

The role of performance management in enhancing human resources in Algerian public institutions

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Received: 14/01/2024 Accepted: 23/01/2024 Published: 30/01/2024

Abstract:

This study aims to find effective mechanisms that enable public facilities to enhance the performance of their human resources in a way that helps them achieve their strategic goals and overcoming all challenges they may encounter. Therefore, this study answers a major problem, which is the extent to which the performance management approach can promote human resources in public institutions within Algerian legislation. The results highlight that continuous performance evaluation contributes to positive changes, ensuring timely achievement of individual and collective performance quality and the realization of the public institution's vision.

Keywords: Performance Management, Public employment law, human resources promotion, Public institution.

الملخص:

تهدف هذه الدراسة إلى إيجاد آليات فعالة تمكن المرافق العامة من تعزيز أداء مواردها البشرية بما يساعدها على تحقيق أهدافها الاستراتيجية والتغلب على كافة التحديات التي قد تواجهها. لذا تجيب هذه الدراسة على إشكالية رئيسية تتمثل في مدى قدرة مقارنة إدارة الأداء على النهوض بالموارد البشرية في المؤسسات العمومية في إطار التشريع الجزائري. وأبرزت النتائج أن تقييم الأداء المستمر يساهم في إحداث تغييرات إيجابية، مما يضمن تحقيق جودة الأداء الفردي والجماعي في الوقت المناسب وتحقيق رؤية المؤسسة العامة.

الكلمات المفتاحية: إدارة الأداء، قانون الوظيفة العمومي، ترقية الموارد البشرية، المؤسسة العمومية.

INTRODUCTION

The excellence and effectiveness of public institutions are gauged by the efficiency of their employees' performance. Human resources, in isolation, hold the potential to attain sustainable and effective competitive advantage. This pursuit is orchestrated through performance management's core tools, which aim to transform the talents of human resources, motivating them towards a more strategic advantage. The trajectory of performance management has traversed several stages, commencing with goal-oriented management – defining what is expected of employees to accomplish – and culminating in competency-based management, which pertains to the

manner, style, or procedure through which employees achieve their objectives.

Accordingly, a main problem arises: To what extent is the performance management approach capable of promoting human resources in public institutions in Algerian legislation?

To elucidate the essence of this contemporary approach, it is imperative to expound upon the nature of performance management (First Section), followed by an examination of the current state and future prospects of performance management in the Algerian public sector (Second Section).

First Section: The Essence of Performance Management Approach

Elevating employee performance to its utmost potential in order to realize the or, and vision stands as the effective means pursued by public institutions today¹. This pursuit entails fostering a collaborative and harmonious environment that aligns the interests of both employees and the organization. Consequently, this synergy leads to improved productivity and the achievement of overarching objectives.ganization's goals, mission

First Subsection: Defining the Performance Management Approach

In order to define the performance management approach, it is essential to first comprehend the notion of "performance"

¹ Herman AGUINIS, « **Performance Management**», Edinburgh Business School, Heriot-Watt University, Edinburgh, United Kingdom, 2013, P. xiii

and subsequently establish performance management as a self-contained framework.

1. Definition of Performance

The term "performance" emerged in the mid-19th century and was initially employed to denote results in sporting competitions during the 20th century. Over recent decades, the concept of performance has garnered increasing attention, permeating nearly all domains of human activity. Consequently, the concept evolved and underwent a series of definitions aimed at encompassing a broader understanding of what is perceived through it.

Performance is a multi-dimensional term that defies singular definition due to its variable nature contingent upon the perspective from which it is examined. This diversity of perspectives has led to numerous definitions. Some have defined performance from an efficiency standpoint, deeming it the optimal utilization of resources. Others have defined it from an outcome-oriented angle, considering performance as the proper accomplishment of tasks. A further distinction has been made between employee behavior and work outcomes, characterizing performance as the interaction between behavior and the results achieved thereby.

Within an organizational context, performance is recognized as the behavior evaluated within the framework of an employee's contribution to achieving the organization's

objectives.² It is also acknowledged as the execution of tasks as they should be accomplished.³ Moreover, performance can be understood as the outputs, results, and accomplishments achieved by an individual, group, or entity.⁴ Hence, this concept interconnects the facets of activity with the objectives sought by the organization through these activities.⁵

Performance is a fusion of competence and effectiveness. Effectiveness serves as an indicator of goal attainment, whereas competence is used as a gauge for the resources expended to achieve the level of accomplishment. Depending on the context in which performance is employed, additional elements could be incorporated into the definition, such as appropriateness, economy, and others.⁶

Based on the aforementioned, performance can be defined as the employee's behavior and the execution of their duties. This is assessed against the backdrop of the outputs and objectives that the organization aims to accomplish, taking into account available resources and predefined standards. This encompasses effort, quality, and achieved

² عبد الباري ابراهيم الدرة، زهير نعيم الصباغ، إدارة الموارد البشرية، الطبعة الثانية، دار وائل للنشر،

2010، ص. 277

³ عبد حمد صقر عاشور، إدارة القوى العاملة، الطبعة الثانية، دار النهضة العربية، بيروت، 2002، ص. 179.

⁴ سلوى عمر صالح، الإدارة بالأداء كمدخل لتقييم العاملين، دار النهضة للنشر والتوزيع، مصر، 2011، ص 11.

⁵ فريشي محمد الصغير، "عمليات المصادر الخارجية كمدخل لتحسين أداء المؤسسة الاقتصادية"، مداخلة مقدمة ضمن ملتقى الدولي الثاني حول الأداء المتميز للمنظمات الحكومية، يومي 23 و22 نوفمبر 2011، جامعة ورقلة، ص. 111.

⁶ Âta Ghalem, Razane Chroqui, Chafik Okar, Elalami Semma, **Performance: A concept to define**, ResearchGate, May 2016, P.9

outcomes, while concurrently striving to minimize resource costs. It is important to discern between the concepts of "effectiveness" and "efficiency" and differentiate them from "effort," as effort signifies expended energy, whereas performance involves measuring the extent to which set objectives are achieved by the employee, whether they are a supervisor or a subordinate.⁷

2. Definition of the Performance Management Approach

The performance management approach entails a methodical process aimed at enhancing organizational performance by refining individual and collective capabilities. It functions as a conduit for achieving superior outcomes for both the organization and its constituents. This is facilitated through a comprehensive understanding of performance management within a defined framework of objectives, standards, and competencies. This approach ensures effective employee management and development strategies, increasing the likelihood of attaining short-term and long-term organizational goals.⁸

At its core, Performance management involves strategically overseeing a system established by the institution, driven by a clear and defined objective that the organization

⁷ Belhamel, M. A. (2022). **Approaches to new public management and modernization of public service in Algeria**, Department of Law, Public Law Speciality, Page 247.

⁸ Michael ARMSTRONG, **Performance management Key strategies and practical guideline**, Cogon page, 3rd Edition, Philadelphia, U.S.A., 2006, P.01

aims to achieve. This is facilitated through the utilization of distinct attributes as performance measurement tools, enabling the monitoring of progress.⁹ As such, performance management encompasses precise procedures and information dissemination. Its purpose is to optimize the efficient use of resources and facilities to economically and effectively attain objectives.¹⁰

Central to this approach is cultivating an empowering environment for optimal employee performance. Anchored in dialogue between supervisors and subordinates, it defines commitments and guides efforts toward work objectives. This approach integrates elements of human resource management, notably learning and development, culminating in a leadership and staff development ethos that ensures efficacy, efficiency, and interpersonal fortification.¹¹

Based on the aforementioned, the performance management approach involves continuous monitoring and enhancement of employee performance through feedback. Aligning with strategic objectives, it equips employees with the necessary conditions, skills, and competencies to attain peak

⁹ Folan, Paul; Browne, J.; Jagdev, Harinder, **Performance: Its meaning and content for today's business research**, JOURNAL Computers in Industry, 07 May 2015, P.35

¹⁰ Fatemeh Azizi Rostam, DEFINITION OF PERFORMANCE MANAGEMENT, ResearchGate, December 2020, P.01

¹¹ Department of Human Resources, « **Performance Management An introduction** », Manchester Metropolitan University, P.3, available on the site:

(https://www2.mmu.ac.uk/media/mmuacuk/content/documents/human-resources/a-z/guidance-procedures-and-handbooks/Performance_Management_Guide.pdf), consulted on: 22-04-2020.

performance. This concerted effort leads to efficient and effective goal accomplishment. Guided by a structured framework, it harmonizes the institution's vision, mission, and strategic pursuits of its executive divisions.

Second Subsection: Objectives and Operational Framework of the Performance Management Approach

I. Objectives of the Performance Management Approach

Forward-thinking organizations attribute paramount importance to their human and productive resources as decisive factors in achieving success. This prominence hinges upon embracing the performance management approach, a doctrine enhancing the effectiveness of their human capital. The significance of performance management is accentuated by its pivotal role in various domains of productivity. The path to sustained prosperity is accessible only to those entities that judiciously leverage their resources, thereby achieving heightened levels of productivity.

At its core, performance management embodies the articulation of anticipatory criteria, encompassing role responsibilities (what needs to be accomplished?), competencies (desired proficiencies), and behavior norms (expected demeanor). This intricate alignment ensures the provision of essential support and guidance necessary for refining and enhancing personnel performance.¹² This approach frames personnel assessment within a performance charter, comprising

¹² Michael ARMSTRONG, Op.Cit, P.03

objectives (what is to be achieved) and competencies (how to achieve them), fostering improved work efficiency and elevated productivity or service quality.¹³ Additionally, this approach fosters enhanced employee output and productivity, harmoniously aligning with the overarching goal of cultivating a culture of high performance. Such a culture is built upon the collective responsibility for continuous skill enhancement and individual contributions, nurtured under effective leadership. This collective endeavor converges towards a clearly articulated objective that motivates employees to execute their tasks wisely.

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While the objectives of performance management demonstrate a dialectical interplay between employees and the institution, necessitating a bifurcation of objectives relevant to the organization and those pertinent to personnel.

1. Objectives of the Organization

The performance management approach strives to cultivate a comprehensive understanding of strategic imperatives, centralized within ministries and diverse managerial tiers. This comprehensive construct resonates equally across decentralized echelons, extending to include a mosaic of autonomous and democratically elected local authorities. Furthermore, it emphasizes dialogic exchange among all organizational members.

¹³ نايف بن سليمان بن عبد العزيز المطلق، "إدارة الأداء الوظيفي في المنظمات العامة: رؤية تحليلية نقدية"، المجلة العربية للإدارة، العدد 41، مارس 2021، المنظمة العربية للتنمية الإدارية - جامعة الدول العربية، 2021، ص.ص 187-208، جامعة محمد عبد العزيز، ص 201.

¹⁴ Michael ARMSTRONG, Op.Cit, P.03

A distinct hallmark of the performance management approach emerges in the clear delineation of salient parameters, a predominant directive continually examined to enhance operational acumen and utilized as a feedback mechanism to rectify deviations. Analogous to a skillful tapestry, this approach is concurrently geared towards achieving specific, measurable results intricately woven into the institution's purpose and aspirations. It steadfastly aims to subject personnel performance to objective scrutiny, based on a comparative evaluation of realized achievements against predefined objectives.¹⁵

Furthermore, the performance management approach establishes a connection where functional efficacy aligns with the institution's medium-term trajectory.¹⁶ This alignment is realized through the convergence of individual responsibilities with organizational objectives, coupled with the harmonization of individual aspirations with unified and managerial strategies—across departments and diverse subsidiaries. This calibration is facilitated by anticipation of performance outcomes that encompass dimensions of accountability, role incumbency, and collectively concretized objectives.¹⁷

Additionally, the performance management approach embraces the ethos of inclusivity,¹⁸ involving all stakeholders, from rank-and-file personnel to higher echelons, in formulating

¹⁵ سلوى عمر صالح، المرجع السابق، ص 15.

¹⁶ Michael ARMSTRONG, Op.Cit, P.03

¹⁷ Michael ARMSTRONG, Op.Cit, P.03

¹⁸ Herman AGUINIS, Op.Cit, P.2

performance measures and objectives. This symmetry enhances operational clarity, conciseness, and the tangible amenability of quantifiable evaluations. Therefore, the deliberate architectural intent of the performance management approach is to present clear, quantifiable objectives, streamlining the evaluation process to nurture performance efficiency.¹⁹

Underpinning its finality, the performance management approach bestows a substantive endorsement to oversight. Its formalism offers an effective conduit, delineating job roles while comprehensively registering changes that accumulate over a year. Moreover, it expedites the educational thrust of job delineation, intertwined with the monitoring and assessment of performance trajectories—empowering the performance management schema with comprehensive capability. This strategy further elevates the governmental structure, aligning it with the proactive identification and development of high-performing talent, equipping them with the expertise required to ascend to leadership positions. Additionally, it orchestrates prompt identification and enhancement of performance deficiencies.²⁰ Beyond this, the approach expedites a methodical calibration of individual contributions towards realizing the strategic objectives of ministries and government agencies.

¹⁹ Marie-France WAXIN, Rob BATEMAN, « **Public sector human resource management reform across countries : from performance appraisal to performance steering?** », *European Journal of International Management*, Vol. 3, No. 4, 2009, P.P.(495-511), P.498

²⁰ ملحق تعليمات الخدمة المدنية رقم 06، ملحق تعليمات الخدمة المدنية رقم 06، نظام إدارة الأداء الوظيفي، ديوان الخدمة المدنية، مملكة البحرين، 2017، ص.04

Furthermore, the performance management approach facilitates a conducive environment for professional advancement and motivational tendencies, grounded in excellence and proficiency. This disposition manifests in the recognition of individual labor, leading to increased job satisfaction, enhanced productivity, and strengthened employee allegiance. Moreover, the performance management approach enhances the capabilities of individuals and collectives alike, promoting self-enrichment and organizational resilience.²¹ This concerted cultivation emphasizes the fulfillment of personal and institutional objectives.²²

This approach enables leaders to understand the various dimensions of employee needs and motivate proactive strategies that nurture workforce engagement within a quantitative framework.²³

2. Employee-Centric and Institution-Related Objectives

The objectives of the performance management approach, with regard to the employees and personnel of the organization, are delineated through a multitude of significant facets, among which the following hold paramount importance:

²¹ ملحق تعليمات الخدمة المدنية رقم 06، المرجع السابق، ص.05

²² Michael ARMSTRONG, Op.Cit, P.03.

²³ Hans-Peter Benedikt, « **Performance Management A Handbook for Developing and Implementing Effective Performance Management Systems in Myanmar Banks** », Deutsche Gesellschaft für, Yangon, Myanmar, April 02, 2014, P.16.

•The essence of the performance management approach lies in its objective to foster effective communication between supervisors and subordinates, thereby facilitating the strategic planning, systematic monitoring, and comprehensive review of employees' work objectives and their holistic contributions within the organizational context. Contrary to a mere annual performance assessment, the purview of performance management extends beyond, embodying a continuous cycle encompassing goal delineation, progressive evaluation, consistent provision of developmental training, and iterative feedback mechanisms. This process ensures the alignment of employees' individual aspirations and professional ambitions with organizational benchmarks.²⁴ This comprehensive approach obviates the necessity for isolated, ad-hoc requests to deliberate upon these multifaceted concerns.²⁵

•Furthermore, the performance management approach serves as a hub for identifying and nurturing personnel performance, converging in a symphony that fosters the evolution of personnel effectiveness within the organization. Simultaneously, the approach empowers the employee to align individual and collective objectives, anchored in vigilant performance monitoring and continuous insight provided by superiors.²⁶

²⁴ State of Oklahoma Training and Development OMES, « **Human Capital Management, PERFORMANCE MANAGEMENT PROCESS** », State of Oklahoma TRAINING AND DEVELOPMENT OFFICE OF MANAGEMENT AND ENTERPRISE SERVICES HUMAN CAPITAL MANAGEMENT, P.02, available on the site: (www.oklahoma.gov), consulted on: 22-04-2020.

²⁵ Hans-Peter Benedikt, Op.Cit, P.16

²⁶ Hans-Peter Benedikt, Op.Cit, P.09

•The performance management approach endeavors to enhance organizational performance through the cultivation of employee and stakeholder efficacy within the institutional milieu. This is achieved by comprehending and administering their performance vis-à-vis pre-established objectives, benchmarks, and competence requisites.²⁷ Moreover, it fosters a milieu of consistent and constructive communication and dialogue between immediate superiors and their subordinates.²⁸ The performance management approach thus seeks to stimulate and bolster individual accomplishments among personnel within ministries and various governmental administrative bodies. This endeavor encompasses the instillation of a culture of perpetual learning, opportunities for advancement, professional development, and the principles of collaborative work.

•Facilitating employee motivation is achieved through the systematic delivery of regular, equitable, and accurate feedback, a practice that serves to direct and incentivize their optimal performance.²⁹ Notably, the performance management framework cultivated by the organization affords employees the opportunity to engage in constructive dialogues concerning the array of challenges and triumphs inherent to their consistent

²⁷ « Performance management », Tutorials Point , 2016, P.03, available on the site:

https://www.tutorialspoint.com/performance_management/performance_management_tutorial.pdf?fbclid=IwAR15_L6PMdWBODIgLcwF48LYPNlyVFygl193xmdSLUleOYDwFsb7pjOgLRl, consulted on: 22-04-2020.

²⁸ ملحق تعليمات الخدمة المدنية رقم 06، المرجع السابق، ص.05

²⁹ Michael ARMSTRONG, Op.Cit, P.04

work endeavors. These dialogues transpire in tandem with their immediate superiors or, in the case of upper-level executives, those tasked with overseeing their professional undertakings.³⁰ This strategic orientation towards prospective planning, rather than retrospective assessment, underscores the platform's efficacy in furnishing employees with the means to articulate their requisites for attaining projected benchmarks, and how such articulation invariably augments the overarching accomplishments of the institutional body.

• Concurrently, this approach underscores a firm commitment to elevate transparency and ethical resilience within the performance assessment framework. This commitment is embedded in a methodologically nuanced framework that interlinks rewards, incentives, and bonuses with calibrated performance metrics. This approach constitutes an operative gesture, an artistic resonance that celebrates exceptional accomplishments, thereby fostering a model of motivation—an architectural structure underpinned by the mandate of professional evaluation.³¹

II. Modalities of Performance Management

Diversity characterizes the landscape of performance management modalities, with multiple cycles and frameworks available for implementation. Among these, a prevalent model marked by four distinct stages shall be expounded, offering insight into the prevailing dynamics of this process:

³⁰ Hans-Peter Benedikt, Op.Cit, P.16

³¹ Hans-Peter Benedikt, Op.Cit, P.17

The initial phase, denominated as the planning stage. Its initiation resides within the delineation of overarching objectives followed by the calibration of pertinent success standards. Subsequent to this, the secondary phase ensues, encompassing the execution of premeditated strategies and the perpetual monitoring of goal advancement. This perpetual scrutiny involves the evaluation of both favorable and unfavorable facets, alongside the discernment of strengths and vulnerabilities. It is further substantiated by the periodic assessment of the employee's contributions, culminating in their appropriate recognition through iterative feedback. Thereafter, the cyclical nature of this process mandates a renewal of the planning stage, thus capitalizing on data-acquired insights to inform subsequent iterations. Each constituent stage shall be examined individually.

1. Strategic Mapping of Performance within the Performance Management Approach

The cardinal role attributed to strategic planning within the ambit of performance management underscores its pivotal stature as the axis upon which the entire edifice pivots. This strategic orientation unfurls as the epicenter that charts the trajectory of forthcoming performance prospects for each employee. It not only encompasses delineating behavioral anticipations and prospective objectives but also encompasses the blueprinting of targeted skill augmentation and enrichment for the workforce. The formulation of specific objectives for

each employee's performance horizon becomes a collaborative venture between the employee and their supervisor or overseer.³²

This phase gains particular resonance due to its capacity to demarcate and substantiate employee objectives. This illumination of objectives finds expression within the job description, wielding a magnetic influence in attracting high-caliber candidates. Furthermore, the dissemination of these objectives becomes a recurrent ritual upon each instance of fresh employee onboarding. In alignment with the performance management schema, the institution systematically assigns proportionate weightage to each objective, thereby enabling a judicious assessment of accomplishment.³³

An intrinsic facet of this phase resides in the engendering of employee engagement, thereby facilitating an illumination of objectives for superiors to effectively underpin their subordinates' comprehension of the job's imperatives—answering the what, how, and why of the requisite tasks. This concerted endeavor, in turn, foments a deeper wellspring of commitment and motivation, propelling employees towards the consummation of their set objectives, whether quantitative or qualitative³⁴. Furthermore, the precise structuring of objectives

³² Anirudh MENON, « **4 Stages of the Performance Management Cycle in HRM** », Tech funnel, November 19, 2019, P.01, available in site web: www.techfunnel.com), consulted on: 26-04-2020.

³³ Puja LALWANI, « **What Is Performance Management? Definition, Process, Cycle, and Best Practices for Planning** », May 16, 2019, P.03, available in site web: www.hrtechnologist.com), consulted on: 26-04-2020.

³⁴ Distinguishing between levels of objectives can be accomplished based on the distinction between quantitative and qualitative objectives. Quantitative objectives are comparatively simpler to formulate, given that their criteria, procedures, and indicators are often more explicit. However, the crux lies in

and metrics is enjoined with the "SMART" framework³⁵—Significant, Measurable, Achievable, Relevant, and Time-bound—ensuring feasibility, specificity, and empirical measurability. This demanding standard not only necessitates progressive employee skill expansion but also imbues a logical stride toward attaining such benchmarks.

The planning phase revolves around collaborative engagement among all facets of the institution, encompassing managers and employees alike, as they collectively strive to:³⁶

- Scrutinizing the employee's job description to discern its congruence with the contemporary operational reality.

delineating qualitative objectives, rendering them measurable. Such qualitative objectives manifest, for instance, in augmenting beneficiary satisfaction, mitigating grievances, and devising methodologies for gauging and quantifying beneficiary contentment through a multitude of criteria. Refer to: Puja LALWANI, « **What Is Performance Management? Definition, Process, Cycle, and Best Practices for Planning** », May 16, 2019, P.03, available in site web: www.hrtechnologist.com), consulted on: 26-04-2020., P.07

³⁵ The attainment of effective institutional performance can only be realized through the achievement of delineated objectives. Therefore, objectives must encompass a set of conditions succinctly encapsulated in the "S.M.A.R.T" acronym to facilitate goal formulation. Here, the letter "S" denotes Specificity, "M" signifies Measurability, "A" represents Acceptability and Realism, "R" connotes Relevance to organizational goals, and "T" indicates Timeliness, reflecting accomplishment within the designated timeframe. An objective that is either overly ambitious, too facile, or unrealistic lacks the potency to motivate employees towards its pursuit. Refer to: Mauro SCASCIGHINI, Op.Cit, P.05

³⁶ State of Oklahoma Training and Development OMES, Op.Cit, P. 03

- Illuminating and aligning the connective threads between the employee's job description and their operational blueprint, or the organization's overarching strategic compass.

- Conceiving a comprehensive blueprint denoting sequential endeavors, specifying the tasks, anticipated outcomes, and evaluative criteria, thus furnishing an evaluative lens.

- Delineating the pivotal domains that burgeon into the primary fulcrum of annual performance objectives. These pivotal areas can be discerned through the rubric of the organization's strategic blueprint, the employee's aspirations to enhance specific facets of their role, or arising from a demand to accentuate specific dimensions of the role.

- Defining training objectives that will assist the employee in enhancing skills and competencies pertinent to their job responsibilities.

- Prescribing objectives for employee development and enhancement, synergistically aligned with long-term occupational prospects.

This segment of the process crucially encapsulates the opportunity for identifying developmental and training needs among employees. Consequently, it necessitates an encompassing blueprint for addressing skill gaps and nurturing competencies imperative for goal realization.³⁷ In this schema, personal developmental agendas are predicated on an informed comprehension of extant employee actions, accomplishments,

³⁷ Anirudh MENON, Op.Cit, P.03

possessed expertise, and areas necessitating augmentation. This entails prescribing a trajectory for skill acquisition and training, fortified by delineated timelines and accountability mechanisms.³⁸

A notable facet in this stage mandates the intertwining of each objective with the organization's overarching objectives, delineating role responsibilities, and adhering to a defined temporal framework to ensure objective realization.³⁹ Ergo, the preeminent pursuit of the planning phase converges upon the articulation of a lucid and appropriate lexicon that explicates performance objectives and delineates performance indicators. This discourse must encapsulate the full spectrum of duties and functions undertaken by the employee, particularly foregrounding the daily tasks which, while often time-consuming, might not conventionally be perceived as significant milestones.⁴⁰

By implementing performance management in organizations and utilizing the obtained results, institutions can systematically structure their future activities as follows: documenting employee behaviors and job responsibilities; defining the expected performance standards for the organization and communicating them to employees; establishing effective communication channels between supervisors and employees; aligning organizational goals with

³⁸ « Performance management », Tutorials Point , Op.Cit, P.62

³⁹ Anirudh MENON, Op.Cit, P.03

⁴⁰ State of Oklahoma Training and Development OMES, Op.Cit, P. 03.

employee objectives; providing continuous employee assessment, guidance, and encouragement for achieving organizational objectives; fostering a participatory system for seamless transmission of organizational goals to employees; ensuring compliance with employee expectations by supervisors and management; designing a rewards system congruent with employee performance; and enhancing overall employee satisfaction.⁴¹

An organizational prerogative resides in the determination of a quantifiable standard for each objective, thereby affording management a nuanced vantage point to illuminate areas of prowess and vulnerability. The following are some principles for crafting effective standards that can be utilized proficiently to evaluate employee performance:⁴²

- **Quality:** Epitomizing the essence of this tenet is the caliber of service provision or the precision and efficacy incumbent within the final product. Quality demarcates the terrain encompassing precision, aesthetics, utility, or efficiency.

- **Quantity:** Herein lies the metric of productivity quantum. This quantitative axis can be instantiated through error rate metrics, quantifying permissible errors per unit or substantiated via overarching result attainment. The calibration of quantitative and qualitative aspects remains contingent upon precise contextual demarcation.

⁴¹ Fatemeh Azizi Rostam, Op.Cit, P.02

⁴² Ibid, P. 08.

- **Temporal Adherence:** Reflecting the tempo of productivity, its temporal congruence, or the temporal interface with scheduled milestones.

- **Cost-Effectiveness:** This may encompass standards such as: maintaining or curbing unit expenditure, curtailing product or service turnaround, or ameliorating wastage dimensions.

- **Methodology:** It encompasses the procedural conduit wherein the service or product is delivered.

2. The Phase of Performance Execution within the Framework of Performance Management

The Execution phase encompasses the training of personnel to address performance-related concerns and issues, facilitating a constructive institutional contribution. It is imperative to underscore that routine performance oversight does not encompass exhaustive monitoring of every facet of employee engagement; rather, supervisors are advised against adopting a micro-managerial approach. Their focus should pivot towards realized outcomes, individual comportment, and team dynamics that engender an impact on the organizational milieu.⁴³

Supervisory personnel undertake the monitoring of personnel progress towards the realization of predefined objectives through real-time performance tracking, promptly

⁴³ State of Oklahoma Training and Development OMES, Op.Cit, P. 15

adjusting trajectories when requisite.⁴⁴ Each interaction between supervisors and subordinates entails a comprehensive deliberation concerning personnel performance, accomplishments, the calibration of achievements with the established objectives, and the essentiality of revisiting these benchmarks.⁴⁵ These dialogues are intrinsically geared towards:⁴⁶

- The evaluation of advances achieved vis-à-vis performance objectives.

- The identification of impediments that may obstruct an employee's attainment of performance objectives, coupled with the proposition of mitigatory strategies.

- The dissemination of feedback concerning advances vis-à-vis objectives.

- The identification of requisite modifications to the action plan, necessitated either by organizational priorities or the allocation of novel responsibilities to employees.

- The appraisal of the necessity for supplementary support from supervisors or other stakeholders to aid employees in the achievement of their objectives.

3. Performance Review in Conformity with the Performance Management Approach

This stage is occasionally labeled as the instructional phase, as it exploits data accrued during the monitoring phase to

⁴⁴ Puja LALWANI, Op.Cit, P.03

⁴⁵ Anirudh MENON, Op.Cit, P.04

⁴⁶ State of Oklahoma Training and Development OMES, Op.Cit, P. 15

refine employee performance. This could manifest in the advocacy of instructional modules for updating the knowledge, the provisioning of tasks conducive to knowledge augmentation and workplace efficacy, or the recalibration of employees' developmental trajectories to invigorate performance or sustain preeminence.⁴⁷

The customary trajectory involves annual performance evaluations conducted through the symbiotic participation of supervisory personnel and employees. This assessment precipitates a judicious evaluation of the alignment between accomplishments and the objectives instituted during the inception phase. Furthermore, employees engage in the assessment of their accomplishments from their distinct vantage points via a process of self-evaluation, thereby affording them a nuanced comprehension of the degree to which they have advanced towards or superseded the set objectives.⁴⁸

It is imperative that the import of the performance review phase not be trivialized. It transcends the mere architectonics of a novel evaluative model, a mere formality filled out by individuals. Nor does it terminate in the issuance of perfunctory directional remarks, presuming perpetual engagement on the part of the recipients. Instead, it enjoins the active participation of both supervisors and employees in the delineation of the planning process and the elucidation of their respective roles.

⁴⁷ Puja LALWANI, Op.Cit, P.03

⁴⁸ Anirudh MENON, Op.Cit, P.06

The evaluation mandate encompasses a spectrum of considerations, including determining the alignment of achieved objectives with the organization's overarching goals, assessing the initial objective's feasibility, gauging the effectiveness of the employee's task execution, tracking the acquisition of skills or experiential growth, appraising the adequacy of institutional backing for objective attainment, and evaluating the feasibility of optimizing achievements while addressing performance challenges. This comprehensive evaluation process also involves presenting viable solutions and discussing potential avenues for future enhancements.⁴⁹

4. Iterative Feedback in Accordance with the Performance Management Approach

Iterative feedback, a pivotal juncture within the performance management approach, assumes a position of salience. It imparts impetus to employees to redouble their performance and bestows commendation for their contributions to institutional prosperity. An erroneous calibration of employee recompense, be it for laudable performance or enduring contributions, be it near- or long-term, carries the potential of subverting the impetus to strive for excellence and heightened efficiency in the succeeding annum.

Contrarily, an accurate calibration of employee recompense, signifying the alignment of due recognition with the exertion of diligent effort, engenders an environment wherein employees are motivated to persistently labor assiduously and execute their functions efficaciously, towards

⁴⁹ Anirudh MENON, Op.Cit, P.09

the realization of institutional objectives and triumph. The distributive dynamics of recompense should be underscored by the principle of meritocracy, for the extension of rewards to those who have not achieved objectives could enfeeble the impetus for excellence and innovation. Similarly, the apportionment of rewards should correlate proportionately with the level of achievement.⁵⁰

Following the comprehensive evaluation of individual performance, the cardinality of a reciprocate gesture assumes indispensability in the schema of performance management, functioning as an incitement mechanism for employees. Said gesture may manifest in felicitations, collective accolades, or an expansive enterprise-wide incentive program, reflective of sustained acknowledgment of and compensation for exemplary performance, in consonance with the nature of the achievement.⁵¹

The terminal phase warrants the scheduling of a culminating meeting at year-end for the holistic review of the entirety of the performance management cycle. Anchored in discourse around issues or challenges potentially emergent in antecedent phases, this meeting propels conversations germane to future objectives, thus inaugurating a renewed cycle.⁵²

⁵⁰ Anirudh MENON, Op.Cit, P.09

⁵¹ Puja LALWANI, Op.Cit, P.03

⁵² Anirudh MENON, Op.Cit, P.11

The Second Section: Assessment and Outlook of Performance Management in Algerian Public Institutions

The Algerian legislative landscape has been engaged in fostering principles of governance, aiming to promote transparency, participation, and accountability within the public sector. This initiative seeks to enhance the relationship between administrative bodies and service beneficiaries. To this end, the Algerian approach has adopted new methods for contemporary public management. This prompts an inquiry into the extent to which the Algerian legislative efforts have modernized public functions through performance management. This proposal will address two aspects: the current state of performance management in the Algerian public sector and the potential directions for its development.

First Subsection: Performance Management in the Algerian Public Sector

Performance management aims to improve work efficiency, enhance productivity, and elevate employee performance. It involves planning, executing, reviewing performance, and providing feedback. The question arises: Has the Algerian legislature effectively implemented these four stages of performance management, particularly the strategic human resource management approach? Is this approach distinct from performance management? To answer these questions, we need to examine the stages of anticipatory management adopted by the Algerian legislature.

Anticipatory management emerged in the 1960s, initially focusing on quantifying individual needs within organizations.

It then evolved to consider career paths and employee planning in the 1970s. By the 1980s, there was a shift towards qualitative organizational needs and competency assessment. This approach found balance in the 1990s, combining quantitative and qualitative expectations with an analysis of current status against future human resource requirements.

In Algeria, the administration of public institutions has undergone phases since independence. Initially marked by legal complexity, the focus shifted to administrative training and compensation after 1966. Despite a specific law for public sector employees, multiple legal provisions led to ambiguity, prompting reforms. The legislature aimed to plan and reform public service through anticipatory management, as outlined in Executive Decree 95-126.

1. The Approach to Planning in the Algerian Public Service

Article 06, reiterated 1, stipulates that: "Within the framework of managing the professional trajectory of employees and public officials in the state, as provided for in the aforementioned Article 06, institutions and public administrations are required to prepare an annual plan for managing human resources in accordance with the available financial positions and in accordance with the fundamental legal and regulatory provisions in force.

The purpose of the management plan referred to in the preceding paragraph is to regulate the operations to be carried out during the fiscal year, particularly those related to:

- Recruitment,
- Promotion,
- Training, skills improvement, and knowledge renewal,
- Retirement.

Participating in the preparation of the aforementioned management plan are the concerned institution or administration, along with the authority responsible for public service, once the financial positions have been determined and before its implementation commences.

The management plan may be completed or amended in accordance with the same forms and procedures."

The Algerian legislature's embrace of anticipatory management is evident in this annual planning approach, as detailed in Decree 1278 concerning the preparation and approval of annual plans for managing human resources within the framework of the new fiscal year. In this regard, the decree states: "From now on, the annual plan for managing human resources must be prepared according to new table templates that you will find attached in the annex..."

Furthermore, this decree emphasized the anticipatory approach adopted by Algeria: "As annual plans for managing

human resources are management tools for anticipation and evaluation, they should not experience any deviation..."⁵³

This approach emphasizes annual planning and the pivotal role of managers in each institution. Managers oversee recruitment, promotion, training, retirement, and other functions. These projections are validated and submitted to the overseeing ministry, which collaborates with the Ministry of Finance for implementation.

Notably, this approach focuses on human resource needs within the framework of available funds and legal regulations. It does not encompass competency-driven predictive management or anticipatory management of employee behavior and objectives. Instead, it anticipates the vocational trajectory of employees, as evidenced by the thirteen tables in Publication 1278. The first table encompasses user information, while the second table pertains to employee committees and appeals committees. The third table is dedicated to decisions regulating various career paths and ranks. The fourth table addresses legal provisions governing the determination of diverse employment conditions. Moving on, the fifth table outlines the programmed processes within management operations. The sixth table focuses on retirement prediction. The seventh table is concerned with developmental projections, skill enhancement, and knowledge renewal. Subsequent tables, from eight to thirteen,

⁵³ Joint Ministerial Directive No. 1278, pertaining to the formulation and endorsement of annual plans for the management of human resources within the scope of the new fiscal year. Source : Previous citation, page 348.

pertain to post-evaluation oversight by public service authorities, evaluating the commitment of managers to the execution of their annual human resource management plans.

In summary, the Algerian legislative approach diverges from efficiency-driven performance management. It centers on projecting employee performance trajectories, encompassing behavioral attributes, goals, and operational procedures.

2. Implementation of Performance Planning in Algerian Public Institutions

In the Algerian legal context, the absence of an embedded performance management approach within the framework of public institutions precludes the viable implementation of performance execution. This is predicated upon the intrinsic linkage between performance execution and antecedent goal formulation. In the sphere of performance management, objectives conventionally emerge through collaborative delineation between superiors and subordinates during the planning phase. As execution ensues, collective oversight ensures their actualization, accompanied by requisite adaptations when exigencies dictate.

Nevertheless, it is pivotal to underscore that the Algerian legislative schema does not entail the involvement of subordinates in goal establishment or training provisions. Consequently, this specific phase remains unencompassed within the ambit of the Algerian legislative apparatus.

3. Review of Performance within Algerian Public Institutions

The Algerian legal framework addresses the process of reviewing and potentially modifying established plans within the fiscal year. This process is guided by the methodologies and procedures outlined in Directive 240, which provides guidance on the execution of Executive Decree 95/126. Essentially, this allows for adjustments to the annual management plan based on new financial insights, such as creating or discontinuing fiscal designations. It's important to note that these adjustments can also be made during the preliminary approval of the foundational annual human resources plan. However, it's worth highlighting that these revisions are limited by time constraints and cannot be made after the third quarter of the fiscal year.⁵⁴

Regarding performance evaluation, informed by the principles of performance management, it involves a comprehensive assessment of an employee's achievements. This assessment is a collaborative effort between the employee and their supervisor, aimed at evaluating accomplishments and identifying challenges faced throughout the performance period. This approach differs from the current Algerian evaluation framework, which is constrained by fiscal periods and available positions. This regulatory limitation creates a rigid structure based on legal provisions established since 1995.

4. Iterative Feedback in Algerian Public Institutions

⁵⁴ Instruction No. 240, issued by the General Directorate of Public Service, dated May 27, 1995, relating to how to implement the provisions of Executive Decree No. 95-126. p. 339.

Feedback, aligned with performance management principles, seeks to incentivize employee performance by evaluating achievements in accordance with designated roles and objectives. Conversely, underperformance triggers discussions between superiors and subordinates, aimed at guiding the latter toward training or development opportunities based on identified deficiencies.

Within the performance management approach, ongoing performance evaluation occurs throughout the year, fostering a continuous information exchange between employees and organizations. Furthermore, this approach transcends mere evaluation by engendering a comprehensive, strategic process that ensures enduring organizational success. This is achieved through the enhancement of individual performance and the cultivation of employee capabilities.

Consequently, performance management operates on two distinct axes. Vertically, it synchronizes collective and individual goals with operational activities, while horizontally intertwining diverse human resource practices, such as recruitment, training, competency management, and compensation, with broader organizational functions. This integration facilitates a cohesive approach to employee management and development, underscored by metric data, appropriate incentives, and budgetary strategies.⁵⁵

In light of this, the ensuing part shall appraise the Algerian legislator's implementation of performance evaluation within the performance management framework.

⁵⁵ Marie-France WAXIN, Rob BATEMAN, Op.Cit, P.502.

This evaluation will encompass the alignment of administrative objectives with employee requisites, as well as the overarching strategies and visions of the organization.

The Algerian legislative framework has embraced a performance assessment methodology anchored in a point-based system; a practice established since the introduction of Order 66-133⁵⁶. This approach draws its inspiration from the tenets enshrined within the French Public Service Law, as delineated by Decree No. 59-308.⁵⁷ Correspondingly, Article 06-03 elucidates the evaluation process within its fourth chapter, spanning across Articles 97 to 103. These provisions underscore the imperative of subjecting employees to ongoing and cyclic evaluation, specifically aimed at the appraisal of their professional competencies.⁵⁸ Consequently, this evaluative endeavor holds the potential to culminate in advancements in grade or rank, and potentially even entail the conferral of special privileges, commendations, and remunerative incentives.⁵⁹

⁵⁶ Decree No. 66-133, dated June 12, 1966, encompassing the General Basic Law for Public Service, Official Journal of the People's Democratic Republic of Algeria (J.O.R.A.), Issue No. 46, Pages 547-555.

⁵⁷ Décret n° 59-308 du 14 février 1959, portant règlement d'administration publique et relatif aux générales de notation et d'avancement du fonctionnaire. La note chiffrée prévue à l'article 24 de l'ordonnance du 4 février 1959 est établie selon une cotation de 0 à 20 par le chef de service ayant pouvoir de notation après avis, le cas échéant, des supérieurs hiérarchiques du fonctionnaire à noter. Décret n° 59-308 du 14 février 1959, portant règlement d'administration publique et relatif aux générales de notation et d'avancement du fonctionnaire.

⁵⁸ Article 97 of Order No. 06-03, dated July 15, 2006, containing the General Basic Law of Public Service, Official Gazette of the Republic of Algeria, No. 46, p. 03.

⁵⁹ Article 98 of Order 06-03, same source.

Article 06-03, serving as the foundation for performance evaluation, enshrines a set of objective criteria that encompass the respect for public obligations, core competencies, efficiency, and service delivery. The Algerian legislator's judicious alignment of evaluation with efficiency and effectiveness is commendable, ensuring that incentives remain aligned with organizational aspirations. Nevertheless, the exclusion of dialogue between employees and higher authorities regarding challenges, opportunities, and obstacles arising from the point-based evaluation method underscores⁶⁰ its limitations as a contemporary management tool.

Recognizing these constraints, the Algerian legislator introduced Article 103, empowering regulations to guide the evaluation process. Consequently, Executive Decree No. 19-165 was enacted, defining the modalities of employee evaluation. Despite its delayed introduction (after 13 years), this decree represents a pivotal advancement, outlining evaluation criteria across four key dimensions. The first pertains to upholding public and legal duties, while the second centers on professional competence. The third dimension emphasizes efficiency and effectiveness, tying them to employee-established objectives and efficient task completion timelines. The fourth dimension addresses service delivery performance.

A noteworthy advancement involves the abandonment of point-based notification, replaced by professional evaluation interviews. These interviews serve as a platform for discussing

⁶⁰ The second paragraph of Article 101 of Order 06-03, same source: "The evaluation is carried out periodically and results in a point evaluation accompanied by a general observation."

an employee's yearly professional achievements, contextualized within pre-established objectives, organizational dynamics, and leadership potential. The discourse further delves into an exploration of an employee's career aspirations, prospective developmental pathways, training needs, and avenues for enhancing performance. Ultimately, these discussions culminate in well-considered recommendations and proposals aimed at nurturing the employee's professional trajectory.

While the Algerian legislator retains the point-based evaluation method, refinement is observed in the form of an evaluation card. This card encompasses two integral segments: a numerically quantified section and a general evaluation section. To foster a feedback-oriented approach, the Algerian system bestows promotions, rank advancements, rewards, performance enhancement incentives, honorary accolades, and compensatory measures. Notably, employees gain access to training opportunities and elevated skill development based on assessment-derived needs.

In summation, the foregoing analysis underscores the Algerian legislator's concerted efforts to reform the public service sector. Despite commendable legislative interventions, the lack of harmonization among these provisions hinders the crystallization of a cohesive human resource management approach. The latency in embracing the anticipatory method, articulated 25 years ago in 1995, and the subsequent variance among subsequent laws, underpins the Algerian legislator's

partial engagement with the performance management approach.

Conclusion:

The performance management approach is grounded in goal-oriented and competency-based administration. It is imperative to note that the exclusive utilization of the goal-oriented approach is not viable within Algeria's context. Algerian state institutions do not hinge on the notion that each entity possesses a singular goal, leading to potential dissolution if objectives remain unattained. Similarly, while Algeria possesses substantial human capabilities, mismanagement and exploitation persist, compounded by the unswerving adherence to laws and regulations irrespective of their efficacy. Administrations tend to favor the perpetuity of the public service function over catering to the citizen as a client. This is underscored by the dynamic nature of public sector roles, which can be altered both horizontally and vertically, necessitating a comprehensive legislative reevaluation by the Algerian state.

For the Algerian state to effectively adopt the performance management approach, it is incumbent upon it to align the public function with the inherent requirements of the approach. This alignment can be achieved through the following measures :

1. The incorporation of performance management principles into the state's overall policy framework and its fundamental laws, including the basic law governing the civil service, in addition to specific legislation and relevant regulations.

2. Fostering a citizen-centric culture that necessitates both satisfaction and the propagation of this culture throughout all public administrations and governmental entities. This cultural transformation stands as a cornerstone of the approach's success.

3. Moving beyond annual plans and instead implementing a comprehensive planning strategy, inclusive of a long-term strategic plan, an annual employment plan, and quarterly or monthly production plans.

4. Empowering every employee to access the institution's vision and mission to facilitate their integration into their roles and the achievement of optimal performance.

5. Obliging each entity to define and delineate the desired performance by setting precise, achievable, and "SMART" goals. Employee involvement in goal setting is pivotal, emphasizing conditions that warrant goal attainment.

6. Establishment of a performance record and monitoring mechanism, simplifying the evaluation process. This encompasses reviewing actual performance against planned benchmarks, aiming to enhance existing competencies and attract new ones according to the institution's needs. The right person in the right place and employee reassignment are paramount, supported by active training for an improved skills landscape.

7. Regular performance assessments every three months in the form of interviews to identify deficiencies and employee requirements for error rectification and improvement.

8. Integration of feedback following the evaluation process and formulation of corrective plans for the subsequent year for employees necessitating improvement. This corrective approach relies on both material and non-material incentives and commendations for positive performance.

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