Abstract: Nowadays, efficiency and effectiveness in government organizations are particularly most important. Whereas the performance of human resources is the most important factor in increasing and decreasing the efficiency and effectiveness of government agencies, government agencies and corporations are using tools to manage their workforce to increase their efficiency and effectiveness. But because of the features and complexities of government agencies, these tools do not produce the desired results and sometimes produce the opposite results. One of the most important reasons for the ineffectiveness of staff performance management practices is the type of contract between individuals and government agencies, which is mainly based on pay on the amount of effort regardless of the outcome. In this paper, given the opportunity provided by a government department to employ human resources based on pay results, The efficiency and effectiveness of the organization were compared with respect to two models of human resource use, salary payment on the basis of effort and consequence and outcome. And the tangible results of changing the approach of the government agency from the use of manpower based on copyright contracts to the outcome contracts. And the tangible results of changing the consider of the government agency from the use of manpower based on effort contracts to outcome contracts.

Keywords: human resources performance, effort contract, outcome contract, efficiency and effectiveness of organizations.

I. INTRODUCTION

Nowadays, public organizations and corporations face two major challenges in terms of low performance and a significant reduction in government budgets. The performance of government organizations in obtaining acceptable results has been criticized by major management scholars as one of the most important factors being the low efficiency and effectiveness of government agencies that have forced governments to take action. Effectiveness of the organization is the evaluation of the effectiveness of the actions taken to achieve the predetermined goals and the relationship of effectiveness and efficiency is inevitable and cannot be achieved without efficiency. Efficiency can be defined as the least amount of time or energy consumed for most work done. This article discusses how to increase the efficiency and effectiveness of government organizations.

II. LITERATURE REVIEW

Comprehensive research and resources on Payment contract based on the amount of effort (effort contract) and Payment contract based on the result (outcome contract) are generally not available, and some regulations and laws such as labor law, insurance law and related laws are mentioned. In this research, the researcher has used the most basic organizational data and in some gaps has used relevant resources such as websites, books and journals. Gholamreza Nazari (2009)\(^1\), Performance measurement in government agencies.Razieh Naderi (November 2018)\(^2\), Flexibility in employment contracts. System Capital (March 2019)\(^3\), How to Calculate Salary. Kargosha (May 2018)\(^4\) Fixed-price contracts.

I. OBJECTIVE OF STUDY

Efficiency and effectiveness of human resources is one of the most important elements of attention in government organizations. The purpose of this article is to vision of Increasing the efficiency and effectiveness of government organizations with the focus on contracts of salary payment on the basis of effort, consequence and outcome.

II. PROPOSED METHODOLOGY

The design of this research which has been formed in article is based on both descriptive and Analytical research designs. The most information is collected for this research based on primary data. The primary data are collected from 15 governmental organizations as samples. Therefore, some relevant and needed information is collected from secondary resources such as text books, national and international articles, journals and annual reports.

III. HUMAN RESOURCES PERFORMANCE IN GOVERNMENT ORGANIZATIONS

Paying attention to the performance of human resources in government organizations, where human costs (including

---

1 Performance measurement in government agencies, available at: http://ghnazari.blofa.com/post/9, visited on 25 July at 12:10
2 Flexibility in employment contracts, https://circle.arvancloud.com visited on 1 August at 12:35
3 How to Calculate Salary, https://sarmayesystem.com/News/GetNewsById/2025 visited on 1 August at 18:30
4 Fixed-price contracts, https://kargosha.com/?ar/content/id/2297 visited on 2 August at 15:20
salaries and advantages, training, development, and so on) comprise a high percentage of their costs and human capital directly affecting their performance, has led government agencies and corporations to take a look at new approaches to government management to equip themselves with the necessary models and tools; Tools and systems such as performance management and consequently performance measurement. But the public sector has certain features and complexities that may affect management, system, and performance measurement tools.

The experience of being a researcher in the process of evaluating the performance of employees and units of a government agency illustrates points that can be useful to government managers. The logic of government agencies is far from the logic of profit. In this experience, the employee performance appraisal system was designed to capture the rationale for individual and group profits (organizational units). That is, part of the salaries of the employees and the remuneration of their salaries were paid each year based on the rating and performance report of their organizational unit.

A. Performance evaluation criteria

Because within each unit of the organization, according to the head of the unit, employees also had different ratings and perceptions, there was some kind of intra-unit competition among employees. In addition, inter-unit competition intensified and in some cases tensions also arose. After a while most staff understood the logic of the evaluation system. Some employees who had previously not been able to adjust their annual performance reports, thus employing the most sophisticated methods to exaggerate their performance reports, were separating their reviewed files to increase the number of cases, increasing the volume of files.

In contrast, few employees did their job in the former way and were not involved in the process. After performing the second stage of performance appraisal and annual remuneration and observing the significant difference paid to employees, they engaged in performance appraisal and use of the method. They were involved in the performance appraisal process and using the above methods to exaggerate their performance reports, were separating their reviewed files to increase the number of cases, increasing the volume of files. Between these two approaches, one or more freelancers.

These activities are outsourced, in the form of projects, and measure the type and amount of work performed at a specified time and at a cost and with predetermined results. All the activities are not always carried out within a government organization. There are many cases where a government organization delegates management and implementation of its activities to individuals outside the organization. These activities are outsourced, in the form of contracts executed by one or more freelancers.

This type of contract shall be concluded in full definition of the type and amount of work performed at the price and time of execution to achieve the foreseeable results with the individual or, if concluded with his company, it is in fact the executor of a small company project that has a large part on paper and whose legal identity, power and solidity is not much beyond the credibility of the individual. Problems with government organizations in reducing government funding and inadequate human resources, recruitment and increasing the duties and scope of activities in a state-owned company have led to a surplus of human resources, tasks, and activities as result-oriented projects, and measure the type and volume of work and based on the time and final price of the work was calculated and outsourced in the form of outcome wage contract.

At the end of the year, the performance and effectiveness of the state-owned company were evaluated in terms of the results obtained in the predefined time and cost efficiencies in two performance-based on payment contract based on the amount of effort and Payment contract based on the result.
IV. RESULT ANALYSIS:

In this part, the researcher brought out the result of the investigation by using the primary data for both Payment contracts based on the result (outcome contract) and Payment contract based on the amount of effort (effort contract) through 15 organizations as samples.

Table 1: Payment contract based on the result (outcome contract)

| No. | Expected duration of the project (Month) | Duration-time of the completion project (Month) | Ratio of predicted project to duration of completion project | Expected costs of the project (US$) | Costs of the completed project (US$) | Ratio of predicted expenditure to cost of completion project | Efficiency rating |
|-----|----------------------------------------|-----------------------------------------------|---------------------------------------------------------|--------------------------------|--------------------------------|-------------------------------------------------|-----------------|
| 1   | 9                                      | 9                                             | 1                                                       | 15000                          | 15000                        | 1                                              | 1               |
| 2   | 10                                     | 10                                            | 1                                                       | 18000                          | 18000                        | 1                                              | 1               |
| 3   | 9                                      | 12                                            | 1.2                                                     | 16000                          | 16000                        | 1.2                                            | 1.2             |
| 4   | 12                                     | 12                                            | 1                                                       | 18000                          | 18000                        | 1                                              | 1               |
| 5   | 9                                      | 8                                             | 1.14                                                    | 13500                          | 13500                        | 1.14                                           | 1.14            |
| 6   | 11                                     | 11                                            | 1.18                                                    | 15000                          | 15000                        | 1.18                                           | 1.18            |
| 7   | 12                                     | 12                                            | 1                                                       | 16000                          | 16000                        | 1                                              | 1               |
| 8   | 13                                     | 14                                            | 1.07                                                    | 18000                          | 18000                        | 1.07                                           | 1.07            |
| 9   | 14                                     | 14                                            | 1                                                       | 16000                          | 16000                        | 1                                              | 1               |
| 10  | 11                                     | 10                                            | 1.1                                                     | 15000                          | 15000                        | 1.1                                            | 1.1             |
| 11  | 12                                     | 10                                            | 1.1                                                     | 16000                          | 16000                        | 1.1                                            | 1.1             |
| 12  | 13                                     | 11                                            | 1.18                                                    | 16000                          | 16000                        | 1.18                                           | 1.18            |
| 13  | 14                                     | 12                                            | 1                                                       | 16000                          | 16000                        | 1                                              | 1               |
| 14  | 15                                     | 10                                            | 2                                                       | 15000                          | 15000                        | 2                                              | 2               |
| 15  | 16                                     | 16                                            | 1                                                       | 16000                          | 16000                        | 1                                              | 1               |
| Total | 264                                    | 162                                           | 1.0131456297                                             | 240604                         | 240604                      | 1.0131456297                                    | 1.0131456297    |

Table 2: Payment contract based on the amount of effort (effort contract)

| No. | Expected duration of the project (Month) | Duration-time of the completion project (Month) | Ratio of predicted project to duration of completion project | Expected costs of the project (US$) | Costs of the completed project (US$) | Ratio of predicted expenditure to cost of completion project | Efficiency rating |
|-----|----------------------------------------|-----------------------------------------------|---------------------------------------------------------|--------------------------------|--------------------------------|-------------------------------------------------|-----------------|
| 1   | 12                                     | 12                                            | 1                                                       | 18000                          | 18000                        | 1                                              | 1               |
| 2   | 12                                     | 14                                            | 1.07                                                    | 16000                          | 16000                        | 1.07                                           | 1.07            |
| 3   | 10                                     | 10                                            | 1                                                       | 18000                          | 18000                        | 1                                              | 1               |
| 4   | 11                                     | 13                                            | 0.8461513486                                            | 19000                          | 23400                        | 0.8461513486                                  | 0.8461513486    |
| 5   | 10                                     | 13                                            | 0.9652104097                                            | 14000                          | 12000                        | 0.6933071224                                  | 0.8461513486    |
| 6   | 9                                      | 9                                             | 1                                                       | 14000                          | 14000                        | 1                                              | 1               |
| 7   | 12                                     | 13                                            | 0.9207163285                                            | 21600                          | 23600                        | 0.9207163285                                  | 0.8461513486    |
| 8   | 10                                     | 10                                            | 1                                                       | 16000                          | 16000                        | 1                                              | 1               |
| 9   | 11                                     | 11                                            | 1.0698050591                                            | 19200                          | 21900                        | 1.0698050591                                  | 1.0698050591    |
| 10  | 13                                     | 13                                            | 0.9652104097                                            | 17000                          | 22100                        | 0.7892104097                                  | 0.8461513486    |
| 11  | 12                                     | 12                                            | 0.9207163285                                            | 18000                          | 27000                        | 0.7391763285                                  | 0.8461513486    |
| 12  | 12                                     | 12                                            | 0.9207163285                                            | 18000                          | 27000                        | 0.7391763285                                  | 0.8461513486    |
| 13  | 10                                     | 10                                            | 0.9109109109                                            | 14000                          | 15000                        | 0.9109109109                                  | 0.8888888889    |
| 14  | 12                                     | 12                                            | 0.9207163285                                            | 18000                          | 25000                        | 0.8888888889                                  | 0.8888888889    |
| 15  | 8                                      | 13                                            | 0.5333333333                                            | 12000                          | 24000                        | 0.5333333333                                  | 0.8888888889    |
| 16  | 12                                     | 20                                            | 0.8461513486                                            | 25000                          | 32000                        | 0.8461513486                                  | 0.8461513486    |

V. CONCLUSION

Overall, designing a pay system based on the results (not the amount of effort) in government organizations directly relates to the effectiveness and efficiency of an organization, thereby enhancing the effectiveness and efficiency of an organization's efforts to achieve greater benefits. Therefore, in government organizations, outcome contract will increase the efficiency and effectiveness of the organization, and these types of contracts are more important for organizations.

REFERENCES

1. Tips on setting up a project contract, available at: https://motamem.org
2. The difference between contracting and project work, available at: https://www.bidzarg.com/bimeh/39049
3. Performance measurement in government agencies, available at: http://ghnazaribi.blogfa.com/post/09
4. Types-of-contracting-contracts, available at: http://pmstandard.com/types-of-contracting-contracts/
5. Fixed-price contracts, available at: https://kargosha.com/fa/content/id/2383/
6. Contract Evaluation, available at: https://circle.avranc.com
7. How to Calculate Salary, available at: https://sarmayesystem.com/News/GetNewsById/2025
8. The right to try, available at: https://hesabketabiranian.ir/
9. Outcome contracts, available at: https://www.mcls.gov.ir/fa/kar/rahnamayemorajein/karegaran/p

AUTHORS PROFILE

Mr. Hassan Afkari Idehlu, Ph.D. Scholar, Management Department, Aligarh Muslim University, Aligarh, India, hassanafkari@yahoo.com
Address: 19/3, 3rd Floor, Madhukunj Society, Panchwati, Pashan, Pune 411008

Dr. Aref Jafari Sadeghabad, (LLB, LLM, Ph.D in Law), New Law College, Bharati Vidyapeeth (Deemed to be University), Pune, India, arefj65@yahoo.com
Address: 19, 3rd Floor, Madhukunj Society, Panchwati, Pashan, Pune 411008

Dr. Behzad Pagheh, Ph.D. in Commerce (Business Administration), Department of Arts, Science and Commerce, Bharati Vidyapeeth (Deemed to be University), Pune, India, behzadpagheh@yahoo.com
Address: 19, 3rd Floor, Madhukunj Society, Panchwati, Pashan, Pune 411008