The Study of the Irrefrangible Role of Human Resources Management on Human Resources Operation Assessment

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Abstract
Human resources are considered as the largest asset sources of an organization, and/or Economic Institution. Generally, it seems that Human Resources are the most important factors to access into organization’s goals. It is not yet clear, that which one of the available forces in organization is better than other, or who has more competency to seize the higher position level, or who needs more adjustment for his/her operation or training sources unless we should do an exact and proper appraisal. We are trying to show the main role of Human Resources Management and its direction, in this article. But, at first, we tried to represent some inclusive definitions of Human resources and its efficient role in an organization. Then, through representing a definite explanation of control, reining & evaluation of operation, its operation assessment process, its various execution methods, and its related indices, we have paid attention to these issues. In order to realize this aim, we make an effort to specify the important and substantial position of individuals’ operation assessment. Finally, we studied the vital and irrefrangible role of Human Resources Management on operation evaluation.

Keywords: Management, Human Resources Management, operation assessment, operation assessment methods

Introduction
The Assessment process is the basic dimension of marketing researches. Often, it is spoken that the best way to understand something, is estimating it. For this reason, the assessment issue has found a remarkable importance, from the view of marketing researchers (Venous, Ebrahimi & Rousta, 2010, p.130).

In the view of management authorities or clear sighted, none of activities would not be successful unless we have spent the necessary controls on it. The control process will help organization management to get familiar better of the quality and the nature of purposes’ execution and operations pursuit and we should have enough power to follow, estimate, and adjust their affairs, too. The control process is the best instrument to do various activities for managers at different levels of organization. The organizations would not be successful to execute their missions without existing an efficient system, or could not use their sources properly (Rasouli & Salehi, 2013, p.388).

It is obviously clear that employments operation assess is a very important and a sentimental problem, that organization authorities engage with. Despite doing continual endeavor on better and more efficient designs systems to estimate employments, the documents show that, generally, the responsible individuals are not content from applied systems and methods. The major reason of this discontent is the complexity of assessment process and shows their disability to design an inclusive estimate system (Saadat, 2011, p.214).

Probably, none of managers’ duties is not as terrible or hard structure as evaluation the subscribes’ operation. Usually, most of them are more optimize about their operation estimate, and clearly suppose that their rising outcome, future achievement so that mind relief is based on this.
way, which they been tested before. Therefore, because of this reason, now, grading individuals operation is getting hard (Deseller, 2011, p. 214).

**Human Resources Management & Human Resources Strategic Management**

Human Resources Management is defined as recognize, employ, educate individuals (Human forces) in order to reach into organization aims. The purpose of organization Human Resources is all persons who are activating in total organization levels (Saadat, 2011, p. 1). Dowing says that organizations will be known just from their active members while we use human beings as a metaphor for every organization (Walton, 2008, p. 52).

The role of HR Management is, at first, to recognition of the employment forces potential ability in an organization, then providing some facilities to refurbish them. According to this fact, simultaneity with employ existence philosophy transformation, HR management has extended rather than its duties on selecting, employing new forces, resource and profit management and making accordance in laboring relationships (ibid, p. 2).

Since the most previous element in every organization is human being, or in a more exactly expression, it is composed of its HR, however, without any doubt, we may say that HR Management unity has such an important position that might support, optimize, and keep HR in a high condition level as making any accompanies with all their needs, and recent and future challenges (Saebi, 2002).

The HR Management is a special technology, which tries to achieve and gain employs’ content, accomplish organizations’ needs, scheduling policies, and begging activities in a fixed program (Abtahi, 2009, p. 4).

HR Management is, in fact, the Human Management dimension, or the most important factor in gaining of qualitative and quantitative production in each organization. HR Managers are the members, who follow and accomplish all organization affairs on HR in order to access organization’s goals or Human Resources’ needs (ibid, p. 5).

The main purpose of HR Management is increasing HR efficiency in organization. This aim might be a proper guidance to review and applying principles and basic process of HR Management. There are usually four aims in HR Management responsibility as follows:

- **Social goal**: is the sense of responsibility in relation of society needs, making credit for organization and employers in society.
- **Organization goal**: includes the sense of obligations on company purposes and extremely usage of Human forces responsibility and proficiency in order to reach these aims.
- **Dutiable goal**: composed of the sense of responsibility on accepting the certain duties in company administrative unit.
- **Special goal**: is the sense of responsibility on installed employers’ personal aims in organization (Farimani, 2010, p. 436).

The organization outside and inside human resources is considered as the most important factor in access into success or failure of a company. In the interior of every organization framework, the managers and employers try to establish, accomplish, and evaluate all programs according to company line direction. In the exterior of organization, in the framework of clients and other interested groups, they have a huge impact on organization operations (Dehkhordi, 2009, p. 56).

There is this fact that, in order to access competitive advantages, the employers have a vital role, who has made human resources strategy management. We define such management as: “making HR Management related to short and long strategic purposes in order to gain company operations and create organizational culture, which may enforce flexibility and innovation”. In other words, it is applying planned HR and doing purposeful affairs.

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HR Operation Supervision, Control, and Estimate

The control is a process, by which we can accord done operations with planned activities. This process is used to reform company operation, continuously, and In order to accomplish applied purposes, and shows the degree of development amount (Rezaeian, 2011, p.548).

Control Management is a process in which the activities are coordinated with planned activities. In fact, control, is the most extensive step of scheduling affairs, and helps managers to protect and keep away from improper effects of planes, or organization and conduct all affairs. The main part of control is presidency of affairs, and its needed reformation (Feizi, 2006, p.351). In fact, despite of control, we should compare "Musts" and “Ought not”, and estimate the available status with proper case in order to understand better whether planners expectancies were correct or not.

The mean of operations estimate is the process by which we might review and evaluate employers in a periodical terms and formal condition. Cognition elite members and giving rewards to them caused a strong motivation for improving their functions and other employers, which is the major cause to evaluate their operation (Saadat, 2012,p. 241).

Recently, a comprehensive research has been done, which shows the importance of rewards, in relation with operation and content of memberships in company, especially, that this issue is paid in a positional condition to evaluate their functions. Operations and content are in a direct relationship with each other, till, it shows the contrary proposition (Broomand, 2008,p. 120).

Why should we evaluate operations?

Because of the existence of three essential causes, senior manager always evaluates their subordinate’s operation. At first, estimate process induces to collect important information about increasing their position and Income, which is the basis of their making decisions. Second, it makes this facility, that is useful for removing deficiencies, or is allowed to become huger problems or weakness. Also, it helps to enforce doing good affairs. Finally, estimate might make pure opportunities to study operational program or plans (considering displayed strong & weakness points), moreover, it caused individuals define their future occupation direction (Dessler, 2011,p.200).

Who should do estimate?

All estimations, yet, has been done by supervisors, directly, which includes operational assessment process focus. Usually, this method is easy, fast, and has a simple meaning, while, replaced in the best position, can show the subordinators operation. Thus, employers would be responsible of their functions. The most evaluations (%92), during survey research has been done by a direct supervisor, which shows that %74 of them is done this way (Desller,2011, p. 201).

Objectives of Operation Evaluation

The following can be mentioned regarding the objectives of operation evaluation:

• Making decision for employers,
• Making decision for improvement, transformation, and terminate all employers affair,
• Recognizing individuals’ proficiency weakness and the kind of needed training programs, in order to remove these imperfections,
• Specifying employers’ operation,
• Defining the new employers’ efficiency,
• Making a base or foundation to devotion reward for employers,
• Specifying the amount of effect and capability of trusting to training schedules

The final goal of operation evaluation is increasing the efficiency and organization impact, and not punishment or taking to weak employers (Farimani, 2010, p458).
The stages of operation estimate

At first, the purpose or goals of employers’ evaluation should be defined. This is a necessary issue, for, could seldom plan a fixed system for employers operation estimate, which considers all dimensions. In the second stage, it should be clear for total members that what kind of duties they are supposed to do. In the next stage, individuals’ really job function will be estimated, and in the fourth stage, this operation (whatever has done) is compared with operation standards(whatever that should be done). Finally, in the fifth stage, obtained results from this comparison will be discussed with related member, and made some proper decisions (Saadat, 2011, pp. 219-220).

Operation Estimate Methods

1. Inductive method: is the oldest and most common methods to evaluate employers function which is used recently. In this way, employers will be ranked based on a certain factors. One of the most popularity reason and propagation of this way is its usage simplicity and ease. In this method, the supervisor, who is usually, the employers’ direct boss, through using of certain forms, begins to assess their function (Saadat, 2011, p.228).

2. Mutually comparison method: In this way, both employers’ (one with one) operations will be compared with each other (diphyletic), especially, their affairs or certain characteristics (Dessler, 2011, p.207).

3. Critical Events Registration Method: is to take notes and operation registration and making proper or improper decisions during proceeding a certain action (critical Events), that is called “critical events registration” (Farimani, 2010, p.486).

4. Compulsive distribution method: In this way, the pre-defined percent belongs to employers, will put in every related groups, based on their operation (Dessler, 2011, p.208).

5. Ranking Method: In this way, asks from supervisors to rank employers, based on a general criterion (Saadat, 2011, p.233).

6. Compulsive Selecting Method: In accomplishing this method, appraiser or the boss should select the closest statement among total them, from the view of a complete meaning of employers’ function, to have an exact evaluation (Farimani, 2010, p. 487).

7. Behavioral Scale Method: In this method, the boss’ estimation is based upon how much employers’ operation is in direct relation to their duty affairs, showing their scale degree of behavior measurement. There are a certain scale of Good, Medium, and low degree in which supervisor is obliged to select one, based on employers’ function (ibid).

8. Descriptive Method: In this way, asks the appraiser to represent an explanation on individual’s operation. It is clear that a successful evaluation in this way depends on his/her description or analysis power. In other words, he could be able to write a proper and fluent report (Saadat, 2011, p.232).

9. Evaluation factor Method: In this way, we try to assess the quality of individuals’ properties in doing their duties and the certain obligations, instead of evaluating their personal or attributes character (Farimani, 2010, p.487).

10. Psychical Estimate Method: this method is done by psychologists, whose role is to evaluate potential talented employers and making preferment theirs, but not to evaluate their past actually talented (ibid).

11. Management based on purpose: In this way, the management tries to evaluate and remove all available traditional problems and discussions. Making a proper relationship among managers and employers creating a desired condition in workshops, and final, increasing motivation and gaining members’ function are the examples of essential purposes (Saadat, 2011).

12. Operation Evaluation through Computer: There are some software programs to evaluate employers’ function (in cheap price). This program gives such an opportunity to senior managers
that would be able to their subordinates during all periods of year. Then, by using of these operations, through computer, rank them, and then evaluate them so that the result of every proceeding emerges out of computer in order to emphasize the kind of proceed (of estimate) (Dessler, 2011, p. 211).

**Known index on evaluate operation**

1. Personal deed results: Whenever we want to pay attention to the purpose, we should study the individual deed results,
2. Behaviors: When specifying the results is hard or impossible, and could not distribute it to members’ action,
3. Traits: using individuals properties to assess them (Farimani, 2010, p 489).

**Kinds of Evaluation**

1. Direct Appraiser Evaluation
2. Evaluation of the Boss by Subordinate
3. Evaluation Association based on each other’s operation
4. Group’s Evaluation
5. Evaluation through Self-assessment
6. Pervasive Method (360 grade Method)
7. Evaluation by Personally Expert

**HR management role on operation**

The most primary purpose of function Evaluation is representing the feedback to employers, considering their capacities and adequacies, in order to create motivation and increasing welfare. Todays, in some organizations “operation Management” is used instead of “operation Evaluation”, and this is because of its extension and role, we can use the results and outcomes to improve process and individuals function (Tajedin, Taghi, & Darvish, 2009).

In the cases, that we intend to evaluate individuals’ occupation operation, we should consider the potential, interest, perseverance level, intelligence, action speed, and other employers personality features under study which are different from each other, but every one of them might be able to gain their skills to do occupation duty as a fixed level (Saatchi, 2006, p. 57).

Organizations with own special magnitude have a various impact on individual, and such an effects are not necessary destructive or uncontrollable. One of the most important dangers which treats members in organizations is that, only a few of managers are able to recognize society impact (positive or negative), policies, and control their own decisions about their subordinates (ibid, p 70).

The purpose of management control methods is the way and policies that managers apply to ensure of making consistency (employers’ Behavior & function) with standards, schedules, and purposes of organizational. Traditional and modern systems of operational evaluation have some differences with each other as follows.

Often, estimation process leads to interview on Estimate, by which a manager and subordinates will be able to observe and study the estimate results. Also, it will create some plans to reduce strong and weakness points. Often, these interviews are not desired because just a few individuals have predisposition to accept their own negative results of their affairs, or give such a report to supervisor. During doing interviews, we should remember two things: at first, the main purpose of interview is to recognize and define the weak operations and reform them, second, most
of employers and labors would be in a defending position in such conditions (Dessler, 2011, pp. 212-214).

<table>
<thead>
<tr>
<th>Traditional Systems of Operational Evaluation</th>
<th>Modern Systems of Operational Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasize on Individuals’ Operation Evaluation</td>
<td>Emphasize on Processes Evaluation</td>
</tr>
<tr>
<td>Emphasize on Organization financial Dimension</td>
<td>Emphasize on various Dimensions of Organization</td>
</tr>
<tr>
<td>Eventual(emphasize on events as a single case)</td>
<td>Strategy following(emphasize on being symmetry of operation and strategies)</td>
</tr>
<tr>
<td>Past Index</td>
<td>Past &amp; Future Index</td>
</tr>
<tr>
<td>Emphasis on control</td>
<td>Emphasis on Improvement</td>
</tr>
<tr>
<td>Creating a trustless Atmosphere/Decreasing Invention &amp; Improvisation</td>
<td>Creating a Trust &amp; Cooperation/Development Invention &amp; Improvisation sense</td>
</tr>
<tr>
<td>Merely Attention to problems</td>
<td>Creating cause &amp; Effect, and finding problems root</td>
</tr>
<tr>
<td>Result following(emphasize on outcomes)</td>
<td>Procedure following(emphasize on results &amp; accessing process)</td>
</tr>
<tr>
<td>Merely Emphasize on Operation Evaluation</td>
<td>Emphasize on Realization of purposes &amp; Strategies, before operation Evaluation</td>
</tr>
<tr>
<td>Periodical &amp; Discrete Evaluation</td>
<td>Evaluation as a Continuous Process</td>
</tr>
</tbody>
</table>

Source: Farboodnia, 2010, pp.15-16

Most of theoreticians believe that traditional estimates are not a real organism or process. They express that “The most of operation evaluation systems do not create any motivations in members, and accordingly, none of training programs resulted into their development. Moreover, these plans caused a kind of opposition and enmity among subordinates and supervisors, and subsequently, enforces the destructive behaviors (ibid, p.125).

Management affairs means being overlooked on others’ behavior, and using them to attainment into organization goals. It is apparent that applying HR requires understanding better their behavior, and forecasting their reactions, too, so that overlooking dominate in employers, and their behavior transformation support or realize organizations’ purposes (Rezaeian, 2011,p.442).

One of the other important factors in operation estimate is that in all individuals, who are under study or evaluation, operation estimate system should be in such a way that one might be able to realize the differences between members, from the view of their functions, so that it could discrete them from each other. It is natural whether such an index could not be able to do such a separation, and employers’ operation will be estimated, somewhat as a the same way. Therefore, we may not use obtained results to estimate their operation (Tajedin, et al, 2009).

**Conclusion**

Generally, any kind of acting would have a result, too. The fact that which one of these actions have a correct or credible result, requires a certain criterion, which should be selected fairly, but logic and with scientific fund. Also, the methods should be selected, in such a way that its verification be tested before, and be a scientific phenomenon. Despite this fact, there are some other needed factors like the proficiency and complete awareness, in order to be knowledgeable of all occupation events in organization. Usually, the managers are different from members, whose activities besides a hot furnace in a factory, from all dimensions, and the rate or scale of their operation and comparison is also different. Thus, the only person who might do this assessment is the one who is closer to human resources than others, and has enough proficiency and ability to

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estimate members of company. Hence, the management has an important and remarkable role in all strategic and functional affairs of company, such as planning or designing employment forms, or systems of operation Evaluate. Moreover, the way of making relationship with employers is very vital and effective. It is clear that those persons, having favorable operation, deserve awards like allowing to go leave with salary, or cash payments, and/or higher occupation charges, and so on. But, there are persons, who have not obtained proper grades of operation estimate, probably, because of various causes. It does not mean that they are not qualified and should be disarticulated from their job. Whereo, an employer in his/her functional post has a disappointed result while it might have a brilliant outcome in a management, or supervisory position. Therefore, it is the managers’ duty to protect his/her forces.

References

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