

## Assessing Employee Performance Based on Motivational Indicators ; Developing Performance and Enhancing Efficiency in Order to Achieve Strategic Goals at IranKhodro Company

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#### Review

The purpose of the present study is to investigate the status of the system of employee performance evaluation based on the strategy of strategic objectives of Iran Khodro Company. This research is in terms of purpose and in terms of survey method. The statistical population of the research was the personnel of Iran Khodro Company in Tehran province in terms of management and staffing with 1200 people. The sample of the study, based on the Cochran formula, was estimated for unlimited volumes of 320 people, selected by stratified random sampling. In order to collect the data, a researcher-made questionnaire on employee performance evaluation including the motivating and motivating variables and the employees' interest in achieving the goals and plans of the organization (5 items), the development of employee performance and their continuous efficiency and effectiveness (5 items) And helping to increase the efficiency and effectiveness of the staff of the organization and subsidiaries (5 items). The formal and content validity of the items was reviewed and confirmed by the study of the research literature and opinion of the experts. The Cronbach's alpha coefficient of the questionnaire was higher than 0.7, indicating the internal coordination of the items and confirmation of the reliability of the questionnaire. To analyze the data, one-sample t-test was used with SPSS software. The results showed that the mean of motivation enhancement and development (4.73), the mean of employee performance development, and the improvement of continuous efficiency and efficiency (4.77), and the average increase in efficiency and efficiency of employees (4.9) were from the average (3) Is larger, therefore, it can be said; the appropriate solution is to identify and develop the variables in question.

**Key words:** motivation, employee performance development, efficiency and effectiveness, strategic goals, IranKhodro Company

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### Introduction

Nowadays, human factor is considered as the key and most sensitive organizational element, and most of the new organization and management theories have pointed to such a sensitive factor; therefore, in order to be aware of the results of human resource performance in relation to the expected efficiency and efficiency, Employees are evaluated in the organization. Thus, by identifying the disadvantages of the servant, organizational deficiencies and high-quality forces, steps are needed to improve it (Shahbaz, 2011, p. 112).

Also, the complexity of the business environment and increasing customer expectations have highlighted the need for knowledge of the strengths and weaknesses of the organization and the continuous improvement of productivity. Therefore, one of the main concerns of today's organizations is to achieve a comprehensive, reliable and flexible management approach to obtain accurate and adequate information from its present position and look at the future from past mistakes. To study. Achieving the goals of the organization depends on the creation of creativity in the organization of evaluating these ethics based on strategic management of the accomplished tasks. Managers' decisions in organizations are strategic and lead to very large and irreversible results. No organization or nonprofit company, on the other hand, does not start to harm the community. But organizations can create unwanted consequences that do not originate from their goals, but they stem from strategies and strategies that have been put in place.

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Organizations are social systems in which they are both components and all purposeful, and the establishment of an appropriate management system in each organization and the creation of initial facilities use logical tools for managers to control and quality of work in various fields, including issues. It is important to discuss the organization of each organization as the foundation of the work. The application of these tools and the creation of an appropriate context for realizing different methods and adapting them to the real needs of the organization will enable managers to make the most of the resources available to increase the efficiency and enhance the performance of the staff. Since the success of any organization depends on the optimal use of these scientific tools, and the coordination of each organization depends on the optimal use of these scientific tools, and the establishment of coordination and education will lead to the necessary cooperation, it is necessary that the managers Organizations are consciously looking for such tools and use them to maintain human resources (Seyyed Javadin, 2002, p. 125).

Among the important methods in human resource management, the method of performance evaluation based on strategic goals and ethical goals has specific features and has always been impressive. Proper management is not possible without analyzing, evaluating the duties and responsibilities and terms of obtaining a job in an organization, by knowing how each employee works and identifying weaknesses and strengths and guidance and training to address the lack of skills. And failures and increase productivity and productivity of employees.

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Performance appraisal is one of the special issues of organizational ethics and is considered as an appropriate tool for enhancing the strategic performance of the organization. If performance management is designed and implemented with the requirements and prerequisites in the organization, it can identify some of the issues and problems of the organization and provide them with practical solutions to solve them, the management of the management has a comprehensive attitude towards the performance of individuals and organizations and It creates synergies between individual and organizational performance through specific mechanisms (Volman & Avtot, 2013).

In today's highly competitive environments, organizations can continue to operate and remain in this environment to better utilize their resources and increase their efficiency. One of the most important organizational resources is human resources. In order to make the best use of this factor, it is necessary to develop the necessary training, coordination and empathy among the staff and to align their goals with the goals of the organization (Ghorbani and Karamati, 2012).

Each performance management program depends on its ability to measure performance. Traditional performance evaluation systems lack the necessary efficiency in increasing labor productivity. Therefore, the need to rotate these types of systems into the new management practices is noticeably noticeable. The performance of each organization depends on the performance of its human resources. An interesting, efficient, and efficient interaction of human resources with the resources, facilities and technology is essential for the realization of the goals and the mission of the organization. Organizations that manage their human capital effectively manage organizational excellence and development. In fact, organizations have the ability to grow and continuously develop the performance of their employees, and in order to achieve such a goal, they must upgrade their professional competencies (Yamani, 2008).

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One of the distinguishing features of public sector management from private sector management is the ambiguity of goals in the public sector. This ambiguity is the product of the nature, the scope, and the effect of state functions and emphasizes the equality in the function of this section. Without having a benchmark for profit, it is difficult to measure the performance of public sector managers and behaviors should be controlled by mechanisms other than the self-regulatory standard of the market. Also, the need for equality in the operation of the state manager should try to "make" the state of ambiguity in the objectives of this operation. As Apple states, it should act in a state-owned manner, which means that the action it undertakes should be as fair as possible, be as uniform as possible and generally be carried out and defended generally. The ambiguity created by the nature, the space, and the effect of government activities means this.

In the private sector, at least in theory, profit serves as the final test, but there is no clear indicator in the public sector, but rather multiplicity and diversity of objectives, and these goals are vague and unrecognizable. These problems come with other problems, such as the possibility that some of the most important goals may not be relevant to the organization's official goals or that the goals are conflicting with an organization.

Government staff often assess the very subjective criteria by sectors that are very different from the very different interests, which makes it difficult to design reward structures that adequately combine work and rewards. Lack of meaningful performance criteria in the organization has created motivational problems and results in a lack of performance and accountability in the public sector (Fry and Niger, 2010: p. 11).

Various authors have pointed to problems that are considered for creating a performance appraisal system. These problems are as follows: 1. Divergent views: Different government audiences require

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different information. 2. The philosophy and goals of inactivity. 3. Objectives. System and multiple and conflicting organizational programs -4 Supervision over evaluation of information needs -5 Lack of considerations from the full range of data and outputs -6 Measurement of customer satisfaction in an environment with the customization of these considerations in designing, creating and deploying each system. There is a final measurement of performance (Kravchak and Schach, 2016).

Performance appraisal systems in the public sector are often criticized for being meaningless, since most employees usually have a higher than average rating, as well as many employees have expressed their dissatisfaction with performance evaluation systems. The reason for believing that the criteria are not objective performance and that supervisors act in their rankings in a fanatical manner (Snell & Boulder, 2015).

Considering continuous attention to the measurement of literary performance and high claims about the effectiveness of measuring performance sometimes, for good reasons, and sometimes bad reasons are still not used in many government organizations (Hozler and Julens, 2010).

With regard to changes in industries such as automotive, heavy effects remain on government and non-profit organizations, and, for example, oil price shocks distort most automotive projects and limit import and export restrictions. It causes rapid changes in the automotive industry. The discussion here is how these transformations can be overcome and used to achieve the goals of the organization, and how managers can overcome these changes based on their strategic goals if they have the ability to make such changes. Bring to your service?

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Often, these officials are appointed to these professions for a long time and naturally have a reflection or merger. Most of the time, managers are trying to respond positively to events after the incident, while perhaps this way of dealing with the realities of transformation in this turbulent age is far away. On the other hand, the magnitude of these changes and its timing has undeniable effects on the products and services that the organization will create in the future. Thus, the question is how can the products of these organizations increase according to the ethical charter existing in the organization for strategic goals? Only by designing for the future of systems and top managers can easily and easily pass this transitional period and transfer the present to the future. If not, the pages of newspapers, lectures, meetings and all social gatherings will be completely discussed and criticized by the directors, and the demand of the people will be sharpened to respond quickly to these changes. Therefore, the main issue of this research is the system of employee performance appraisal based on the mechanism of strategic planning of Iran Khodro Company?

### Empirical Research Background

Tahan (1395) conducted a research on the dimensions of the EFQM organizational excellence model in the performance analysis of health education system. He pointed out that the EFQM Excellence

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Model, one of the most famous models, as a toolkit and a comprehensive approach to all aspects of organizations, comes with the help of managers to help them in their accurate knowledge of their constraints. The purpose of the study The present study evaluates the performance of the faculties by using the EFQM organizational excellence model in the health education system. The statistical population of the study consisted of 71 staff members, experts and faculty members. To collect the data A questionnaire was used based on the latest version of the organizational excellence model Also, for reliability estimation, Cronbach's alpha coefficient was used which was confirmed with the value of 99/00. Based on the collected responses, using a boot strap using SEM simulation, a structured questionnaire among empowerment dimension criteria , The criterion of processes is the highest and the criterion of leadership has the least effect on performance excellence. Among the next criteria, the key results of performance are the highest and the results of society have the least impact on performance excellence.

Sharifi Manesh (1394) conducted a research on performance evaluation based on the BSC balanced scorecard model with a hierarchical fuzzy approach. He stressed that performance appraisal is one of the most important managerial measures and can help in managing performance, raising staff motivation, improving communication and identifying problems. The purpose of this paper is to design and present a comprehensive evaluation model for activities of the Cultural and Educational Deputy of Shahid Beheshti University of Technology and Engineering Campus based on a balanced scorecard model with a fuzzy approach. Based on this, the main components of the model are: Approved budget implementation, Balanced allocation of credits, Credit cycle, Tangibility, Empathy, Reliability and Reliability, Accountability and commitment, Improvement and improvement of processes, Improvement of administrative health, organizational change, Facilitation Relationships between units, employee satisfaction, organizational culture enhancement and IT development. The reliability of the questionnaires was studied and approved by Cronbach's alpha method. Using the components and indicators taken into account in this study and its completion and its development in the process of evaluating the performance of the cultural and student departments can increase the objectivity and accuracy of the results, lead to a greater amount of work processes and a significant improvement in the performance of the student field of the university.

Rahmani (1394) studied the effect of the most important ethical and behavioral characteristics of employees on organizational efficiency. What is discussed in this article is identification of the most important personality traits of the organization's employees and its impact on the organization's efficiency. Data collecting method In this paper, library studies are collected using a data capture tool. Behavior in organizations is defined as a system of beings and desires that are characterized by good and bad organization.

Generally, humans in the individual and personality dimension have specific moral and behavioral characteristics that shape their thinking and thought. These individuals, when placed in an organizational position, can lead to different speech and behavior from the individual's perspective that these human attributes affect the effectiveness and effectiveness of the organization.

Therefore, the present study aims to identify the behavioral characteristics of the staff And factors affecting the behavior of employees and their impact on the organization's efficiency After the issue and theoretical literature, the necessity and importance of ethics and behavior are explained from the Islamic point of view and then, by examining and summarizing different models in the field of ethical behavior of employees in the organization and the effect It refers to the performance of a

comprehensive model with three external levels of organization - Da Lee presented the organization and the individual.

In Ozbiljin (2015), in the book "International Human Resource Management, Theory and Practice", factors affecting performance are creativity, wage levels, people's ability and ability to work, the way of occupation and position of people, the type of management and organizational flexibility.

Chen et al. (2013), in their research, identify the four main dimensions for effective factors on individual performance: Acquired factors associated with work analysis and human resource forecasting; Human resource development factors that include The factors indicate the ability of the organization to increase the value added and develop the capacities of human resources.

Paying factors that include wage systems, benefits, and encouragement of working relationships and working conditions and organizational support in the hard conditions of employees; and ultimately, preserving agents whose presence is necessary for efficiency and health conditions that increase efficiency.

They support it. The main goal of each organization is to achieve optimal efficiency. The purpose of optimal efficiency is that, while paying attention to the management of an organization towards the physical and mental health of the staff, it provides a boost to provide the owner of every job with efficiency and interest, and without the feeling of coercion and fear of punishment, in order to achieve the highest efficiency and efficiency. Individual and professional work and in this way apply all their potential cognitive, emotional and behavioral capabilities. Although the desire of each manager is to maximize the efficiency of their workplace, the need to realize this desire is to be familiar with the concept of efficiency and all the factors that affect it.

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### Definition of Concepts

Motivation: Represents a set of factors that encourage individuals to perform specific behaviors in order to attain the desired goals. In fact, motivation can be considered as one of the causes of behavior (Rezaiean, 2007)

Strategic goals: Analyze the relationship between the institution and its environment, determine the course and goals of the institution, consolidate the activities that will realize them and reorganize the organization by allocating the required resources (Qaderi, 1392: 11)

Performance: Efficiency is measured based on the amount of resources used by me in the current activity. The rise of efficiency (sometimes referred to as efficiency in engineering literature means reducing the waste of resources in an activity (Tangen, 2004).

Function: The process of explaining the quality of the effectiveness and effectiveness of past actions. According to this definition, performance is divided into two components: (1) an efficiency that describes how the organization uses resources in the production of services or products, that is, the relationship between the actual and desired combination of inputs for the production of certain outputs; and (2) the effectiveness of the descriptor It is a degree of achieving organizational goals (Rahnavard, 2008, p. 7).

## Research Hypotheses

Hypothesis 1: An appropriate solution can be identified in order to strengthen and develop the motivation and interest of employees to realize the goals and objectives of the organization.

Hypothesis 2: An appropriate solution is needed to develop the performance of employees and enhance their continuous efficiency and effectiveness.

Hypothesis 3: An appropriate solution is needed to help increase the efficiency and effectiveness of the staff of the organization and its affiliated entities.

## Research Methodology

In terms of its purpose, this research is descriptive in terms of correlation and in terms of survey method. The statistical population of the research is the personnel of Iran Khodro Company in Tehran Province, including province and provincial counties in terms of management and staffing with 1200 people. The sample of the research is based on the Cochran formula for the unlimited population size at 95% confidence level and with a standard deviation of 0.5 times 320. In this study, stratified random sampling method was used. A researcher-made questionnaire was used to collect data.

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For the variables of enhancement and development, the motivation and interest of the employees to achieve the goals and plans of the organization (5 items), the development of employee performance and their continuous efficiency and efficiency (5 items) and help increase the efficiency and efficiency of the staff of the organization and subsidiaries (5 items). The questionnaire score is based on the 5-degree Likert scale and in some items it is completely opposed to completely agree and in some other items it is scored from very low to very high.

The formal and content validity of the items was reviewed and confirmed by the study of the research literature and opinion of the experts. The Cronbach's alpha coefficient of the questionnaire was higher than 0.7, indicating the internal coordination of the items and confirmation of the reliability of the questionnaire. To analyze the data, one-sample t-test was used with SPSS software.

## Research Findings

Hypothesis 1: An appropriate solution can be identified in order to strengthen and develop the motivation and interest of employees to realize the goals and objectives of the organization.

Table 1. Comparison of mean with hypothetical average

Significance level	Degrees of freedom	T	Deviation from the mean	Standard deviation	average	Component
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0/001	263	9/667	0/075	0/59	4/73	Strengthening and motivating development
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Based on the results of Table 1, the mean of motivation enhancement and development is 4.73. Since the calculated T is greater than T, the appropriate solution is to identify and enhance the motivation and interest of the employees in achieving the objectives and programs of the organization. Second hypothesis: An appropriate solution is needed to develop the performance of employees and enhance their continuous efficiency and effectiveness.

Table 2. Comparison of mean with hypothetical average

Significance level	Degrees of freedom	T	Deviation from the mean	Standard deviation	average	Component
0/001	263	13/043	0/059	0/48	4/77	Develop employee performance and enhance continuous efficiency and effectiveness

Based on the results of Table 2, the average rate of employee performance development and the continuous improvement of efficiency and efficiency is 4.77. Since T is calculated from the larger T table. Therefore, a suitable solution is needed to develop the performance of its employees and enhance their continuous efficiency and efficiency.

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Hypothesis 3: An appropriate solution is needed to help increase the efficiency and effectiveness of the staff of the organization and its affiliated entities.

Table 3. Comparison of mean with hypothetical average

Significance level	Degrees of freedom	T	Deviation from the mean	Standard deviation	average	Component
0/001	263	12/203	0/067	0/88	4/09	Increase employee efficiency and efficiency

Based on the results of Table 3, the average increase in the efficiency and effectiveness of employees is 4.9. Since T is calculated from the larger T table. Therefore, the appropriate solution can be identified in order to increase the efficiency and efficiency of the employees.

## Discussion and Conclusion

Here is a summary of the research findings:

Based on the findings, the average of the reinforcement and development of the motivation was 4.73, which is greater than the T table. Consequently, the appropriate solution is to strengthen and develop the motivation and interest of the employees to realize the goals and programs of the organization. Is.



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The findings of this study were studied by Homayoun (1396), Tahan (1395), Tavakoli (1395), Ahmadi (1395), Sharifi Manesh (1394), Late (1394), Rahmani (1394), Astounios and Bryon (2016), Chen And his colleagues (2013) and Visocy and Copper (2006).

In explaining this hypothesis it can be said that increasing and improving productivity in the organization has direct relation with the motivations of efforts and efforts in the staff. Motivated employees can work hard to achieve organizational goals, reduce costs, and make the right use of resources. Unfortunately, for years, downsizing motivates itself as a problem. The lack of job motivation and lack of satisfaction with the needs of employees in the organization are seen as low returns, low profitability and unfulfilled goals, as the function of the staff is closely related to their satisfaction. In fact, if a job can provide a person with a satisfying needs, it will be very effective in his efficiency. In order to assess the needs of individuals in the organization and the priority they attach to each one, it is worth a lot of attention. Understanding the factors affecting the employee's job motivation and availability is one of the factors affecting the success of the organization. Because what matters in increasing and decreasing the efficiency of employees is the cognitive and attitude of the employees towards the motivation.

Based on the findings, the average rate of employee performance development and the continuous improvement of efficiency and efficiency is 4.72. The result is that the T-table is bigger; therefore, it can be said that the appropriate solution is available to develop the performance of the employees and enhance their continuous efficiency and efficiency.

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The findings of this study were studied by Homayoun (1396), Tahan (1395), Tavakoli (1395), Ahmadi (1395), Sharifi Manesh (1394), Late (1394), Rahmani (1394), Astounios and Bryon (2016), Chen And his colleagues (2013) and Visocy and Copper (2006).

In explaining this hypothesis, it can be said that the purpose of development and development of human resources is to create the skills that a person can prepare himself for higher occupations or heavier responsibilities.

One of the important tools for targeting the development of human resources in organizations is to evaluate the performance of the organization's employees through which individuals and the organization of examination, background and dimensions of human resource development are identified and then implemented.

Organizations existing in each community using limited resources Which they have in order to meet the individual and group needs of the community, and since resource resources always face a scarcity feature, most of the main goal of organizations is to use optimally the factors of production and to achieve effectiveness. These factors include land, capital, human resources, technology and management. In between Organizations and human Yrvy valuable assets is critical.

Human performance within the organization is a reflection of his knowledge, skills and values. In this regard, recognizing factors affecting employee performance is one of the goals of human resource improvement in the management of public sector that is based on knowledge, ability, motivation, occupational and functional behavior of employees.

When employees understand their goals individually and understand how their goals are one-to-one for organizational purposes, they will naturally be more involved in the work. In this way, they will look for ways to perform tasks intelligently and in the best way possible. As a result, increasing employee productivity will affect the margin of profit and profitability of the organization.

Based on the findings, the average increase in the efficiency and effectiveness of the staff is 4.9. It was found that the T-table is bigger; therefore, the appropriate solution can be identified to increase the efficiency and efficiency of the employees. The findings of this study were studied by Homayoun (1396), Tahan (1395), Tavakoli (1395), Ahmadi (1395), Sharifi Manesh (1394), Late (1394), Rahmani (1394), Astounios and Bryon (2016), Chen And his colleagues (2013) and Visocy and Copper (2006).

In explaining this hypothesis it can be said that the low level of efficiency in many production and service organizations is one of the most important problems of the current countries and the problem of lack of formation of capital in sufficient quantity has added to the above problem due to weakness Financial institutions and financial markets of these countries. Because financial and credit institutions can efficiently allocate resources and allocate them, they can reduce the cost of financing and increase the efficiency of employees.

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