

Designing a Performance Management Model for National Iranian Oil Company Managers

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Highlights

- This article identifies and elucidates the dimensions, components, and indicators affecting the performance of managers in the National Iranian Oil Company.
- For the first time, the performance management process has been considered one of the dimensions influencing managers' performance in the managerial performance management model.
- In employee performance management models, individual factors are often emphasized, while in organizational performance management models, organizational factors are predominantly considered model components.
- In the managerial performance management model, all individual, organizational factors, input elements to the organization, and the performance management process are considered components of the model.

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Abstract

Performance management is a systematic approach that helps improve the organization's performance through setting strategic goals; measuring, collecting, and analyzing data; reviewing performance data reports; and applying its results. An evaluation and monitoring system in the form of performance management at the macro level is one of the necessities, which is currently the central question of the research entitled "What is the right model for managers' performance management?". The research method is a qualitative and quantitative combined approach used to identify the factors (mixed-method research). The qualitative part uses a systematic literature review (SLR) and the Delphi technique. The selected articles and documents are evaluated in terms of quality in the systematic literature review (SLR) through the CASP method. The findings show that six factors influence managers' performance: external factors, internal factors, individual factors, input elements, performance management process, and results. These factors are used separately or in combination in various articles and researches.

Keywords: Performance, Evaluation, Management, Iranian Oil Company

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1. Introduction

Performance management is a set of processes and systems to develop employees so they perform their job to the best of their ability. The goal is to help employees build on skills that enable them to perform better in their roles, reach their potential, and boost their success while accomplishing the organization's strategic goals. Effective performance management establishes a continuous conversation between employees, managers, and human resources (HR). The performance management process is strategic and systematic (Hasanpour et al., 2023). It combines verbal and written components, which take place throughout the year, culminating in an annual performance appraisal. The process involves the following:

- Establishing clear expectations;
- Setting individual objectives and goals that align with team and organizational goals, providing ongoing feedback;
- Evaluating results.

Career decisions, including promotions, bonuses, and dismissals, are linked to the performance management process. Performance management aims to develop employees' skills and competencies to improve performance and success in their jobs. In turn, these skills help the organization meet its goals. However, a Betterworks study reported that 21% of employees state their goals are set annually and never looked at again, while 16% say they do not set any goals. A third of employees report not interacting with managers or receiving feedback to help them work toward goals more than twice a year. One in 10 employees claim they rarely or never accept this type of feedback. Performance management goals include setting performance expectations so employees know what is expected of them and what they can gain by meeting them, including compensation, rewards, or even a promotion. Continuous, real-time feedback helps employees understand where they are, learn, self-correct, and grow. They can constantly improve their performance at work, providing them with a greater sense of accomplishment. This equips the organization with a skilled, engaged, and qualified workforce. A Willis Tower Watson study found that companies using performance management programs effectively are 1.5 times more likely to outperform their competitors financially and 1.25 times more likely to increase employee productivity. Performance management improves individual and team performance, which helps businesses achieve their goals and objectives. For example, if a business objective is to grow revenue, effectively managing the performance of your sales employees can help you achieve this (Almulaiki, 2023).

Managers can use performance management tools to adjust workflow, recommend new courses of action, and make other decisions to help employees achieve their objectives. This allows the company to reach its goals and perform optimally. For example, the manager of a sales department gives staff target revenue volumes that must come within a set period. In a performance management system, along with the numbers, the manager would offer guidance gauged to help the salespeople succeed (Tung Do and Khuong Mai, 2023). Focusing on continuous accountability creates a healthier, more transparent work environment, and emphasis on regular meetings can improve overall communications. Because performance management establishes concrete rules, everyone has a clearer understanding of the expectations. When expectations are clear, the workplace is less stressful. Employees are not trying to impress a manager by doing some random task, and managers are not worried about how to tell employees that they are not performing well. If the system is working, they probably know it already (Abadtalab et al., 2023).

These are among the factors that are very effective in the survival of organizations and are always considered by managers. The research shows that human resources significantly affected traditional

society's transformation (Ojansivu et al., 2021). The concept of performance management has been one of the most important and constructive developments in the field of human resources management in recent years. This approach comes from the belief that a more coherent and sustainable approach is needed to manage and reward performance. Performance-based evaluation and payment systems initially designed and hastily implemented could not meet people's expected results (Amfo et al., 2023).

Therefore, this research aims to present the performance management model of managers in the National Iranian Oil Company through scientific study and expert experience. First, we review the studies of management thinkers, especially in public administration. To achieve this goal, topics such as the nature of performance, performance evaluation, performance management, and its difference with performance evaluation are examined.

2. Theoretical framework

2.1. Concept of performance

According to the definition of the Oxford Dictionary, a performance is an act of staging or presenting a play, concert, or other form of entertainment. It is also defined as the action or process of carrying out or accomplishing an action, task, or function. The following are among the meanings of performance:

- Doing something with a specific intention (for example, to create value);
- The result of an action (created value so that it can be measured);
- Comparison of the results with the expectations.

As a result, performance can be defined as follows. Organizational performance is a set that includes the organization's results and the processes that produce them. Finally, performance can be considered a group of processes, outputs, consequences, and effects. Based on this definition, inputs are not part of the performance of an organization, but they have a specific efficiency in other performance elements. The evaluation of the performance of a collection should consider the received inputs or the processes that attract the optimal inputs for the collection. Expressly, each collection should state its purpose of performance and indicate which are more critical than performance elements (Gou et al., 2023).

According to the viewpoint of most theorists, the word "performance" can be understood as a multiple concept that can be discussed and analyzed at different levels and can be classified into three groups with a summary: First, performance is considered to be all the actions and activities of an individual, an organization, or a government that are carried out in a certain period. The second group considers the performance of the individual, organization, and government only as the results (output, consequence, and effect) and does not pay attention to the actions taken (inputs). The third group considers it necessary to pay attention to both aspects; from the point of view of this group, performance means both obtained results (results, consequences, and effect) and behavior (inputs and process) (Chan et al., 2022).

2.2. Philosophy of performance measurement

The main philosophy of performance measurement is to know the performance level in which the organization is located and, obviously, information about the current situation. Performance measurement determines where things are going well so that the foundations of success can be provided based on that, and it clarifies where things are not going well so that corrective measures can be taken (Awan et al., 2020). To calculate and display the points obtained by the organization, we need first to examine the goals and objectives of the organization and then determine the extent to which the goals and priorities have been achieved. At the same time, we must check from what, somehow, we have

achieved these goals. In this section, two questions arise. Have we wasted many resources in this way? Have we used appropriate and innovative procedures? According to Ackoff (2007), the performance of any organization consists of these two parts: the efficiency of all the things it does (doing things right) and the effectiveness of what it does (doing things right, values). Therefore, to determine the points of the organization, i.e., to determine the current performance level, we must measure these two dimensions; to measure these dimensions, we need criteria that specify the priorities of the organization. These criteria are organization performance indicators (Caillier, 2023). These indicators are either quantitative or qualitative, which must be converted into a number and quantified to be displayed under the title of a score. Therefore, it can be said that performance measurement is the process of quantifying efficiency and effectiveness by defining, observing, and applying the performance indicators of the organization regularly (Hansen, 2022).

2.3. Performance evaluation

There are two basic views about performance evaluation. The first point of view is known as the traditional point of view, the purpose of which is only to judge and remind the appraisee's performance and control, and has a commanding and commanding state. Here, evaluation focuses on past performance and measuring results against criteria. The level of performance is recorded, and its history is kept and used as a basis for awarding rewards. As a result, the manager in a judging role directly evaluates the performance of another person. In the second perspective, the evaluation does not end only in judging and reminding the performance and control of the appraisee. Still, in this perspective, the evaluator in a consultative role is based on giving the strengths and weaknesses of the subject to be evaluated, and giving feedback to the evaluator provides the basis for training, growth, and development of the capacity of the evaluator by providing consulting services and creating motivation and responsibility. Performance evaluation systems have a history of several decades and are usually divided into two general categories in management texts: traditional and modern systems. In conventional systems, there is a lot of emphasis on people as the subject to be evaluated, while in modern systems, this emphasis is on processes (Peng, 2022).

2.4. Types of evaluation

Considering the importance of human resources, capital, product, and management factors, evaluation methods can be categorized as follows:

- A) Financial evaluation: These evaluations are done by financial systems or reports and methods such as profit and loss, balance sheets, financial ratios, budgeting, and budget matching.
- B) Evaluation of human resources: it is done by surveys, forced selection, comparison, recording of sensitive events, paired comparison, forced distribution, free or controlled report, evaluation interview, and use of characteristics and attributes.
- C) Evaluation of production processes: Adam Smith, Taylor (work-study), SPC, project control, production control planning models, and SQC methods (Mardiatmi and Pinem, 2021).

2.5. Performance management

The qualitative content analysis of the definitions provided about performance management shows that performance management is an approach, system, process, method, procedure, way, or means. Including each concept mentioned in the performance management definition indicates its application's direction. For example, suppose an organization uses performance management as an approach to its human resources management. In that case, it means that it tries to formulate and implement other management measures in the field of employees with a focus on performance management. The type

of definition of performance management by researchers and experts has been influential in the way they present their operational model:

1. Individual performance management, as an approach, system, or process, deals with the performance of employees and managers. In other words, all employees and managers are the audience of performance management at the individual level.
2. Planning, measuring, evaluating, developing, and improving common elements are all performance management definitions.
3. Alignment with the goals and needs of the organization is a requirement of performance management.
4. Comprehensiveness, integration, and regularity have been the focus and emphasis of experts in performance management definitions (Justin and Joy, 2022).

2.6. Performance management process

The performance management process is a cyclical process that starts with performance planning. Self-performance planning consists of two parts:

The first part is defining the roles and responsibilities of the employees and performance criteria and expectations, which can familiarize the employees with how they participate in the strategy to achieve them. The wishes and expectations of the organization are informed.

The second is preparing and formulating specific goals for the employees, which is also done based on the tasks and roles of the employees themselves. Performance management processes to achieve the strategies of the organization—including long growth; development; and increase in productivity, research, and development to create opportunities, human resources, attraction, motivation, and development of human resources necessary by the organization and actions—are required to develop commitment, constructive relationships, and employee participation, as well as technology development. Examining different models has shown that, in general, the process of performance management is one of the main elements:

1. Planning and achieving performance and development agreements;
2. Implementation and realization of performance and development plans;
3. Monitoring performance;
4. Reviewing performance;
5. Evaluating performance;
6. Linking performance with salaries and benefits (performance-based payment);
7. Training and improvement;
8. Adaptation and selection based on performance (Dixit and Sharma, 2020).

Table 1

Difference between performance evaluation and performance management

Performance evaluation	Performance management
Evaluation from top to bottom	A joint and two-way process through discourse
Limited to annual evaluation meetings	Continuous review of performance through one or more formal meetings
Use of ratings or scoring	Unconventional rating or scoring
Focus and rely on quantitative goals	Simultaneous focus on values, behaviors, and goals
The commonality of linking performance with pay	Less willingness to link performance with pay
Using forms to the point of becoming paperwork	Documentation in the form of using forms as little as possible

Performance evaluation	Performance management
The ownership of the process and implementation is the responsibility of the human resources unit. Subjective evaluation factors are determined.	Ownership of the process and execution is the responsibility of managers. Performance expectations are related to unit and organization goals.
Performance is judged after completing the task.	Performance is associated with planning. It motivates and becomes a coach.
It emphasizes evaluation forms. Emphasizes results or behaviors	It emphasizes the process of doing work. It emphasizes results and competencies.
It relies on the instructions of the organizational unit.	It emphasizes performing the processes specified by the queue managers.

Lewandowski and Cirella (2023), in their research titled “Performance Management Systems: Trade-off Between Implementation and Strategy Development”, showed that this might determine how managers exploited shared knowledge while formulating a strategy. This research demonstrates a trade-off between PMS implementation and strategy development. A gap in the literature is filled by integrating relational and calculative trust with PMS implementation and showing how such changes in trust mediate knowledge-sharing behavior and strategy development.

Duru et al. (2023), in research entitled “Relationship Between Promotion and Employees’ Performance: Evidence from the University of Abuja”, stated that the University treats you fairly and equitably about promotion, the university provides opportunities for career development, and the university offers promotional opportunities, which had a positive influence on employees’ performance at the University of Abuja. However, the university’s fair and equitable management treatment negatively impacted employees’ performance at the University of Abuja. The results suggested that the management of the University of Abuja should continue treating their employees somewhat concerning promotion to increase performance. In addition, the university management should sustain their policies on promotions and career development. Furthermore, the management of the University of Abuja needs to review and reinforce how it handles its management.

Ahmadikhatir et al. (2022), in work titled “Designing a Performance Assessment Model in the Social Security Organization”, showed that since the t-statistic was higher than 1.96 for all variables and the path coefficients were positive, variables such as the relationship with the public, insurance, and medical services; observance of service recipients’ rights; infrastructure management; management and leadership; and workforce were among the factors that could affect performance assessment in the social security organization.

Dehghani (2022), in a study titled “An Overview of Organizational Performance Assessment Criteria and Models in Systems Thinking”, showed that designing and selecting performance evaluation indicators was one of the primary phases in creating the organizational performance management system. In the performance evaluation process, the organization excellence model (EFQM) is a self-evaluation process and a comprehensive systematic method to identify the organization’s strengths and improvement points. As a result, the organization compares itself with the best in the world or national class.

In research entitled “Presenting a Performance Evaluation Model for the Iranian Parliament by Meta-synthesis”, Zeinaloo et al. (2022) showed that the criteria were put forward in the following five areas:

- Pivotal role of the parliament in the country;
- Elections and conditions of becoming an MP;
- Functions and work process of the parliament;
- Parliament’s internal structure and its infrastructure;

- Parliamentary values.

The experts' opinions in the field had to be collected to use this model, and the time situation in each sub-area or topic had to be determined. Due to the many criteria introduced, questionnaires could not be developed based on them. By aggregating opinions and analyzing them, the time situation of the parliament in each area was determined, and a precise evaluation of the parliament's performance was carried out.

Parmar et al. (2022), in work titled "A Study of Employees Performance Management System with Special Reference GAI", showed the theoretical foundations of PMS and utilized all three phases of the performance management system, including current performance, issues in performance management, performance management systems and methods used in the evaluation. Further, this study provides beneficial insight into the performance management system with a specific focus on all three phases and their impact on employee performance to identify various flaws that generally exist in the performance management system.

Some of the most critical aspects of innovation in this article are:

- Identifying the most critical factors affecting the performance of managers of National Iranian Oil Company;
- The most essential strategies for improving performance evaluation in the National Iranian Oil Company;
- Designing a performance management model for National Iranian Oil Company managers.

3. Research methodology

In the first phase, qualitative research is conducted. In the qualitative research phase, systematic literature review (SLR) and the Delphi technique are used, and in the second phase, quantitative research, structural equations, and confirmatory factor analysis are employed. The upcoming research method is cross-sectional in terms of time because a questionnaire is used to collect data at specific times. Regarding the type of data collection, the current research is considered to be of the field type, and from the depth point of view, it is supposed to be of the broad type.

In this research, at the stage of designing the initial conceptual model by using the qualitative research strategy of systematic literature review (SLR) to identify the dimensions, components, and indicators, the Delphi technique is used to formulate the initial model of managers' performance management. Then, in the model test phase, the relationship between them is investigated through structural equations and factorial confirmation while testing the accuracy of the identified criteria. The method of collecting data to conduct research is a combined use of the technique of studying documents and questionnaires.

After the output of the qualitative part is determined in the form of a model at this stage, a questionnaire is designed to validate the model using quantitative tests. Structural equation technique and confirmatory factor analysis are used in this section. The statistical population in this research and the studied organization includes managers, whose ranks are grouped under the title of managerial jobs and with the titles of managing directors, deputy managing directors, managers, deputy managers, and heads with an organizational base of 21 and above, which includes 1253 job titles. Sampling in the quantitative part of the stratified sampling method is used, and the sample size is calculated as 295 samples based on Cochran's formula. In this research, the data are collected by field method. This research uses a questionnaire tool to collect information and achieve the goals. This research questionnaire is formed after performing the Delphi technique and model design. The validity of this research questionnaire is examined from the three perspectives of face validity, content validity, and construct validity. In this

study, Cronbach's alpha method is used to check the reliability of the questionnaire. For this purpose, the first 40 questionnaires are distributed, and after collecting their alpha, they are calculated using SPSS software. In this research, the information is analyzed using inferential statistics, the statistical technique of structural equation modeling, and confirmatory factor analysis using AMOS software.

4. Data analysis

This research's first stage is a systematic literature review used to develop a Delphi questionnaire. For experts who made this purpose, adjustments, and corrections according to the structure of the questionnaire questions and the equal attitudinal or value load of all of them, a five-point Likert scale was used for evaluation: 1: Very low, 2: Low, 3: Moderate, 4: High, 5: Very High. The research questionnaire has the following sections:

First part: Demographic studies: This questionnaire is designed with six main questions: 1- gender, 2- age, 3- level of education, 4- marital status, 5- work history, and 6- position of the organization.

Second part: Factors affecting managers' performance management: This questionnaire based on a mixed method (combined qualitative and quantitative) has six general dimensions:

1. External factors;
2. Internal factors;
3. Individual factors;
4. Input elements;
5. Performance management process;
6. Results and 25 components.

4.1. Identification of basic concepts with the method of systematic literature review and the process of performing the Delphi method

In this part, 235 basic concepts regarding managers' performance management were identified using the qualitative method of systematic literature review. After that, with the opinion of 25 subject experts (managers and heads of human resources at the level of National Iranian Oil Company) using a questionnaire in 5 rounds, the factors affecting the managers' performance were identified, and the consensus of the experts was carried out.

It is worth mentioning that considering that the value of the Kendall coefficient in the fourth round was higher than 0.7 and close to the value of the third round, we could have stopped the process in the fourth round. Still, for more certainty, the fifth round also had the same 90 factors and included the average of opinions. The fourth round was designed and implemented. The average opinions are listed in Table 2; considering the value of the Kendall coefficient for 2 consecutive rounds, all the factors received a score higher than 3, so it can be said that the members have reached a consensus, and the scores obtained for 90 factors are subject to the consensus of experts.

Table 2

Kendall correlation coefficient of the fifth stage

		Average 3	Average 4
Kendall correlation	Average 4	Correlation coefficient	1.000
		Meaningful	0
		Qty	25
	Average 5	Correlation coefficient	0.870
		Meaningful	0.000
		Qty	25

After conducting 5 rounds of the Delphi process with 25 subject matter experts, 90 factors were identified as factors influencing the management of managers' performance in the National Iranian Oil Company.

Table 3
Identified final factors affecting managers' performance management

Row		Row		Row	
1	Monetary and financial policies	31	Financial	61	Functional agreement
2	Terms and conditions	32	Physical	62	Interaction with stakeholders
3	Power centers	33	Informational	63	Communication of goals and plans
4	International relations	34	Management duties	64	Establishment of performance indicators
5	Political atmosphere	35	Management skills	65	Pattern selection
6	the general culture of society	36	Management roles	66	Program implementation
7	Social trust	37	Management style	67	Responsiveness
8	International laws	38	Management competencies	68	Documentation
9	National laws	39	Strategy	69	Environmental monitoring
10	Hardware	40	medium-term	70	Monitoring processes and systems
11	Software	41	Short term	71	Monitor programs
12	Technical knowledge	42	Organize	72	Performance monitoring
13	Climatic conditions	43	Outsourcing	73	Organizational leadership
14	Environmental laws	44	Main	74	Review goals, strategies, and plans
15	Environmental values	45	Support	75	Review of performance indicators
16	Upstream documents	46	Managerial	76	Review of findings and results
17	Organizational basics	47	Standards	77	Review of systems and processes
18	Organizational culture	48	Management systems	78	Review of responsibilities and duties
19	Organizational capabilities	49	Quality	79	Feedback
20	Team structure	50	Quantity	80	Performance measurement planning
21	Team competence	51	Time and cost	81	Performance evaluation
22	Team behavior	52	Organizational analysis	82	Performance analysis
23	Team cohesion	53	Functional pattern	83	Performance reporting
24	Character	54	Strategic plan	84	Training, improvement, and development
25	Motivation	55	Setting a goal	85	Performance enhancement
26	Knowledge	56	Develop the process	86	Adaptation and selection
27	Skill	57	Implementation requirements	87	Performance promotion
28	Ability	58	Capabilities	88	Evaluation promotion
29	Personality	59	Duties and responsibilities	89	Financial
30	Intelligence	60	System design	90	Non-financial

4.2. Qualitative validation of identified factors

Qualitative studies and systematic literature reviews were validated using experts' opinions to confirm the research achievements so that, after obtaining the results for validation, the identified factors were given to the experts and approved.

4.3. Research model extraction

The conceptual model derived from the systematic literature review method in the first phase of the current research has been developed with the results obtained from the Delphi technique stage.

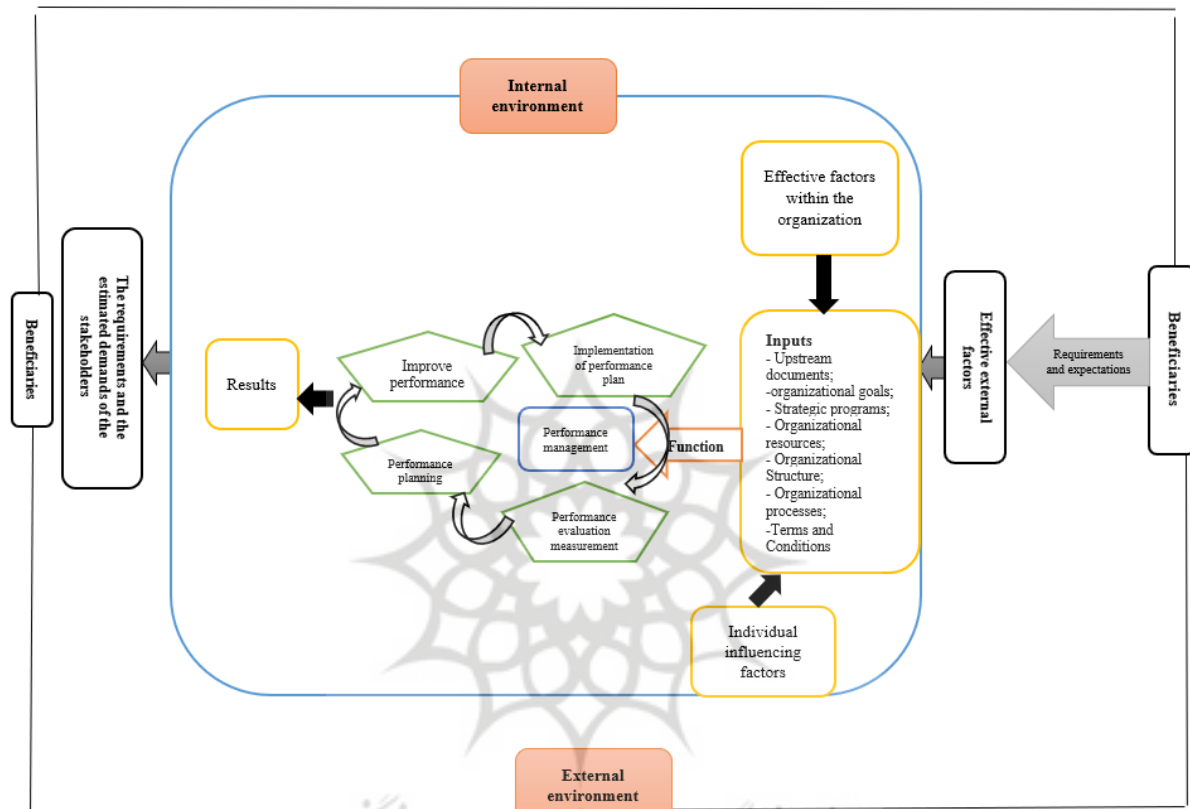


Figure 1

Performance management model for managers

4.4. Validation and testing of the research model

According to the obtained model, a questionnaire was designed and distributed among the managers, supervisors, and heads at the National Iranian Oil Company level. Two concepts of validity and reliability were used to validate the questionnaires. To determine the validity of the questionnaires, we first gave them to 25 experts to check their apparent validity. For the validity of the content, the coefficient of C H Lauche was used. Further, to confirm the validity of the construct, confirmatory factor analysis was used using Emu's software. All indicators had C.R. It was significant, and removing them was unnecessary. Cronbach's alpha test was used to assess the reliability of the questionnaire using SPSS software. Kolmogorov–Smirnov test was employed to determine the normality of data distribution. The values obtained were more significant than the significance level of 0.05, so the assumption of normality of the data related to the research variables was accepted to obtain the normality of the data through the Kolmogorov–Smirnov test. If the sign of the variables was more significant than 0.05, the data were standard, and if they were less than 0.05, the data were abnormal.

Therefore, structural equations can be used to investigate the relationships between research variables. The suitability of the proposed model was evaluated based on suitability criteria. The data analysis showed that the values of the goodness of fit indices indicated a good fit of the initial model with the data.

5. Findings

5.1. General test of the research model

After conducting the confirmatory factor analysis, ensuring the significance of the coefficients between the latent variables (factor loadings) and the measured variables (questionnaire questions), and providing the model's fit, the research model was tested. As mentioned, the structural equations technique and Imus software were used to test the research model. The significance of the path coefficients between the underlying variables was investigated using the Student's t-test. Since this research considered the confidence level of 0.95 or the error level of 0.05, the positive path coefficients with the value of C.R. statistic more remarkable than 1.96 were considered significant. The output of the conceptual model using Imus software is shown in Figure 2. Based on the results, the relationships between the model components are confirmed.

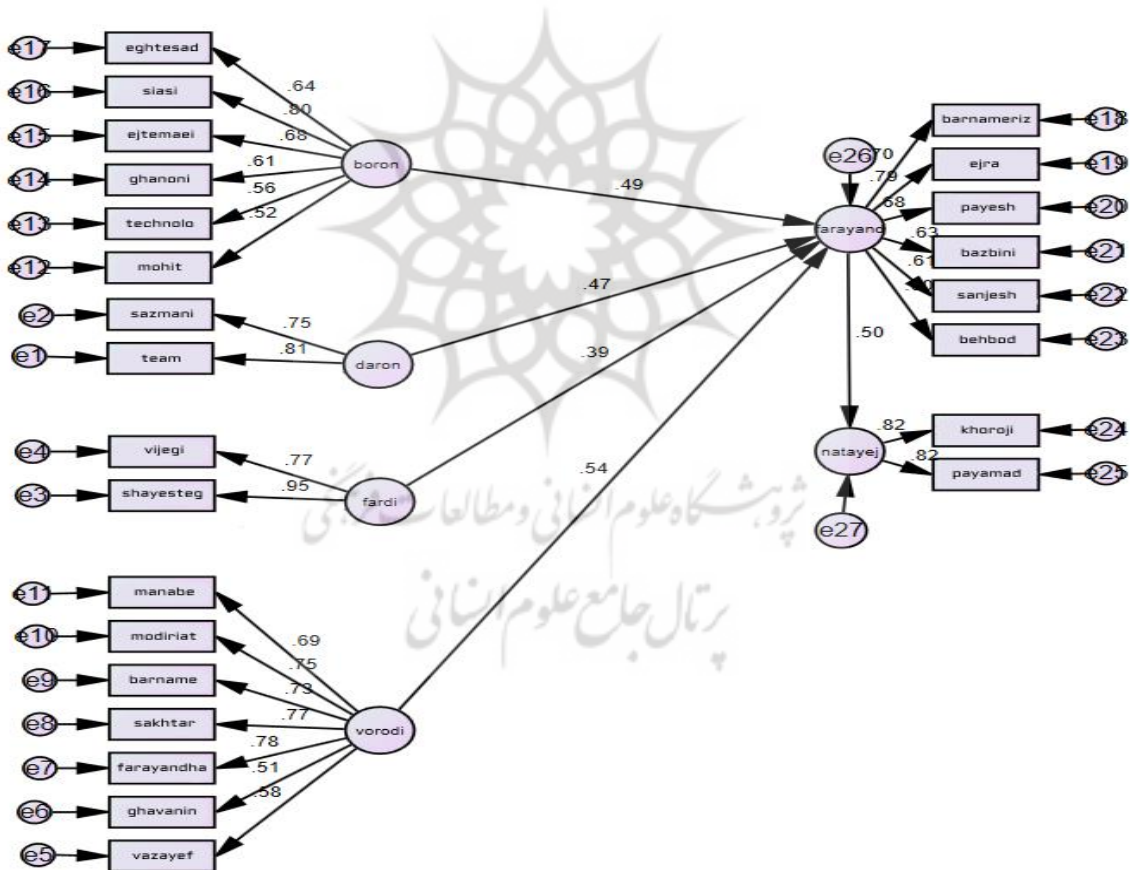


Figure 2

Research model test

According to the purpose of this research and based on the research method selected in the qualitative section, using the systematic literature review and Delphi technique, with a systematic search and study of the research literature, key codes were extracted and analyzed from related articles, books, and

documents. Six factors identified as factors influential on managers' performance were external factors, internal factors, individual factors, input elements, performance management process, and results. The difference of the current research is the integration and use of all factors in the managers' performance management model, investigated in the internal and external environment of the organization. This makes the research innovative and new.

5.2. External factors

External organizational factors refer to factors outside the organization, such as economic, political, social, cultural, legal, technological, and environmental components, identified and confirmed according to the systematic literature review and Delphi techniques. These factors have the most weight in organizational performance management and are less considered in previous research on employee performance management. It is necessary to explain that in the extra-organizational dimension, six components were approved:

1. Economic component: with indicators of monetary and financial policies and laws and regulations, they are external factors that will directly and effectively affect the managers' performance in the National Iranian Oil Company. Therefore, managers of the National Iranian Oil Company in their functional area should continuously update their information about monetary and financial policies, laws, and regulations and manage their performance and the relevant organization accordingly.

2. Political component: Another component in the external dimension of the organization is the political component, confirmed with four indicators, and this component was considered an external factor in the performance model of the government organization presented by Moynihan and Pandi in 2003. It was included in the model under the headings of political support for the organization, support of parliamentarians, political institutions, political situation, and party competition.

3. Legal factors: Another component in the extra-organizational dimension is the legal aspects, confirmed by global, international, and national indicators, except that the National Iranian Oil Company exports a part of its product. It must follow global and international laws. Therefore, this component and its indicators are essential in managing the performance of managers of the National Iranian Oil Company, and it is necessary at the level of senior managers. Its importance is due to the conclusion of international contracts and the company's membership. Iran's national oil production will double in the OPEC organization.

4. The technology component: confirmed with the indicators of hardware, software, and technical knowledge in the dimension of external organizational factors, considering the increasing growth of technology and the speed of its changes, the managers of the National Iranian Oil Company should not fall behind the oil industries in the world, and their functional area should have an acceptable performance about the acquisition of new technologies in various areas of the oil industry. Therefore, this component and its indicators are essential in managing the performance of managers of the National Iranian Oil Company and its different levels. This component is included in the model of 10 principles of optimal performance management for governments and public sector organizations, presented by Mar in 2008 .

5. Social and cultural component: Another component identified with the indicators (general culture of the society and social trust) is the social and cultural component. Considering that the operational scope of the National Iranian Oil Company is a wide area of the country, paying attention to the general culture of the society as well as the social responsibility that every organization should express in the society, these indicators will be effective in the performance and management of the organizations of the National Iranian Oil Company.

6. Environmental component: The last component in the extra-organizational dimension is the environmental component, confirmed with indicators: climate and weather conditions, environmental requirements and laws, and environmental values and expectations.

5.3. Internal factors

Internal organizational factors are organizational and team components identified with seven indicators. These factors also have the most weight in the management of organizational performance. In the research and studies conducted on the management of employee performance, they have not been given special attention. These factors include the following:

1. Organizational factors component: One of the internal organizational components is the organizational factors component, confirmed with four indicators: upstream documents, organizational foundations, organizational culture and atmosphere, and organizational capabilities. The fundamentals of an organization focus on the basis and philosophy of the organization as well as the fundamentals and principles of tools such as system approach, customer orientation, and social responsibility. Therefore, National Iranian Oil Company managers, especially senior managers, should consider this issue in their management. The National Iranian Oil Company operates in a wide area of the country; on the other hand, it is part of the state and national companies and employs people from different ethnicities and cultures. Therefore, there are different sub-cultures in the organization, which managers of the National Iranian Oil Company should pay enough attention to in terms of its management, and this component will significantly impact their performance and management.

2. Team component: Another component in the intra-organizational dimension is the team component, confirmed by three indicators: team structure, competence, and behaviors. Each of these indicators is effective for the performance of employees, and to manage the performance of employees, managers should pay attention to the teams and groups, both the official teams and groups of the organization and the informal groups and teams.

5.4. Individual factors

Individual factors were meant to include components, such as personal characteristics and competencies, identified in this research with six indicators. These factors are the most critical factors in employee performance management, which have been used in previous research as the main factors in employee performance management. Most organizations manage and evaluate managers based on these factors and through employee performance management.

1. Personal characteristics: It is worth mentioning that personal traits are one of the components of individual factors that have been confirmed with indicators: attitude, personality, and motivation. The attitude of people and the alignment of individual attitude with the collective attitude of the organization; personality type, personal emotions and feelings, values, and beliefs of individuals; and the motivation of employees, which originates from self-motivation or the nature of the job or organization, affect the performance of employees and will have direct effects, according to managers. Therefore, National Iranian Oil Company managers, both as managers and employees, should manage their performance and how to manage their performance and employees according to these indicators.

2. Individual competencies: They are one of the components of individual factors, and the most critical indicators are knowledge, skill, and ability, which have been confirmed in this research. Managers as employees and, on the other hand, as people who have to manage and evaluate the performance of employees, under the influence of these indicators, should manage both their performance and the employees of the group to achieve organizational goals. In the employee performance management

system, the main focus is on individual factors and characteristics. Therefore, in the presented model, personal characteristics are one of the main components of managers' performance management in the National Iranian Oil Company.

5.5. Input elements

Input elements mean factors and elements that are related to internal organizational factors and individual factors. These factors include seven components: resources, management, programs, organizational structure, processes, rules and instructions, duties, and responsibilities. The index derived from the systematic literature review and the Delphi technique were identified and confirmed. These factors have effectively managed the organization's and employees' performance and have been engaging in previous research. The components of this dimension are as follows.

1. Resources: In this component of human resources indicators, there are financial resources, material resources, and information resources. It is no secret that all these resources directly affect organizational performance, employee performance, and managers' performance. This component has been used in other models under different headings, and the specific difference of this research is the aggregation of all mentioned sources under the heading of sources. The importance and necessity of this component and the provision of resources to perform performance in the organization, especially in managing managers' performance, are among the critical indicators.

2. Management: Another component of the input elements of this research is the management component, which has been confirmed with the indicators of managerial tasks, managerial skills, managerial roles, managerial styles, and managerial competencies. These indicators focus more on the manager himself, and each of the mentioned indicators will affect the manager's performance. The performance of managers and their management methods and the selected management style (mandatory, persuasive, consultative, collaborative, and delegating) are appropriate to the conditions of the employees and the organization, as well as the managers' attention to the managerial roles of communication, information, and decision-making. The organization and the surrounding environment can significantly affect the performance of the employees, the manager, and, ultimately, the organization. According to the levels of managers (superior, middle, and operational), this component and its indicators will affect the performance of varying levels of National Iranian Oil Company managers according to each manager's working, environmental, and professional conditions.

3. Plans: This component has also been approved with indicators such as strategic, mid-term, and operational plans, including the following components of the input elements in this research. Strategies and plans are among the things that affect the performance and management of managers in organizations. Therefore, other performance management models have also specified and studied this component.

4. Organizational structure: Organizational structure is one of the research components confirmed by two indicators of organization and outsourcing. Every organization must organize its activities and actions in a specific framework to fulfill its tasks and mission. In large and primarily governmental organizations, organizing and creating organizational structures is one of the requirements for managing the organization. In large government organizations, due to the variety, extent, and volume of their activities, they outsource part of their duties and activities. Due to the variety, extent, and volume of activities of the National Iranian Oil Company, this is the case in this organization. It is also necessary and implemented.

5. Processes: One of the components confirmed in this research is the processes with leading indicators, support, and management. Considering that the mission of the organization is often viewed as the

primary process of the organization and supports several processes to achieve the results of the primary process, and several processes also manage the main and supporting processes, so all current processes in the organization will be effective on the performance of employees and managers.

6. Rules and instructions: standards, management systems, and instructions are among the approved indicators of this component. Due to the specialization, variety, and multiplicity of laws, guidelines, and international standards, they affect the performance of employees, managers, and organizations.

7. Duties and responsibilities: The indicators identified and approved in this component are quantity, quality, time, and cost, each effective on the performance of employees, managers, and the organization; every manager at any level should be aware of these indicators. Pay attention and take action regarding its management. The National Iranian Oil Company managers at the high, middle, and operational levels should have a plan for planning, monitoring, and evaluating each of these indicators.

5.6. Performance management process

This factor was identified with 34 indicators and six components: performance planning, implementation of plans and performance realization, performance monitoring and coaching, performance review and revision, performance measurement and evaluation, and performance improvement. The primary process of management includes the performance of managers. Based on the opinion of experts and according to the systematic review of research literature, these indicators are effective on managers' performance and the way of implementing the performance management process in the organization, in addition to being part of the managers' duties. Managers will have positive and negative effects. In this research, the performance management process and system are considered a part of managers' performance management because one of the duties of senior managers, especially human resources managers, is to create a performance management system; managers should also use this system to monitor the performance of organizational employees and subordinate managers. Based on this, the importance of the performance management process was also considered in this research, and the identified components were studied based on the following indicators:

1. Performance planning: Performance planning is the first step in the performance management process, which includes analyzing and studying the organizational context, determining the functional model and pattern, strategic plans and individual and organizational goal setting, and developing managerial and professional processes, compilation of operational and executive plans, formulation and determination of personal and organizational competencies and capabilities, determination and formulation of duties and responsibilities, design of systems and methods, and functional agreement. The most crucial step in performance management is performance planning, in which the road map and all the necessary factors and elements regarding individual and organizational performance must be determined.

2. Implementation of plans and realization of performance: In the process of performance management, another part that was identified and approved under the component of the implementation of plans and realization of goals includes interaction with stakeholders, communication of strategies, objectives, plans, establishment of performance indicators, and model selection. It is the implementation of plans, accountability, and documentation that these indicators are considered after performance planning in performance management implementation. Suppose the managers in this phase can act according to the first stage of the performance management process. In that case, the probability of success in managing their performance and, ultimately, the organizational performance will increase significantly.

3. Coaching functional monitoring: The performance of the coaching, the coaching of the headquarters, the monitoring of the systems, performance planning, and their implementation in specific periods should be related to monitoring the mentioned cases and help guide and coach the employees under their supervision to improve their performance.

4. Reviewing performance: one of the components of the performance management process is the review of performance using indicators such as review of goals, strategies, and programs; review of performance indicators; and review of system results. Processes, tasks, and responsibilities are reviewed, and the performance feedback is finally identified and approved. In the performance management system, the role of input through reviewing and revising the performance of all influential factors in the performance management process can positively affect the system and method. Therefore, the managers of every organization should plan and act on designing systems for reviewing and revising the performance of employees, managers, and the organization.

5. Performance measurement and evaluation: In the performance measurement and evaluation component, performance measurement planning, performance evaluation, performance analysis, and performance reporting and feedback were identified and approved as the indicators. It should be noted that performance evaluation is the basis of performance management. For many years, performance evaluation at the level of employees and organizations has been carried out in various public and private organizations in large and small companies in the past several decades. At the National Iranian Oil Company level, employee performance evaluation has been done for more than 70 years, and according to the evolution of management science, employee performance management has also been designed and implemented. The performance evaluation component has been studied and investigated in different performance evaluation and management models.

6. Performance improvement: One of the components of performance management is performance improvement, which has been identified in this research as one of the most critical applications of performance management based on studies. The research literature is also about improving individual and organizational performance. All managers at all levels will manage their and others' performance to improve the performance of the people under their supervision and, finally, the organizational outputs. Managers can improve performance through this component with training and improvement and finally making appropriate choices. Managers can improve performance by setting improvement plans and projects with transparent processes based on the findings from the performance evaluation phase and their implementation in improving the performance of employees.

6. Conclusions

Every business organization has a founding vision and sets its goals, objectives, roadmaps, and milestones in line with what the business hopes to achieve. Among the key contributors that help meet these objectives is the company's actual human capital: the employees or the workforce. Despite several structures being put in place, there remains a growing need to smooth performance, harmonize every organization member, and bridge the wide gap between expectations and results. This is because it takes a well-defined performance management system to ensure that every arm of the business works together to yield maximum results. Performance management, quite simply, refers to the process of monitoring an organization's activities to ensure that employees meet set goals and objectives.

It encompasses priority setting, employee training, and continuous supervision, offering consistent yet constructive feedback, performance reviews, and remedial measures. Our view of performance management has often been restricted to the end-of-the-year appraisal and feedback process. However, it has become apparent that each human resources team must understand that the scope of performance

management goes beyond this. One primary challenge to providing an all-inclusive performance management definition is that it covers multiple activities for an even greater variety of organizations, their models, and structures. To answer the question, “What is performance management?” Michael Armstrong and Angela Baron (1998) offered a very concise definition, which states that it is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of obtaining better results from the organization, teams, and individuals by understanding and managing performance within an agreed framework of planned goals, standards, and competence requirements. At the heart of this definition lies the crucial link connecting the ability of an organization to achieve its goals and the performance of the human capital. This holds irrespective of an organization’s type, structure, or size. Finally, performance management is the system through which organizations set work goals, determine performance standards, assign and evaluate work, provide performance feedback, determine training and development needs, and distribute rewards.

The results of this research have focused on the two components of output and outcome. Financial outputs deal with the organization’s profitability, and non-financial outputs deal with the quality and quantity of products or services and productivity, including efficiency and effectiveness. In terms of financial consequences, it is considered to provide the interests of the shareholders, secure investment, finance managers and employees, and provide economic benefits to society and the government.

The presented model consists of six dimensions: influential extra-organizational, intra-organizational, individual factors, input elements, performance management process, and results considered in the internal and external environment. The difference between the presented model and other performance management models and the effects of all internal factors have also been examined in addition to considering the extra-organizational environment. The reason for this is the difference between managing the performance of managers and managing the performance of employees and the organization because managers are the intermediate link between employees and the board of directors; in other words, the stakeholders of the organization and their performance are different from the performance of the organization or employees. However, the managers are also part of the organization and experts. The findings of this article are in line with the findings of Parmar et al. (2022), Duru et al. (2023), Dehghani (2022), and Lewandowski and Cirella (2023). Still, it did not align with the findings of Zeinaloo et al. (2022) and Ahmadikhatir et al. (2022).

Suggestions

- It is suggested that environmental and extra-organizational factors in managing the performance of managers in the organization should be considered, and approved indicators according to managerial levels should be used;
- It is suggested that these approved factors and indicators should be used by managerial levels in managing and evaluating the performance of managers;
- One of the practical and approved factors and indicators in this research is the input elements to the organization, so it is suggested that they be used in managing the performance of managers according to each department of the organization;
- It is suggested that the performance management process in the organization be used as an effective indicator of the managers’ performance;
- The results include financial and non-financial outputs and consequences as the final result of the performance of managers and organizations can affect the performance and management of managers. Therefore, it is suggested that this factor and its indicators should be used in the performance management system of managers;

- According to the presented model of performance management for managers of the National Iranian Oil Company, a high-performance management committee should be formed, and this committee should implement this model and adapt it to the current situation.

Nomenclature

CFM	Coaching functional monitoring
CP	Concept of performance
DR	Duties and responsibilities
Ec	Economic component
EC	Environmental component
EF	External factors
IC	Individual competencies
IE	Input elements
IF	Internal factors
IF	Individual factors
LF	Legal factors
OFC	Organizational factors component
OS	Organizational structure
PC	Political component
PC	Personal characteristics
PE	Performance evaluation
PI	Performance improvement
PM	Performance management
PME	Performance measurement and evaluation
PMP	Performance management process
PP	Performance planning
RI	Rules and instructions
RP	Reviewing performance
SCC	Social and cultural component
TC	The technology component
TC	Team component
TE	Types of evaluation

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