisfaction in the short or long term; whether for individual, group and team results or for the benefit of an organization, society, nation or all of humanity. In other words, human resource development is a set of systematic and planned activities carried out by organizations to create opportunities for learning the necessary skills for members of the organization to meet current and future job demands. The four elements of human resource development are: training and development, career path development and planning, performance management and evaluation, and change management and succession planning (Golami et al, 2023).



Oghbaee et al, (2024) studied the effect of Mock-based training on the performance of Tehran Municipality employees. The components of the Mock training model included objectives, audience determination, needs assessment, feasibility assessment, title selection, title type, platform selection, content, support, interactive platform, audience engagement, and evaluation strategy. The research findings showed that Mock-based training has a positive and significant effect on the performance of municipal employees and showed that the overall fit of the model is appropriate.

Ghaemi & Asgari (2023) studied the presentation of the green human resource management model. The results showed that the green strategy dimension in green human resource management has an average of (0.967) in the first stage, and an average of (0.942) in the second, with the numbers obtained almost overlapping in the final two stages. The results also show that in the green strategy dimension, the green strategic alignment component had the highest opinions of experts; the average was (0.990) in the first stage, and the average was (0.973) in the second stage, which indicates complete saturation of the experts' opinions and overlap between the two stages.

Research Methodology

The research method is applicable in terms of its purpose, and mixed (qualitative-quantitative) in terms of its implementation method. The statistical population of the study included experts in the field of human resources management and public administration, as well as senior managers of the Oil Industry Research Institute with high experience and work experience; after conducting 19 interviews theoretical saturation was reached, and using purposive and snowball sampling methods. Data collection was carried out through semi-structured interviews.

Research Findings

In analyzing the data, the data-based method was used through coding and MAXQDA software in the qualitative part, and DEMITEL software was used in the quantitative part. According to the interviews conducted, 6 dimensions of the paradigm model, 23 components, and 105 indicators were extracted. Then, according to the paired comparison questionnaire to identify influential and influenced dimensions, it was determined that among the 23 components, the components of the work environment, laws and regulations, socio-cultural factors, human resource planning, role clarity, performance measurement, organizational climate, reward system, employee communication, training, performance evaluation, professional ethics, leadership style and motivational factors are the most influential respectively.

Conclusion

The present study was conducted with the aim of identifying the factors affecting employee performance management with a human resource development approach in research and technology organizations. The results of this study are consistent with the results of Oghbaee et al, (2024), Ghaemi & Asgari (2023), Gheiravani et al, (2023), Nyathi & Ray (2022), Abi (2021), Ramzani et al, (2021), and Pourrshidi (2021). Nyathi & Ray (2022) showed that the use of electronic human resource management, despite its nascent nature in African countries, has a positive impact on employee and organizational performance. The achievements of the entire organization increase through the mediation of employee performance.

According to the results of this study, the following suggestions are made:

According to the results obtained from the qualitative section, it is suggested that the dimensions and components obtained be implemented in the executive section of the



Petroleum Research Institute so that the quantitative section can be informed about the implementation of these dimensions and their effectiveness.