






Identification and Prioritization of Indicators for the Annual Performance Evaluation of the President

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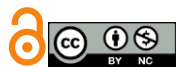
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ABSTRACT

Objective: The objective of this study is to design and evaluate an annual performance evaluation model for the president

Methodology: The study employs a Delphi research process consisting of three rounds to reach a consensus among expert panel members on the relevant performance indicators. Structural Equation Modeling (SEM) is used to validate the measurement model, and confirmatory factor analysis (CFA) is conducted to assess the reliability and validity of the model.

Findings: The Cronbach's alpha coefficient and composite reliability for all constructs in the model exceed 0.7, indicating good and acceptable reliability for the measurement instruments. This implies that the various constructs of the model were measured consistently and accurately, and the resulting data can be reliably used to analyze and interpret the President's performance. These results collectively show that the annual performance evaluation model for the President is statistically valid and can serve as an effective tool for performance analysis.

Conclusion: Overall, the findings of this evaluation suggest that higher priority was given to indicators that refer to tangible and measurable outcomes and impacts of the President's performance. In contrast, indicators related to individual competencies and external and intervening factors ranked lower. This pattern may indicate a tendency toward evaluations that focus more on objective and observable results than on more relative or indirect assessments.

Keywords: Annual Performance, President Performance, Performance Evaluation.

1 Introduction

The evaluation of performance is a crucial tool in management that significantly influences decision-making, particularly in assessing the efficacy of individuals

within an organization (Malek Hosseini et al., 2025; Seyedi et al., 2025). A well-implemented evaluation process not only ensures that the organization's goals are met efficiently but also safeguards the interests of both employees and society at large. In this context, evaluation can be viewed as

the key to successful management (Didehgah & Sohrabi, 2023). The importance of evaluation extends beyond the confines of private organizations, as it permeates into public governance, where citizens interact with numerous governmental bodies on a daily basis. These public institutions have become an integral part of people's lives, shaping their daily experiences and influencing their perceptions of government efficacy (Didehgah & Sohrabi, 2023). In countries like Iran, where the state plays an exceptionally large role in managing and coordinating national affairs, the evaluation of governmental bodies and their leaders becomes even more critical. As the head of state, the president holds immense responsibility for overseeing the functioning of the government and ensuring that its various operations run smoothly (Fan et al., 2021). The effectiveness of the president's leadership, therefore, directly impacts the quality of governance and the fulfillment of the needs of the citizens (Karimi et al., 2020; Khaled & Shaut, 2018).

Following the establishment of the Islamic Republic of Iran, the president has become the central figure in representing the government both domestically and internationally. The president's role extends beyond domestic governance to include representing the country in international forums, such as conferences and summits where high-ranking officials from various nations convene. As stipulated in the legal framework governing the president's responsibilities, the president is the primary representative of Iran in such international gatherings, making the evaluation of their performance in these contexts equally significant (Wang et al., 2014). This involves assessing not only their domestic leadership but also their international engagements and diplomatic effectiveness. Given the significant role the president plays in shaping national policies, the evaluation of their performance is vital to ensure the alignment of the government's actions with the interests of the people and the country's long-term objectives (Harrison, 2017; Hossein Zadeh et al., 2022). Moreover, performance evaluation serves as a systematic process for collecting, analyzing, and interpreting information to determine whether the set objectives have been achieved or are in the process of being realized (Saho & Tun, 2018; Selvarajan et al., 2018). In this regard, evaluation is not limited to the assessment of outcomes alone but also includes the monitoring of the ongoing processes that lead to these results (Suvedi et al., 2021). In the context of the president's performance, evaluation encompasses various aspects, including the execution of policies, responsiveness

to public needs, and the effective management of governmental resources. It is a comprehensive approach that requires careful consideration of both qualitative and quantitative factors. The evaluation process must also involve the assessment of the learning outcomes, ensuring that the decisions and strategies adopted by the president contribute to the overall improvement of governance and decision-making within the country (Wang et al., 2014).

The concept of performance evaluation is not new to governance and management. In many democratic nations, regular performance evaluations of leaders and public officials are conducted to ensure transparency and accountability (Neely et al., 2003; Neustroev et al., 2020). In countries such as the United States and Canada, governors and other public officials undergo annual performance evaluations based on their actions and achievements over a specified period. These evaluations are integral to maintaining public trust and ensuring that the leaders remain aligned with the expectations of the citizens they represent (Koo, 2018; Koo & Wang, 2017). In Iran, similar mechanisms exist for evaluating the performance of government officials, including the president. However, despite the existence of such frameworks, the current system of evaluating the president's performance has faced several challenges, including political biases and a lack of comprehensive, objective measures (Momeni Mofrad et al., 2021). This has resulted in evaluations that often fail to accurately reflect the president's effectiveness in leading the country, potentially hindering the implementation of necessary reforms and policies (Niroomand & Rzayat, 2020).

A major challenge in performance evaluation within the Iranian context is the absence of a standardized, objective framework that can evaluate the president's performance in a comprehensive manner. Political considerations often influence the evaluation process, leading to assessments that prioritize political affiliation over actual performance (Alipour & Nasri, 2017; Azari & Zamani Mazdeh, 2015). This political bias undermines the effectiveness of the evaluation system, making it difficult to accurately measure the president's achievements and areas for improvement. Furthermore, there is a lack of alignment between the performance evaluation criteria and the specific challenges facing the country. The evaluation system needs to be adapted to consider not only the president's achievements but also the context in which they operate. Given the complexities of governance, the evaluation should encompass a wide range of factors, from economic

performance to social and political outcomes, in order to provide a holistic view of the president's leadership (Kabanda & Abdin, 2017).

Another critical issue that arises in the evaluation process is the lack of continuity and consistency in the implementation of performance evaluation systems. While there have been some attempts to evaluate the performance of the president and other government officials in the past, these efforts have often been fragmented and inconsistent. The absence of a clear, institutionalized framework for performance evaluation leads to a lack of reliable data that can inform decision-making processes (Sepahvand et al., 2020). Additionally, the political dynamics in Iran have contributed to the erosion of the credibility of performance evaluations, as the results are often seen as politically motivated rather than an accurate reflection of the president's governance. This lack of trust in the evaluation system further compounds the challenges in improving governmental accountability and performance (Momeni Mofrad et al., 2021).

The concept of performance evaluation is deeply intertwined with the idea of competency. Competency refers to the knowledge, skills, and abilities required to perform effectively in a given role. In the context of the president, competency encompasses a broad range of attributes, including leadership abilities, strategic thinking, decision-making skills, and the capacity to manage complex challenges (Suvedi et al., 2021). It is essential to evaluate the president's competency in a way that goes beyond mere political affiliation and focuses on their ability to address the critical issues facing the country. An effective evaluation framework should incorporate a competency-based approach that assesses not only the outcomes of the president's actions but also their approach to solving problems and making decisions (Chang & Shui, 2018; Fan et al., 2021). This would provide a more comprehensive and objective measure of their leadership effectiveness.

Furthermore, the evaluation system should consider the socio-political and economic context in which the president operates. In a country like Iran, where political dynamics are constantly shifting, and where external pressures, such as sanctions and geopolitical tensions, can have a significant impact on governance, it is crucial that the evaluation system takes these factors into account. A president's performance cannot be assessed in isolation from the broader socio-political environment, and the evaluation system must be flexible enough to adapt to changing circumstances (Hossein Zadeh et al., 2022). This would ensure that the president's

performance is evaluated in a way that reflects the realities of governance in a complex, globalized world.

The literature review examines various studies on performance evaluation in different sectors, with a particular focus on government and institutional management. The review highlights the importance of measuring the effectiveness of senior managers in government institutions (Neustroev et al., 2020), and the assessment of banking performance in Brazil (Bavos & Vank, 2019). The review also presents studies on performance evaluation in education (Marsidin & Mudjiran, 2020) and insurance companies (Saho & Tun, 2018), along with innovative methodologies, such as fuzzy-based hierarchical models and network DEA approaches (Koronokous & Despoti, 2018). Other notable research includes evaluating the performance of governors in Iran (Momeni Mofrad et al., 2021) and analyzing the auditing performance management system in public organizations (Hossein Zadeh et al., 2022). The common theme across these studies is the emphasis on using quantitative models and comprehensive indicators to enhance the efficiency and effectiveness of public sector performance across various domains.

The aim of the study is to develop a comprehensive, objective framework for evaluating the annual performance of the president, taking into account not only their political actions but also their competencies and effectiveness in managing the various challenges faced by the country. By addressing the gaps in the current performance evaluation system, this study seeks to propose a more accurate and reliable method for assessing presidential performance, one that can contribute to enhancing governance, improving accountability, and ultimately benefiting the citizens of Iran.

2 Methods and Materials

This research is applied in nature based on its objectives, descriptive-survey in terms of methodology, and data collection was conducted through interviews. The study adopts a mixed-methods approach, utilizing thematic analysis as the primary research method. Thematic analysis is a qualitative research technique in which theory is developed through a set of data. In this approach, all content or data related to the subject of study are considered as sources of information. The main step in this process is determining the data collection techniques. Providing a thematic analysis requires the simultaneous and sequential collection and analysis of data. In theoretical sampling, data are gathered in a way that is useful for theory development.

In this study, using this method, the process of continuous data collection, analysis, and categorization through interviews was employed to develop the model. In theoretical sampling, data collection and analysis are highly interdependent and must be carried out alternately, as the analysis guides the sampling of data.

In this study, the sampling process begins with identifying individuals who are operationally and academically related to the research. Interviews continued until theoretical saturation was achieved. Therefore, 15 individuals, including political elites and university professors knowledgeable in the research areas, were selected. Based on the researcher's judgment, after conducting this number of interviews, it was determined that the gathered information had reached saturation, and no further interviews were necessary. The data and derived concepts were analyzed in coding tables to select the main concepts and core categories. At this stage, the researcher used the concepts obtained from the open coding data to study and examine them, redistributing the data to interviewees through direct contact. The collected data were reviewed, adjusted, and revised with expert opinions from several knowledgeable experts. This information was then placed in the axial coding table under the category heading. The axial coding phase is based on the relationships between categories and concepts. The initial model was validated using a Delphi panel consisting of 11 academic experts. In this process, after returning the questionnaires, the standard deviation and Kendall's coefficient of concordance were calculated. The results showed that the required agreement for final validation had not been achieved (Kendall's coefficient in the first round was 0.274 and in the second round was 0.472). Therefore, the process continued with the integration, removal, or modification of some indicators over three stages until the Kendall's coefficient of concordance reached a satisfactory value of 0.520 in the third round.

The reliability and validity of the components were examined, and the Cronbach's alpha for all components was above 0.7. Finally, to move into the quantitative phase of the study, a research questionnaire was designed. Using Cochran's formula, a sample of 155 experts and political elites and university professors knowledgeable on the subject was randomly selected. In this phase, to assess model fit and perform necessary analyses, structural equation

modeling techniques were employed using SPSS and Smart-PLS software.

3 Findings and Results

In open coding, concepts are identified, and in axial coding, categories are extracted by summarizing the concepts. In selective coding or the theory-building phase, the central phenomenon is systematically related to other categories, testing relationships, improving categories that require further enhancement and development, and ultimately, the researcher presents a model. In this stage, the researcher used the components (axes) derived from the axial coding table, reviewed them, and incorporated feedback from informed experts and some interviewees (who were considered experts) to make necessary adjustments and modifications. By selecting from the categories and axes related to the identification and prioritization of the annual performance evaluation indicators of the President, a thematic analysis identified five main categories, which were regarded as the effective and influencing factors of the research. These were integrated into the selective coding, and a qualitative hypothetical model was developed. A total of 28 categories were classified based on axial coding, and their relationships with components were identified and categorized. The results of the axial coding in this study are presented in the table below, showing the components of axial coding. To explore the identification of the President's annual performance evaluation indicators, various theories and models were gathered, discussed, and conclusions were drawn. In the first stage of the Delphi technique, the identified indicators were provided to a panel of experts, who were asked to indicate their level of agreement or disagreement with each indicator. Table 1 presents the performance evaluation indicators of the President extracted in the qualitative stage along with their symbols. These indicators were then presented to experts, and after three rounds of Delphi, those with an average score above the required threshold were confirmed, while the others were removed. The results of the first to third rounds of Delphi for the President's annual performance evaluation indicators are presented below.

Table 1*Concepts, Categories, and Indicators for the Annual Performance Evaluation of the President*

Indicator	Category	Concept	Symbol
Indicators Based on Competence	Leadership and National Guidance	Ability to create and maintain national unity	q1
		Ability to manage crises	q2
		Ability to motivate and encourage executive teams	q3
		Ability to create and strengthen democratic institutions	q4
		Strategic decision-making power	q5
		Ability to coordinate between different government sectors	q6
		Ability to adapt to challenges and changing conditions	q7
		Ability to plan and implement policies	q8
	Management and Executive Competence	Skill in optimal resource allocation	q9
		Ability to monitor project execution	q10
		Ability to establish effective communication with other managers and officials	q11
		Ability to control and reduce costs	q12
		Skill in evaluating and improving executive processes	q13
		Competence in managing large and diverse teams	q14
		Ability to identify social needs	q15
		Ability to predict political trends	q16
	Political and Social Intelligence	Ability to engage with different political parties and groups	q17
		Ability to establish effective relations with other countries	q18
		Accuracy in managing cultural and social issues	q19
		Awareness of international and domestic developments	q20
		Competence in building supportive networks	q21
		Skill in identifying economic problems	q22
		Ability to create and maintain economic growth	q23
		Competence in reducing unemployment rates	q24
	Ability to Solve Economic Issues	Ability to counter inflation and economic crises	q25
		Accurate and transparent evaluation of national financial resources	q26
		Planning to improve the taxation system	q27
		Ability to attract foreign investment	q28
		Evaluation of individual and collective rights	q29
		Evaluation of democratic principles implementation	q30
		Competence in maintaining and strengthening public freedoms	q31
		Accuracy in implementing laws and regulations	q32
	Respect for Human Rights and Rule of Law	Ability to clarify judicial processes	q33
		Competence in combating administrative corruption	q34
		Attention to the rights of minorities and vulnerable groups	q35
		GDP growth percentage	q36
Indicators Based on Outcomes in Evaluation	Economic Growth	Reduction in unemployment rates	q37
		Increase in exports	q38
		Decrease in inflation rate	q39
		Growth in domestic and foreign investment	q40
		Improvement in production and industry	q41
		Increase in employment across various economic sectors	q42
		Investment in infrastructure sector	q43
		Number of major civil projects completed	q44
	Improvement of Infrastructure	Progress in transport network development	q45
		Increased access to water, electricity, and gas services	q46
		Development of information technology infrastructure	q47
		Improvement in schools and hospitals	q48
		Increase in access to high-speed internet	q49
		E-government and facilitation of business processes	q50

Indicators Based on Processes or Behaviors	Progress in Social Welfare	Reduction in poverty rates	q51
		Improvement in healthcare and medical services quality	q52
		Improvement in housing and homeownership for various social groups	q53
		Increased access to education	q54
		Improvement in life expectancy indicators	q55
		Reduction in social inequalities	q56
		Support programs for vulnerable groups	q57
		Social services for minorities	q58
		Social security	q59
		Improvement in quality of life	q60
	Domestic and Foreign Security	Economic justice	q61
		Reduction in crime rates	q62
		Improvement in border security	q63
		Progress in countering terrorist threats	q64
		Strengthening international security cooperation	q65
		Securing domestic investment	q66
		Security measures against administrative corruption	q67
		Enhancement in public security	q68
		Response to natural and human crises	q69
		Military and defense capabilities	q70
	Environmental Sustainability	Addressing foreign security threats	q71
		Civil defense and emergency preparedness	q72
		Reduction in air pollution	q73
		Optimal water resource management	q74
		Preservation and development of natural areas and parks	q75
		Progress in recycling programs and waste management	q76
		Reduction in greenhouse gases and climate change	q77
		Development of renewable energy sources	q78
		Reduction in deforestation	q79
		Land subsidence	q80
	Transparency and Accountability	Soil erosion	q81
		Land use planning	q82
		Public access to government information	q83
		Ability to publish regular performance reports	q84
		Responsiveness to public questions and criticism	q85
		Ability to implement transparency reforms	q86
		Speed and accuracy in responding to social crises	q87
		Advancement of anti-corruption policies	q88
		Improvement in reporting to oversight bodies	q89
		Interaction with other institutions and authorities	q90
	Interaction with Other Institutions and Authorities	Ability to coordinate with parliament and other legal bodies	q91
		Evaluation of interaction with the private sector and civil society	q92
		Competence in managing political crises with other institutions	q93
		Support for international projects and strategic partnerships	q94
		Ability to listen to and respond to independent bodies' criticism	q95
		Transparency in international decision-making	q96
	Communication Skills and Expression	Ability to give public speeches	q97
		Effective use of media and social networks	q98
		Skill in gaining public support for decisions	q99
		Improvement in body language and displaying confidence	q100
		Ability to initiate constructive dialogues	q101
		Competence in using simple and clear language	q102
		Persuasion power in international negotiations	q103
	Innovation and Creativity	Introduction of innovative economic policies	q104
		Development of new healthcare policies	q105
		Advancement of modern environmental policies	q106

Indicators Based on Processes or Behaviors	Upholding Ethical and Cultural Principles	Promotion of entrepreneurship and startups	q107
		Strengthening research and development in technology	q108
		Encouraging innovation in education	q109
		Use of new technologies in government	q110
		Advancement of cultural and artistic policies	q111
		Strengthening respect for national values and identity	q112
		Upholding ethical principles in policymaking	q113
		Raising social awareness regarding ethical values	q114
		Countering discrimination and social inequalities	q115
		Supporting cultural and artistic projects	q116
	Social and Civic Engagement	Promotion of civic participation	q117
		Encouraging public dialogue and debate	q118
		Support for non-governmental organizations and civic movements	q119
		Strengthening grassroots and community-driven initiatives	q120
		Advocacy for inclusive public policies	q121
		Increasing youth involvement in public affairs	q122
		Fostering a culture of volunteerism	q123
		Enhancing citizen-government collaboration	q124
		Reduction in bureaucracy	q125
		Improving government service delivery	q126
Indicators Based on Public Satisfaction	Efficiency in Administrative Processes	Streamlining public sector operations	q127
		Decreasing waiting times in public services	q128
		Improving digital services in government	q129
		Advancing online service platforms	q130
		Efficiency in public procurement and spending	q131
		Diplomatic achievements in foreign relations	q132
		Enhancement of bilateral and multilateral relations	q133
		Progress in trade and investment agreements	q134
		National standing in global organizations (e.g., UN, WTO)	q135
		Effectiveness in international peacekeeping and security initiatives	q136
	National and International Diplomacy	Engagement in international climate change agreements	q137
		Diplomatic responses to international crises	q138
		Promotion of sustainable development goals (SDGs)	q139
		Focus on long-term ecological preservation	q140
		Investment in sustainable technologies and green economy	q141
		Promotion of sustainable energy solutions	q142
		Planning for the future of urbanization and infrastructure	q143
		Integration of climate change adaptation strategies	q144
		Engagement with global sustainability frameworks	q145
		Public trust in the president's leadership	q146
Indicators Based on Public Satisfaction	Public Perception and Opinion	Public approval of key government policies	q147
		Satisfaction with government transparency and accountability	q148
		Public perception of economic recovery and growth	q149
		Public perception of security and safety	q150
		Citizen satisfaction with social welfare programs	q151
		Perception of government efforts in environmental protection	q152
	Political Stability	Stability of the political system	q153
		Reduction in political polarization	q154
		Fostering political pluralism and diversity	q155
		Effective management of political crises	q156
	Crisis Management and Recovery	Maintaining peace and stability during electoral processes	q157
		Integration of various political ideologies into governance	q158
		Effectiveness in handling natural disasters	q159
		Crisis response to economic downturns	q160

Promotion of Social Justice and Equality	Legislative Action and Policy Implementation	Management of health emergencies (e.g., pandemics)	q161
		Recovery from social or political unrest	q162
		Readiness and resilience in national disaster preparedness	q163
		Evaluation of the country's recovery plans post-crisis	q164
		Success in passing key legislative reforms	q165
	Impact on Education and Research	Effective implementation of new laws and policies	q166
		Alignment of policy priorities with national development goals	q167
		Success in addressing legislative bottlenecks	q168
		Responsiveness to public needs through legislative actions	q169
		Investment in education infrastructure	q170
	Support for policies that reduce inequality	Promotion of research and innovation in academia	q171
		Improvement in education quality and access	q172
		Integration of digital technologies in education	q173
		Development of higher education and specialized training programs	q174
		Collaboration between government and educational institutions	q175
	Advocacy for Global Peace and Security	Support for research grants and academic scholarships	q176
		Efforts to eliminate gender discrimination	q178
		Promotion of equal opportunities for all citizens	q179
		Advancements in social security and welfare programs	q180
		Efforts to provide equal access to healthcare and education	q181
		Legal and financial support for disadvantaged groups	q182
		Participation in international peacekeeping efforts	q183
		Diplomacy and negotiation in conflict resolution	q184
		Support for global disarmament initiatives	q185
		Strengthening international cooperation in defense	q186
		Support for the protection of human rights globally	q187
		Global leadership in conflict prevention and humanitarian relief	q188

In this study, after conducting thematic analysis of the interviews, a model of organizational culture with performance, based on the Iranian petrochemical industry, emerged. To assess the validity of the model, the initial model was validated through a Delphi panel involving 10 political elites and academic experts. To ensure the accuracy and credibility of the study, various methods, including test-retest and validity and reliability criteria, were employed. In the quantitative and validity sections of the questionnaires, the minimum acceptable CVR value for the number of evaluators in this study, based on the Lawshe table, was 0.49, and the CVR value for all variables exceeded this threshold. Additionally, the CVI index for all questions was above 0.79, indicating that the questions were clear, simple, and relevant. The reliability of the questionnaires was also measured using Cronbach's alpha coefficient. The Cronbach's alpha coefficient for all variables was above 0.7, and the overall coefficient for the entire questionnaire was 0.804, indicating high reliability and trustworthiness of the questionnaires. After the return of the questionnaires, the

standard deviation and Kendall's concordance coefficient were calculated. The results showed that the necessary agreement for the final validation of the model was not achieved in the first and second stages (Kendall's concordance coefficient in the first stage was 0.274, and in the second stage, it was 0.472). Therefore, this process continued for three stages to integrate, delete, and modify certain indicators. Based on the results obtained in the third round of Delphi and the relatively high concordance coefficient of 0.520, which is presented in Table 2, the concordance coefficient increased from 0.4 and approached 1, indicating strong agreement among the evaluations. Finally, the components of the high-performance organizational culture model were confirmed. Furthermore, the average indices in the third round increased compared to the previous two rounds, indicating the significant and very significant impact of these components. The standard deviation in the third round decreased compared to the previous two rounds, which further attests to the increased agreement among the members.

After identifying the concepts related to the categories of competency-based indicators, results-based indicators in evaluation, process- or behavior-based indicators, intervening influencing factors, and the consequences of evaluation, the next step was to present an appropriate model for the annual performance evaluation of the president. Structural equation modeling was used for this purpose. Before fitting the model, descriptive statistics related to the categories of competency-based indicators, results-based indicators in evaluation, process- or behavior-based indicators, intervening influencing factors, and the consequences of evaluation for the president's performance evaluation model were reported. The average of all categories related to the five indicators of the president's annual performance evaluation model was estimated to be above 3. The lowest and highest average values were related to the categories of maintaining and promoting ethical and cultural principles (with an average of 3.29 (SD = 0.801)) and strengthening democracy and political participation (with an average of 3.756 (SD = 0.986)), respectively. Figure 1 shows the measurement model for the president's annual performance evaluation, which includes the measurement

model related to the five constructs: competency-based indicators, results-based indicators in evaluation, process- or behavior-based indicators, intervening influencing factors, and evaluation consequences.

The factor loadings of the categories related to each of the five constructs in the president's annual performance evaluation model were above 0.5 and significant ($1.96 < T$ and $P < 0.05$). Therefore, the measurement model for the constructs of the president's annual performance evaluation model had satisfactory convergent validity, and the identified categories related to the indicators in the president's performance evaluation model were appropriately selected. Based on the estimated results, Cronbach's alpha and composite reliability for all five constructs of the president's annual performance evaluation model were above 0.7, indicating acceptable levels. The AVE for each of the five constructs was above 0.5, and their Rho A was above 0.7, which confirms that the model constructs possess satisfactory convergent validity. The adequate quality of the model constructs is further validated by the positive estimated values of their cv.com.

Table 2

Reliability, Convergent Validity, and Quality of Constructs for the Annual Performance Evaluation Model of the President

Construct (Indicator)	Cronbach's Alpha	Rho A	CR	AVE	cv.com
Competency-based Indicators	0.927	0.929	0.945	0.774	0.618
Process- or Behavior-based Indicators	0.901	0.901	0.927	0.716	0.542
Results-based Indicators in Evaluation	0.917	0.918	0.938	0.751	0.586
Intervening Influencing Factors	0.916	0.917	0.937	0.749	0.585
Evaluation Consequences	0.896	0.900	0.917	0.582	0.448

In the president's annual performance evaluation model, the model has satisfactory discriminant validity, as the

HTMT index values for the constructs of the model were estimated to be less than 0.9.

Table 3

HTMT Index of Constructs for the Annual Performance Evaluation Model of the President

	1	2	3	4	5
Competency-based Indicators					
Process- or Behavior-based Indicators	0.843				
Results-based Indicators in Evaluation	0.832	0.861			

Intervening Influencing Factors	0.873	0.838	0.878	
Evaluation Consequences	0.712	0.794	0.802	0.747

All endogenous variables in the president's annual performance evaluation model were confirmed according to the CV.RED index, and the R² values for the five constructs—competency-based indicators, results-based indicators in evaluation, process- or behavior-based indicators, intervening influencing factors, and evaluation consequences—were estimated to be significant.

Furthermore, it is observed that all five constructs had a significant effect on the measurement of the president's annual performance evaluation. The overall quality of the president's annual performance evaluation model was assessed with a strong goodness-of-fit index (0.756). Additionally, the SRMR was estimated to be less than 0.1, confirming the adequacy of the model.

Table 4

Fit Indices for the Annual Performance Evaluation Model of the President

Construct	CV.RED	R ²	Level	F ² Level	GOF	SRMR
Competency-Based Indicators	0.578	0.799	Significant	3.976	Significant	0.756
Process- or Behavior-Based Indicators	0.547	0.817	Significant	4.452	Significant	
Result-Based Indicators in Evaluation	0.590	0.840	Significant	5.234	Significant	
Influential Intervening Factors	0.574	0.821	Significant	4.598	Significant	
Evaluation Outcomes	0.387	0.718	Significant	2.552	Significant	

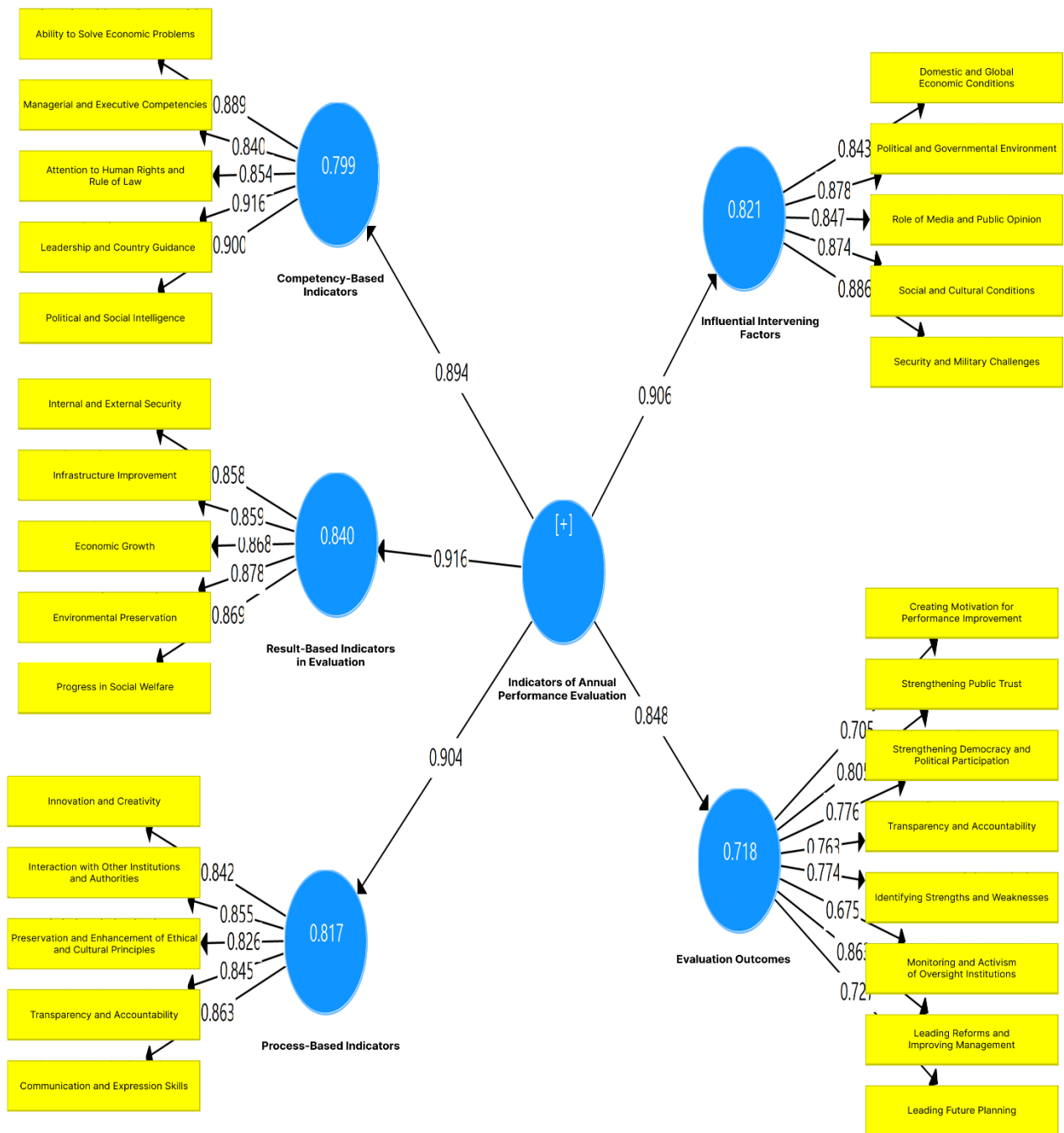
According to the results obtained from CFA, all the fit indices for the annual performance evaluation model of the President have appropriate values. All path coefficients are positive and statistically significant ($1.96 < T$ and $P < 0.05$).

Therefore, the designed model for the annual performance evaluation of the President is confirmed, and the categories and indicators for evaluation have been appropriately selected and do not require modification.

Table 5

Path Coefficients of the Annual Performance Evaluation Model of the President and Their Significance Tests

Path	Path Coefficient	Standard Error	T-Statistic	P-Value
Competency-Based Indicators	0.894	0.029	30.509	0.000
Process- or Behavior-Based Indicators	0.904	0.057	15.961	0.000
Result-Based Indicators in Evaluation	0.916	0.036	25.173	0.000
Influential Intervening Factors	0.906	0.037	24.221	0.000
Evaluation Outcomes	0.848	0.063	13.349	0.000

Figure 1*Annual Performance Evaluation Model of the President with Statistical Significance*

In this section, the categories of the final model of the President's annual performance evaluation are prioritized using the Friedman test. The results of the Friedman test are reported in Table 6. It can be observed that among the categories of the President's annual performance evaluation model, the highest priority according to the respondents is

the strengthening of democracy and political participation, related to the indicator of evaluation outcomes. The lowest priority is related to the preservation and enhancement of ethical and cultural principles, associated with the process- or behavior-based indicators.

Table 6*Friedman Test Ranking of Categories in the Annual Performance Evaluation Model of the President*

Indicator	Category	Symbol	Mean Rank	Rank
Competency-Based Indicators	Leadership and Country Guidance	A1	12.64	17
	Managerial and Executive Competencies	A2	12.31	20
	Political and Social Intelligence	A3	12.91	16
	Ability to Solve Economic Problems	A4	11.34	26
	Attention to Human Rights and Rule of Law	A5	12.15	22
Result-Based Indicators in Evaluation	Economic Growth	B1	14.65	14
	Infrastructure Improvement	B2	11.50	25
	Progress in Social Welfare	B3	17.36	5
	Internal and External Security	B4	15.50	13
	Environmental Preservation	B5	16.58	9
Process-Based Indicators	Transparency and Accountability	C1	16.41	10
	Interaction with Other Institutions and Authorities	C2	17.38	4
	Communication and Expression Skills	C3	16.73	7
	Innovation and Creativity	C4	12.00	23
	Preservation and Enhancement of Ethical and Cultural Principles	C5	11.08	28
Influential Intervening Factors	Domestic and Global Economic Conditions	D1	12.54	18
	Social and Cultural Conditions	D2	11.67	24
	Political and Governmental Environment	D3	11.32	27
	Security and Military Challenges	D4	12.16	21
	Role of Media and Public Opinion	D5	12.33	19
Evaluation Outcomes	Transparency and Accountability	E1	14.19	15
	Identifying Strengths and Weaknesses	E2	15.93	12
	Strengthening Public Trust	E3	16.35	11
	Leading Reforms and Improving Management	E4	18.38	2
	Strengthening Democracy and Political Participation	E5	18.73	1
	Leading Future Planning	E6	18.02	3
	Monitoring and Activism of Oversight Institutions	E7	17.17	6
	Creating Motivation for Performance Improvement	E8	16.71	8

Table 6 shows the ranking of different categories in the President's annual performance evaluation model. This evaluation is conducted based on several indicators, which can generally be classified into four major categories: competency-based indicators, result-based indicators in evaluation, process-based indicators, and influential intervening factors. Additionally, evaluation outcomes have been separately examined. Overall, Table 6 assesses various factors involved in the evaluation of the President's performance.

In the competency-based indicators, the most significant categories are managerial and executive competencies, leadership and country guidance, and ability to solve economic problems. These indicators are generally related to the President's effectiveness and efficiency in crisis management and national leadership. Specifically, the category "Leadership and Country Guidance," with a mean rank of 12.64 and a rank of 17, indicates that this aspect of the President's performance is not considered to be among the best, although it ranks reasonably well compared to other

indicators. On the other hand, the "Ability to Solve Economic Problems," with a mean rank of 11.34 and rank 26, received the lowest score among the competency-based indicators, suggesting weaknesses in addressing economic crises and key challenges in this area.

In the result-based indicators category, "Progress in Social Welfare," with a mean rank of 17.36 and rank 5, has one of the highest positions in the evaluations. This category indicates that the President has performed well in improving social welfare. Additionally, "Environmental Preservation," with a rank of 9 and mean rank of 16.58, is relatively favorable, reflecting attention to environmental issues and their significance in executive policies. In contrast, "Infrastructure Improvement," ranked 25, shows problems in this area, highlighting the need for more attention.

In the process-based indicators category, "Interaction with Other Institutions and Authorities," with a rank of 4 and mean rank of 17.38, achieved the highest score, indicating that the President has been effective in communication and cooperation with other institutions and authorities.

"Transparency and Accountability" also ranked 10 with a mean rank of 16.41, indicating relatively good performance in terms of transparency and public accountability. In contrast, the category "Preservation and Enhancement of Ethical and Cultural Principles," ranked 28, reflects weaknesses in this aspect of the evaluation.

Influential intervening factors refer to economic, social, political conditions, security challenges, and the role of media. In this section, "Domestic and Global Economic Conditions" has a better rank, with a mean rank of 12.54 and rank 18, reflecting positive impacts of economic conditions on overall performance evaluation. However, categories such as "Political and Governmental Environment," ranked 27, and "Social and Cultural Conditions," ranked 24, are significantly lower, suggesting political and social challenges in the country.

Finally, in the evaluation outcomes section, the categories "Strengthening Democracy and Political Participation,"

"Leading Reforms and Improving Management," and "Leading Future Planning" are significantly ranked at the top, with "Strengthening Democracy and Political Participation" ranked 1 and "Leading Reforms and Improving Management" ranked 2, indicating key priorities in improving the political and executive system of the country. In contrast, categories like "Preservation and Enhancement of Ethical and Cultural Principles" and "Political and Governmental Environment," ranked the lowest, indicate the need for substantial improvements.

The ranking results of the indicators in the annual performance evaluation model of the President are reported in Table 7. It can be observed that the evaluation outcomes have received the highest priority, while influential intervening factors have received the lowest priority according to the respondents.

Table 7

Friedman Test Ranking of Indicators in the Annual Performance Evaluation Model of the President

Category Type	Mean Rank	Rank
Competency-Based Indicators	2.36	4
Result-Based Indicators in Evaluation	3.23	2
Process- or Behavior-Based Indicators	3.15	3
Influential Intervening Factors	2.25	5
Evaluation Outcomes	4.01	1

In the ranking results of the indicators in the annual performance evaluation model of the President, the indicators based on evaluation outcomes have been prioritized the most. This indicates that the effects and results of the President's performance, according to the respondents, are considered the most important criteria for evaluation. In contrast, influential intervening factors are given the least importance, reflecting the lesser impact of factors such as environmental conditions or limitations on the President's performance. Additionally, result-based and process-based indicators are ranked consecutively, highlighting the significance of evaluations based on outcomes and executive methods.

4 Discussion and Conclusion

The evaluation of the president's performance using various indicators can be divided into competencies, outcomes, processes, and intervening factors. Competency indicators address individual and leadership capabilities, strategic decision-making, and crisis management, with a

focus on transparency, ethics, and conflict resolution. In outcome-based evaluation, the tangible impacts of policies in economic, social, and diplomatic areas are examined. Process indicators also consider the manner in which policies are implemented and the president's interactions with officials and the public, including transparency, participation, and adherence to democratic principles. Intervening factors, such as crises and internal and external pressures, also have significant impacts on the evaluation. Ultimately, these evaluations not only contribute to transparency and governance improvement but can also influence public trust and the president's political legitimacy. Performance indicators for evaluating the president serve as a measure for assessing the efficiency and quality of the country's executive management and are divided into three main categories: competencies, outcomes, and processes or behavior. Competency-based indicators focus on the president's individual skills in various management and executive areas, including political and social intelligence and problem-solving skills. The president must have the

necessary abilities to manage economic, social, and security crises and also pay special attention to human rights and the rule of law in policy-making. Outcome-based indicators evaluate the practical impacts of the president's actions on the country. These indicators include economic growth, infrastructure improvement, and social welfare progress. Environmental concerns, transparency, and accountability are also considered in the president's performance evaluation. The president must create conditions that lead to sustainable development and social progress. Process-based or behavioral indicators address the execution methods and the president's interactions with other officials and institutions. The president must establish constructive relationships with other officials and utilize them to implement policies. Additionally, innovation in policy and project design, and adherence to ethical and cultural principles in policy-making, are key characteristics in this area. Intervening factors in evaluating the president's performance include internal and global economic conditions, social, cultural, political status, and security challenges. Moreover, media and public opinion also have a significant influence on the evaluation. The results of these evaluations can include identifying strengths and weaknesses, enhancing public trust, guiding reforms and management improvement, and strengthening democracy and political participation. Furthermore, monitoring and the activism of oversight bodies can be effective in improving government transparency and efficiency. Ultimately, these evaluations can serve as tools to guide future planning and improve the president's performance.

In the Delphi research process, the opinions of panel members were collected and analyzed in three rounds to determine the level of agreement on the evaluation of the president's performance. Initially, in the first round, a questionnaire was sent to the panel members to gather their opinions on various components of the president's performance evaluation. The results of this stage indicated significant disagreement and insufficient consensus among the members, as the Kendall coefficient for the overall evaluation of the president's performance and the various indicators was below 0.5, indicating the need for further processing to reduce differences and reach more agreement. In the second round, after analyzing the results of the first round and incorporating previous scores, the questionnaire was redistributed for the panel members to review their opinions based on others' perspectives. At this stage, the Kendall coefficient clearly improved and rose above 0.5, indicating a significant increase in the level of consensus

among the members. This improvement in the alignment of opinions positively influenced the progress of the study, suggesting that members had managed to reduce their disagreements. Despite this progress, it seemed necessary to hold a third round of the Delphi process to ensure final consensus. In the third round, the Kendall coefficient improved further, exceeding 0.5, demonstrating a high level of agreement in the president's performance evaluation. Furthermore, the significance test of the Kendall coefficient showed that this agreement was not random and had a high level of accuracy and validity, with a p-value less than 0.05. These results indicate that after three rounds, the Delphi process achieved its goal of reaching a valid and meaningful consensus on the evaluation of the president's performance. Ultimately, this process demonstrated the success of the Delphi method in reducing disagreements and increasing the alignment of views over time. The gradual improvement of the Kendall coefficient across the three rounds emphasizes the method's ability to create a comprehensive and valid agreement on complex and controversial topics. In each stage, the panel members reached greater consensus based on collective results and the continuous review of their opinions, ultimately leading to a precise, valid, and majority-accepted conclusion.

This study focused on designing and analyzing an annual performance evaluation model for the president using Structural Equation Modeling (SEM). The main objective of this research was to accurately and reliably evaluate the president's performance using diverse indicators and concepts, including competencies, outcomes, processes, intervening factors, and evaluation consequences. First, the descriptive statistics of various categories of the model were examined, revealing that the mean of all categories was above 3, indicating a positive evaluation from the respondents' perspective. However, the category "Preserving and Promoting Ethical and Cultural Principles" had the lowest average at 3.29, reflecting challenges in this area. In contrast, the category "Strengthening Democracy and Political Participation" had the highest average at 3.756, indicating a greater emphasis on these aspects in the president's performance. Subsequently, the main constructs of the model were examined, and the factor loading of these constructs, all of which were above 0.5, demonstrated that all categories were meaningfully incorporated into the model. Since the T-Value was greater than 1.96 and the P-Value was less than 0.05, the model's confirmatory validity was confirmed, indicating that the selected indicators were appropriately chosen for evaluating the president's

performance. Additionally, the examination of the Variance Inflation Factor (VIF) for the model's concepts showed no multicollinearity issues among the categories, ensuring that the results obtained were accurate and reliable. The findings suggest that the proposed model for evaluating the president's performance has high validity and reliability. The Cronbach's alpha and composite reliability coefficients for all constructs were above 0.7, indicating good and acceptable reliability of the measurement tools. Overall, this model can serve as a valid tool for assessing the president's performance in the coming years.

In this analysis, the results highlighted the statistical validity of the president's performance evaluation model. The Average Variance Extracted (AVE) for each of the five constructs in the model exceeded 0.5, indicating a proper correlation between the constructs and their ability to explain a substantial portion of the variance in their respective variables. This result contributes to establishing convergent validity and emphasizes that the constructs are well-correlated with each other. Moreover, the Roe coefficient for all constructs was reported to be above 0.7, reflecting the model's high accuracy and validity. For construct validity, various indices such as the CV.com index were used, and their results indicated good quality and consistency among the constructs. These indices demonstrate that all the constructs meet acceptable quality standards and are properly aligned with one another. Furthermore, the validation of the CV.RED indices for the endogenous variables of the model, particularly in terms of variable accuracy, emphasizes the importance of the validity of the model's variables, as none of the variables lack validity, and all are correctly incorporated into the model. This indicates that the model is designed effectively and the results obtained are reliable. The R2 indices for the five constructs in the model are significantly high, showing the model's predictive power in explaining and analyzing the behavior and outcomes of the president's performance evaluation. These indices clearly demonstrate that the model has explained a substantial amount of variance in the target variables and clarified the relationships between them. Additionally, the model's goodness-of-fit index is acceptable, and the Standardized Root Mean Square Residual (SRMR), which is below 0.1, indicates a good fit between the model and empirical data, with minimal errors in the model. The results of the Confirmatory Factor Analysis (CFA) further confirm that all path coefficients are positive and significant. This confirmation clearly indicates that the relationships between the constructs are correctly

defined, and none of these relationships are randomly or erroneously established. Therefore, the designed model for the president's annual performance evaluation has been validated, and it can be concluded that the categories and indicators used for evaluation are appropriately selected and do not require modification. The overall results of this analysis comprehensively demonstrate that the president's performance evaluation model is statistically valid and can be effectively used as a tool for performance analysis and evaluation. The statistical validity and the exact alignment of the model with empirical data make the proposed model effective in ensuring a more accurate and reliable evaluation of the president's performance.

The table of the president's annual performance evaluation presents a set of indicators and categories for a thorough analysis of the president's performance, divided into four main groups: competency-based indicators, outcome-based indicators, process-based indicators, and influential intervening factors. In this evaluation, the categories not only reflect the president's performance across various managerial and executive dimensions but also separately examine the consequences of these actions. In the competency-based indicators category, the main components relate to managerial and executive capabilities, leadership and governance of the country, and the ability to solve economic problems. Among these, the category "Leadership and Governance of the Country" shows a relatively low performance despite having an appropriate ranking. This is particularly evident when compared to other indicators, such as "Ability to Solve Economic Problems," which ranks lower, highlighting the president's weakness in managing economic crises. This weakness, particularly in addressing the country's economic challenges, requires special attention and effective measures. In the outcome-based indicators category, progress in social welfare and environmental sustainability are aspects that reflect the president's relatively successful performance. Specifically, "Progress in Social Welfare," with a higher rank, indicates success in improving people's living standards and welfare. This category stands out significantly in the president's performance evaluation, reflecting a focus on social and welfare issues. Furthermore, attention to environmental sustainability in policy execution is highly significant, although weaknesses are noted in the area of "Infrastructure Improvement," which requires further focus and effort. In the process-based indicators category, the "Interaction with Other Officials and Institutions" ranking stood high, signifying positive progress in building effective

communication and cooperation between the president and other political bodies. However, challenges remain in the "Preserving and Promoting Ethical and Cultural Principles" category, particularly in terms of maintaining an ethical approach in decision-making processes. Lastly, intervening factors, which consider the effects of internal and external pressures on presidential performance, demonstrated that while security challenges and the national economy exert significant influence on the president's performance, public opinion holds considerable power in shaping presidential success.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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