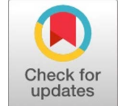


The Effect of Effort and Result-Oriented Contracts on Human Resource Productivity: An Important Component of Sustainable Development Study of Dairy Farm in Iran

Hassan Afkari Idehlu, Salma Ahmed



Abstract: Human resource productivity is one of the essential components of the sustainable development of human resources. Human resource efficiency means the optimal use of people's capabilities, skills, knowledge, and experiences in society or organization. The sustainable development of human resources can be aided by raising productivity levels. The management of human resources systems and performance evaluation techniques may need help in evaluating the performance of employees under the influence of its complexities, which can cause inaccurate evaluation results. As a result, the organization will need help achieving the predetermined goals with proper productivity. Therefore, The present study examines the effect of effort and result-oriented contracts on the productivity of human resources in a 20,000-head state cattle farm in Iran. A comparative approach was used to investigate the effect of effort-based and result-based payments on human resource productivity. It analyzed ten projects in a set, where five were used for effort-based contracts and five similar projects used for results-based contracts. The findings of the study show that result-based contracts have a substantial impact on the productivity of labor in terms of effectiveness and efficiency. The study likewise discussed the implications of its results.

Keywords: Dairy Farm; Effect-based contract; Manpower productivity; Result-based contract.

Various definitions of productivity have been expressed from the scientists' point of view. Still, it is undeniable that two aspects of organizational effectiveness and efficiency are looked at when evaluating the productivity of organizations. Efficiency can be defined as the least amount of resources used to do things. Effectiveness can be defined as the evaluation of actions taken to achieve predetermined goals. These two definitions define productivity as "doing the right thing in the right way," including effectiveness and efficiency. Workforce productivity is one of managers' main plans and goals in every organization and at the macro level. This is because the workforce is the most important capital of any organization. Today, understanding the variables impacting human resource production has become crucial in all managerial domains, especially organizational management. Productivity means using resources, arrangements, and workforce with a scientific method to reduce costs and satisfy managers, employees, and consumers. Human resource productivity means using labor, skills, talent, and human power. This paper examines employees' productivity based on their employment in a government 20,000-head dairy farm in Iran.

I. INTRODUCTION

Achieving maximum productivity and efficiency is a critical component of the sustainable development of human resources. The workforce is considered the most important capital of any organization; therefore, adequate and optimal utilization or, in other words, effective productivity of this capital is one of the main goals and plans of managers at the macro level of any organization. Today, management scientists criticize public businesses' success in achieving satisfactory results, and most public companies face a significant challenge in terms of productivity.

II. LITERATURE REVIEW

In their Study, Ambiguous Sticks and Carrots, Burke, Towry, Young, and Zureich (2023) examine the impact of contract wording and payment ambiguity on employee performance. It shows that employees under reward contracts work harder than under penalty contracts. They disputed prior studies that claimed bonus contracts demotivate employees more than penalty contracts and reduce team productivity by introducing an element of ambiguity into the contracts. They demonstrate this by testing contracts with ambiguous outcomes and contracts without ambiguous outcomes. In a contract with outcome ambiguity, reward contracts are more motivated than penalty contracts, contrary to the findings of earlier studies [1][18][19][20]. In a study titled Atypical Work: a danger to labor productivity growth? Bardazzi, R., and Duranti, S. In this Study, some researchers from Italy examined the impact of atypical contracts in the Italian economy from 2003 to 2008. Contrary to several arguments that link the usage of unusual labor contracts to a decline in productivity growth, they acquired fresh data based on the cost-cutting approach that demonstrates the utilization of unusual contracts is not necessarily detrimental to business efficiency.

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Their estimations show a connection between the usage of unconventional contracts and rising labor productivity [2]. In a study titled "Do temporary contracts affect total factor productivity?" Dolado, J. J., and Stucchi, R. In this Study, based on evidence from Spanish manufacturing firms, they found evidence that shows that workers with temporary contracts make more efforts to convert to full-time contracts. They showed that workers use the previous average conversion rate in their companies to signal the possibility of upgrading their employment status. Therefore, companies that use this approach to reward workers have a higher total factor productivity rate than other companies [3].

Does fairness foster efficiency? This is the title of a study by Dai, Y., Kong, & Xu (2017). Pay disparity and Chinese business productivity showed that the gap between payment to employees and managers leads to a feeling of inequality, work avoidance, and reduced effort of employees. Using data from 2003 to 2011, they discovered a negative U-shaped association between wage disparity and business productivity. The results suggest that fairness concerns may affect employee morale, and therefore, based on the research model, there is an inverted U relationship between productivity and the pay gap. Also, the results showed that the opportunities and skills of employees are adjusted significantly in the inverse U relationship of productivity [4].

Performance pay should be linked with a high-wage policy in order to include favorable incentive effects, according to Jirjahn, U. (2016) in a study titled Performance Pay and Productivity: A Note on the Moderating Role of a High-wage Policy. Payments must be high enough for employees to respond favorably to performance pay in order to reinforce and make up for the loss of intrinsic drive [5].

Mondello, M., & Maxcy, J. (2009), in a research conducted under the title The impact of salary dispersion and performance bonuses in NFL organizations, studied the effect of individual and group performance payments on performance, stating people prefer individual performance pay to group performance pay. The results of their research showed that individuals did not significantly change their performance when individual payoffs were changed to the group. But when the payment system changed from group to individual, their performance changed dramatically [6].

Mahamid, I. (2020), in research entitled Study of the Relationship between Rework and labor productivity in construction projects for Buildings, has studied the causes of rework and reduction of labor productivity in construction projects. In this Study, it has been determined that the productivity reduction of construction projects is mainly due to rework and reconstruction in construction sites. The usage of labor based on effort contracts is one of the primary markers of these types, which mostly lack the necessary skills and experience to do the work. Other indicators, such as delays in payments, lack of supervisory experience, and problems in supplying materials, have also been mentioned. In this Study, he showed that the number of rework has an inverse relationship with the productivity of the construction; the higher the amount of rework in the project, the lower the efficiency of the project [7].

In a study titled "The Relationship between Labour Productivity and Economic Growth in OECD Countries," Korkmaz, S., and Korkmaz, O. (2017) examined the connection between labor productivity and economic development in OECD nations. They analyzed the annual data of six Mediterranean countries between 2010-2020 using the causality test. They found a two-way causality relationship between labor productivity and economic growth. Also, they found a one-way causal relationship between the minimum wage and the average wage and economic growth [8].

The following topics are suggested for result-oriented governance by Osborne and Gaebler (1992): 1. What is measured is accomplished. After developing performance indicators, individuals start to ask the relevant questions, describe the issue, pinpoint it, and consider organizational objectives. 2. It is impossible to tell success from failure if outcomes are not measured. Decisions made by the government are mostly influenced by political factors when there is a dearth of objective knowledge. 3. One cannot praise success if they do not see it. One can boost his productivity by rewarding successful managers. 4. If achievement cannot be rewarded, failure is undoubtedly being rewarded [9].

Performance-based payments to Swedish farmers for environmental land management schemes have been criticized for being ineffective. From there, the farmers spend the money received from these projects on their management costs; practically no action is taken regarding the projects for the benefit of the environment. Therefore, a study on reducing agricultural pollution through payment based on results was conducted in Sweden by Sidemo-Holm, W., Smith, H. G., & Brady, M. V. (2018). In this case study in Sweden, the cost-effectiveness of the result-based payment plan was compared with a performance-based plan to reduce pollution and the reach of pollutants and phosphorus particles to water sources. The results show that performance-based payment schemes are more effective in moving buffer strips where they prevent more pollution than simply placing them where it costs farmers the least. And finally, they significantly improve the effectiveness of government payments to farmers compared to their performance-based plans. This case study was conducted in southern Sweden, but it can be expected that similar results can be obtained in other farms with similar characteristics [10].

III. OBJECTIVE OF STUDY

Wages and productivity of the labor force are two variables of the sustainable development of human resources and are of interest to economic experts in terms of economic logic and policy-making at both micro and macro levels. These two variables, on the one hand, are related to the efficiency of companies' economic decisions and, on the other hand, to growth, development, and sustainable economic prosperity.



The relationship between wages and productivity of the labor force, along with industrial development and the spread of entrepreneurship, was brought up to new methods in the field of economic activities, and along with their growth, a variety of wage systems corresponding to efficiency and performance emerged [11]. In all wage systems, part of the wage or all of it is related to individual or group productivity. In continuation of these developments, today, paying the workforce based on their results and achievements has become a matter of course, and the determination of wages in all work levels and job groups in order to achieve the productivity of human resources is done as one of the components of the sustainable development of the workforce. Therefore, the sustainable development of human resources can be achieved by increasing the productivity of human resources because:

- Increased productivity: People who have higher productivity usually improve their productivity and performance of their tasks, which can help increase productivity and economic growth.
- Reducing the wastage of resources: The decrease of financial and human resource waste can be achieved through increasing the productivity of human resources.
- Improving the quality of life: People who have enough skills and passion are usually placed in better jobs and experience an improvement in the quality of life for themselves and their families.
- Development of knowledge and innovation: Productivity of human resources can encourage the development of knowledge, innovation, and technological progress.
- Social sustainability: Sustainable development of human resources gives people the possibility of sustainable employment and better opportunities in the field of education and professional development, which contributes to social sustainability.

Therefore, the most critical component of the sustainable development of human resources is seen to be the productivity of human resources. The purpose of this Study is to investigate the increase in productivity of human resources in organizational management. Focusing on the difference in the method of using human power, it has tried to explain its importance by collecting library information and examining the primary data collected from a state dairy company in a comparative manner between the two methods of using human power.

IV. PROPOSED METHODOLOGY

The research method of this article is descriptive and analytical. The data collected for this Study is based on original data sampled from a 20,000-head dairy farm in Iran. As a result, some necessary and pertinent scientific data has been gathered from secondary sources, including books and articles from both domestic and foreign publications.

V. EVALUATION OF THE PRODUCTIVITY OF HUMAN RESOURCES IN GOVERNMENT ORGANIZATIONS

Human power, as one of the most valuable assets of the organization, has high sensitivity. Human performance

within the organization is a reflection of his knowledge, skills, and values. One of the objectives of enhancing human resources in the administration of government departments, which is based on evaluating the knowledge, ability, motivation, workplace behavior, and performance of employees, is to identify the elements that have the most significant impact on employee performance. One of the most critical factors affecting the performance of employees is the management of the service compensation system [12].

Given that the cost of human resources accounts for a sizable portion of an organization's expenses (such as salaries and benefits, costs associated with development and training, etc.), it is crucial for businesses to adopt new human resources management strategies and arm themselves with tools and techniques like performance management and evaluation as well as performance measurement. However, the management of human resource systems and performance assessment methods may be impacted by some of the intricacies and peculiarities of human resources management.

If this process is not done correctly, instead of being beneficial for the organization, it will cause problems for employees and managers. For example, imagine that the personal opinions of the evaluator have an effect on the report he presents about the members of the organization. As a result, an employee who performs well may be recognized as a poor performer in the report. If managers impartially check the records of employees or supervise the evaluation process, it can be said that this process has no weaknesses. On the other hand, if an unhealthy evaluation is done, problems that are discussed will arise.

- The influence of the personal opinion of the evaluators in the performance measurement report
- Replace performance appraisal with performance management
- Wrong result in assessment due to use of incorrect or insufficient information
- Creating a microscopic management system in the organization
- Limiting punishing people who perform poorly and recognizing good performance as the duty of employees

This Study has implications for Managers who can learn from the experience of evaluating the performance of employees in a government organization. In this experience, in order to increase the productivity of the organization, an employee performance evaluation system was designed based on individual profit and organizational units. In accordance with this strategy, a portion of the employees' pay was paid to them based on the organizational unit's performance report.

Since personnel in various organizational units had varied opinions of the plan based on their status, there was some intra-unit competition among the employees. Inter-unit rivalry also increased, and in some cases, animosity also developed. After some time, however, they were able to comprehend the reasoning behind the assessment system.

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Some workers used the most sophisticated methods to inflate their annual performance reports in order to get the highest wages but had previously been unable to create them, even in work-related concerns. This they did when reviewing how to increase the number of cases, their workload, and their monthly performance, as they had previously stated in the monthly performance report.

A small number of employees continued to execute their responsibilities in the traditional manner and were excluded from the assessment process, but following the second round of performance reviews and the monthly payment of Salary, these employees began to participate in the evaluation process when it became apparent that salaries were being paid to employees at vastly different rates, these employees began to submit performance reports and used this technique. After a while, every employee took part in the performance review process and embellished their work using various techniques. The exaggeration in the performance report had a substantial influence on the organization's overall performance, even if the competition gave the employees a framework for improving their performance. Based on feedback from the performance evaluation system's first year of use, organizational management made adjustments. However, after two years, the performance evaluation system was eventually discontinued, and payments continued to be as before. This encounter demonstrates how the reasoning guiding public and private organizations differs. Performance must be measured in a trustworthy manner in order to build an effective relationship between payment and performance. If one cannot link an important reward, such as payment, with results, it will lead to a decrease in motivation and a drop in performance. In many countries around the world, the compensation system is rapidly changing from fixed contractual wages to flexible payments [13].

In order to assess employee performance, Understanding the distinctions and characteristics of the organizational settings in these two domains is essential. The propensity to serve society in public institutions while accumulating fortune in private ones is pervasive and this issue creates two different organizational environments. By contributing to the advantages of the organization, it is feasible to boost employee performance and dedication to the organization's success in a private setting. The contractual arrangement between the employees of these centers and the organization, which is based on the amount of work put in regardless of the outcome, is the most significant factor in the inefficiency of systems like management and performance evaluation in increasing the efficiency of government agencies [14][17].

VI. HUMAN RESOURCE PRODUCTIVITY BASED ON THE EMPLOYMENT CONTRACT

It can be said that the correct management of human resources is one of the levers used to reach the ultimate goal of the organization. Many researches and studies have been done on the importance of personnel performance evaluation. The results of all these research studies unanimously say that doing this work in the right way will ultimately lead to higher productivity in the organization.

This Study compares the productivity of a public company's human resources based on the difference in the different types of wages, "effort-oriented" and "result-oriented" contracts. For this reason, a clear explanation of the contract based on the quantity of work performed, as well as the contract based on the result, is necessary.

A. Payment Contract Based on The Effort-Oriented

Labor is one of the production and service variables that have a price, just like every product does. The labor market is the place where employees sell their labor and employers purchase the labor they need. It is also the place where the cost of labor is determined. In this procedure of determining pay, human resources are based on the working hours or working days of the personnel, independent of the amount of production and the outcome of labor, and the most common way to pay Salary is in this way [14].

Pay-effort-oriented refers to the set of sums that the worker receives from his employer. Although its amount is different from the Salary, it can be considered one of the many items in this collection. This means that whatever the worker receives from his employer, according to the mutual agreement, is in the form of this collection. Salary or rights, commuting, family support, housing expenses, groceries, holidays, annuities, non-cash benefits, increase in production, annual profit, and many other cases. All the details are included under this heading [15][21].

B. Payment Contract Based On The Result-Oriented

The payment of wages is dependent on the outcomes attained at a given time, and this contract contains tasks that must be completed at a specific time and with predefined costs and results. Pay-result oriented; in this method, the payment is made mainly to the result or goals that are determined by the implementation of the project. In other words, the employer determines what results should be achieved by the worker, and payments are made based on the results obtained. This method is usually used in projects where the goals and final results are clearly defined and measurable [16].

VII. MATERIALS AND METHODS

The difficulties faced by government organizations in cutting the government budget, the scarcity of trained human resources, and the difficulties encountered in hiring new employees have resulted in a rise in tasks and activities as projects with a focus on results. A project contract is used to outsource the job, which is computed based on the duration and ultimate cost of the activity. In order to get a predictable outcome with a person or in the event of a contract with his firm, this kind of contract has to be detailed with a thorough breakdown of the kind and amount of work accomplished in relation to the cost and timeline. As a result, not all actions in the researched firm are always carried out inside the company and by its workers. There are several instances where a government agency or business delegates the administration and execution of its operations to individuals outside the organization.



Contracts signed by one or more parties are used to outsource certain operations. Estimating project cost and time is one of the most important issues in project implementation. In this Study, to evaluate and estimate the cost of the project, the performance of the project was examined based on previous data and information. In order to provide a more accurate estimate of the cost and time of the project in addition to the performance of the costs and the past schedule in the projects, the projects were divided into smaller sub-projects, and through the measurement of the work, the time and cost of its completion were calculated. Tables 1 to 3 related to the measurement of the time and cost of one of the five projects carried out with the target of burning the horns of 12,000 calves with the amount of \$165,000 for 12 months were measured according to row number 1 of table 4 and 5, which is presented as an example in this Study.

Table No 1: Daily Cost Team of Manpower to Dehorning Calf Horns

Title	Number	Average monthly Salary and fringe benefits (without deductions)	Daily salary cost (26 working days per month)
skilled technician	1	4780	183.8
skilled worker	2	3600	138.5
simple worker	1	3000	115.4
Total	4	11380	438

Table No. 2: The Number of Calves Dehorning in 8 Hours by the Dehorning Team (One Working Day)

Title	time (hours)	Number
Equipment preparation time	0.5	—
The time of the operation dehorning of the calves	6	40
Lunch and rest time	1	—
Equipment collection and cleaning time	0.5	—

Table 4: Payment Contract Based on the Effort-Oriented

NO:	Expected Duration Time of the Project (Month)	Duration Time of the Completion Project (Month)	The Ratio of Predicted Time to the Duration of the Completion Project	Expected Costs of the Project (USD)	Costs of the Completed Project (USD\$)	The Ratio of Predicted Expenditure to Costs of Completion Project
1	12	16	0.75	165000	253000	0.652
2	10	12	0.83	67200	80640	0.833
3	12	18	0.66	187000	280500	0.666
4	9	9	1	28800	28800	1
5	9	10	0.9	43200	48000	0.9
Total	52	65	0.8	491200	690940	0.71

Table 5: Payment Contract Based on the Result-Oriented

NO:	Expected Duration Time of the Project (Month)	Duration Time of the Completion Project (Month)	The Ratio of Predicted Time to the Duration of the Completion Project	Expected Costs of the Project (USD)	Costs of the Completed Project (USD\$)	The Ratio of Predicted Expenditure to Costs of Completion Project
1	12	11	1.09	165000	165000	1
2	10	8	1.25	67200	67200	1
3	12	9	1.33	187000	187000	1
4	9	9	1	28800	28800	1
5	9	8	1.12	43200	43200	1
Total	52	45	1.15	491200	491200	1

Total	8	40
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Table No. 3: Cost of Materials and Equipment for Dehorning Per Calf

Title	Price (\$)	Depreciation rate based on the number of calves	Cost per calf (\$)
Calf horn-cutting scissors	50	500	0.1
Calf thermal dehorning device	200	500	0.4
Energy cost	1	30	0.03
The cost of an antibacterial spray	5	10	0.5
Cost of local anesthesia medicine	5	5	1
Total	—	—	2.3

Five topics were selected from among the company's existing work topics. Each topic was divided into two equal parts and became two similar projects. For example, the project of burning the horns of 24,000 calves in 12 months with a team of 8 people turned into two projects of burning the horns of 12,000 calves in 12 months with a team of 4 people. 5 of them were projects for workers with an effort-oriented contractual relationship. The other five were dedicated to employees with a results-oriented contractual relationship.

The quality of the work done at the end of the day by the farm veterinarian should be reviewed and approved, and in order to create equal contractual conditions for any of the groups, no penalty or reward was considered for delaying or speeding up the work. The productivity of two groups of the company's human resources was evaluated at the end of the year based on the findings of the predefined time factor and cost factor. Its result is shown in Tables 4 and 5.

VIII. RESULT ANALYSIS

The researcher used ten projects to gather primary data for both types of contracts and provide the findings in this section.

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Efficiency and effectiveness are the two main components of productivity. Efficiency is defined as the ratio of used benefits to planned benefits, and the ratio of performance to standard performance is also defined. Effectiveness is considered an indicator of achieving organizational goals. In this regard, care should be taken in defining the goal in such a way that the goal is realistic and attainable. They have also defined the effectiveness of the performance as a measurement of the results based on the level of achievement of the goals. It is obvious that the productivity of the employees in the payment contract model is higher than one and positive based on the findings obtained in the two models of the company's employee employment contract. (Table No. 5) And this indicates that the aforementioned firm has succeeded in achieving its objectives with a productivity rate of more than 1 in a defined amount of time and at a reasonable price. However, in the effort-based payment contract model, the company's productivity to meet the specified targets has decreased to less than one as project duration and expense have increased. (Table No. 4)

IX. CONCLUSION

Undoubtedly, the condition for the survival and continuity of any organization in today's competitive world is to improve productivity. Paying attention to its production and productivity can lead it on the path of sustainable development while speeding up industrial growth and development. One of the most important components of organizational productivity is human resources. In organizations, managers seek to increase employee productivity and achieve predetermined goals by using different approaches and methods, including the use of performance evaluation techniques. The management of human resources systems and performance evaluation techniques may suffer from various problems in evaluating the performance of employees under the influence of its complexities, which can cause inaccurate evaluation results. The productivity of an organization is closely correlated to the design of a result-oriented payment system, which enhances the organization's efforts to attain more goals. Consequently, this Study addressed the hypothesis that outcome-based contracts are more critical for organizations because they increase their effectiveness and efficiency. In order to investigate this hypothesis, this Study tested ten projects in a 20,000-head government cattle farm in Iran to investigate the effect of effort-based and result-based payments on human resource productivity. Five projects were used for effort-based contracts, and five similar projects were used for results-based contracts. The results of the Study show that results-based contracts significantly affect the productivity of human resources in terms of efficiency and effectiveness.

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