

Re-Evaluation of the Appraisal System

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Abstract: Re-evaluation of the appraisal system may complement evaluative supervisory ratings. In this article, the researcher will suggest a modification on the traditional appraisal system that may increase their developmental effectiveness, and give theoretical orientations which justify the belief that the traditional evaluation must change for the benefits of the organisation and personnel.

Keywords: Appraisal, Performance, Re-Evaluation Staff, Unfair Appraisal System

1 Introduction

'A happy employee is a productive employee' this famous saying has been proven across all businesses and cultures around the world. Because of the strong relationship between employee performance, motivation and job satisfaction, leading global companies nowadays strive to improve employee's job satisfaction within their organisations by implementing various tools and methods that aim to increase employee motivation and eventually job satisfaction. To measure an employee's performance, appraisal systems were created. Unfortunately, many employees have been misjudged or were treated unfairly due to the unclear and changing methods used in the traditional evaluation system. Moreover, the evaluation system may be influenced personally where personal revenge may interfere leaving employees in the mercy of their leaders.

The structure of this article is organised as follows: in the third section, the literature review in the traditional appraisal system and the problems found in organisations using the traditional appraisal system in evaluating their people. Afterward, this research will present different methodologies chosen in supporting my findings. Moreover, the researcher will suggest the new system of appraisal, which is the main purpose of this article Re-Evaluation of the Appraisal System (REAS). Results will follow the proposed system and it finally would be the conclusion.

REAS will be one of the most important aspects of human resources department and is directed towards identifying staff members' qualifications and determining whether they correspond to their job descriptions. This system, however, concentrates on dedicated and hard worker employee's, whom are creative, ambitious, multi-tasking and loyal to their work and to their organisation. In addition, this system is also a security system that serves the company's security system. The use of this project relates mainly to every organisation in both private and public in all around the world. The system consists of multiple plans designed to assist Managers and especially Personnel Department Manager (HR) to help them evaluate their employees' performance in a more reasonable and fair-evaluation.

In this article, we will investigate and provide a system that its main objective is to prevent any discrimination and unjustified evaluation among all organisations. It is a rating system that through the formal and systematic analysis it provides justice in the value of each job done by employees every day. This system attempts to count the amount of tasks that was required by a certain employee and measures its accomplishment and effectiveness. Job evaluation begins with the analysis of work to determine the task characteristics and requirements. A description of the duties and responsibilities is written; the duties and responsibilities are calculated against the selected evaluation method. Effectively performed, job evaluation simplifies pay structure decisions and makes them more rational. It makes job judgment a more efficient process.

REAS is one mechanism that can motivate personnel, eliminate envy and enmity among staff. It will encourage professional growth, which will eventually reflect on the employee's productivity. A popular theory about motivation is that those who have concrete goals typically outperform those who do not. Performance evaluation systems provide not only concrete goals but also positive feedback on a job well done, subsequently creating a desire to shine. Although individual performance appraisals are commonplace across all professional settings, departmental performance evaluations have not been described extensively in the organisation.

This system is also designed with high priority to promote optimal performance, identify areas of inefficiency and monitor progress. A well-designed evaluation system will allow the organisation to justify its functions and demonstrate quality of its products by providing concrete measures of performance to its staff. The role of HR Department in any organisation is to set policies and procedures; these policies and procedures includes penal to those with insufficient performance. Thus, it is immoral for organisations to assign employees stretch goals without equipping them with the resources to succeed, and still punish them when they fail to reach those goals. This lack of guidance often leads to stress, burnout, and in some instances, unethical behaviour.

Understanding that a fair-evaluation performance can make a huge positive difference and a great impact of satisfaction on the staff themselves; they will work harder to reach their goals that was built to reach the organisation goal. Each organisation aims to reach the highest level of setting goals, that is surely will only be reached by great motivated staff with unlimited ambitious. Everyone wants to be appreciated!

Evaluation was and will be the more important thing to all employees; it is the employees' worst night-mare! The idea of evaluating a huge number of staff for their work that has been done through the 360 days is itself an issue that needs to be solved. Evaluation is an integral part of training the employees to know more about their job, prepare employees to plane for their work structure, help them design and create also develop system software, which will finally end-up with an excellent delivery. Managers need to understand what needed to be evaluated and including evaluation throughout the process was crucial to validate, provide feedback for continued development and revision and to provide sound evidence of program/transfer outcome and integration of new knowledge and skills into practice.

The system works through installing the system in all employees' personal computer; this system will be automatically switched-on while the computer is turned-on and immediately register the open-time of the computer which will ensure that the employee is not absent even if he/she forgets their Card-ID. It then counts each task that has been made through the day in different categories, and it will calculate the time that took him/her to accomplish the task and it will be designed to compare similar tasks that have been accomplished from the employees in the same unit; this line-up will show the speed and efficiency. The system is well-programmed to know the differentiation of the responsibilities and duties of each staff. For example, Clients Relationship Department will have an addition area called feedback, this feedback is from the external clients', it is either by SMS or e-mail and it saves the feedback from the client's about the quality of job and service.

It is a catcher system that catches those who are taking long lunch breaks during working hours, sitting in front of the Internet browsing Web pages and using their computers for non-business-related work, it is also a friendly system that keeps tracking those who sit late, after working hours and saves every task that have been done during that time and measures performance and accomplishments that have been done at that time. It simply accumulates the time and tasks that have been made after an organisation official end-time. As a security system, this is a Number 1 security system that prevents any theft of information and saves privacy from any robbery that might happen.

2 Background

The benefits and importance of having an excellent appraising system to evaluate hard workers employees are more than delivering a fair evaluation report; it can be the main reason of a good quality of productivity. This issue has been a big concern to every organisation.

According to Longenecker et al. (1987), 'because of actual and perceived negative consequences of accurate appraisal, some managers knowingly make ratings that are inaccurate. However, the rating environment likely affects both rating practices and participant reaction'. The author here proved my point that some managers fail to meet the accurateness in evaluating their staff members, which will lead to unhappy reactions and an upsetting feeling towards their managers.

Other research-based articles were the sole examples of studies on particular issues. Using a managerial sample, Greenberg (1986) reported that 'perceived fairness of performance evaluations depended on the presence of procedural characteristics' (e.g. communication, appeals process, job knowledge and consistency) and distributive characteristics (e.g. rating based on performance, action based on rating).

On the other hand, Sackett et al. (1988) used a sample of supermarket cashiers to explore the differences between typical and maximum job performance. They found a low correlation between the two and commented on the appropriateness of using procedures that tap maximum versus typical performance. The researchers have used a certain mechanism to explore job performance, which exactly relies on my point that there has to be a system that measures job performance among employees. Napier and Latham (1986) reported that managers (1) perceived no consequences (good or bad) from conducting thorough performance appraisals, and (2) saw little practical value in doing so.

Finally, Sulsky and Balzer (1988) argued that 'accuracy in performance measurement was lacking because of poor definitions of accuracy, methodological and theoretical limitations of true score development and the absence of a cohesive theory of performance'. We are strongly supported the authors in this point, if the definition of accuracy is poor then the true score will never be accurate.

The conclusion we draw from this and earlier reviews of appraisal research is that our knowledge of the rating process has expanded greatly in recent years but remains fragmented. This fragmentation appears to be caused by fundamental differences between the measurement aspects of appraisal research and the organisational purposes of performance appraisal. From a measurement perspective, the necessity to isolate specific effects has resulted in single-issue studies conducted in laboratory settings. Moreover, Shea and Wulf (2005) indicated that most of this research addresses the consistency, not necessarily the relevance, of the measurement. The effects of prior expectations, prior knowledge of performance and memory decay have been studied separately from the alternative uses of appraisals (administrative or developmental), the characteristics of raters/ratees or the types of scales and formats employed.

3 Methodology

This segment will observe a phenomenological approach used in this study to illuminate its central question about the proper way of an evaluation. This approach enabled investigation of perception of different employees, genders, regional groups, to shed light on the evaluators. In this study, an open interview with various employees in different organisations has been applied.

The research methods focussed on a specific level of designation and have excluded managers from my questionnaire as they are the ones who are evaluating their staff. The time-period of the survey took five working days. That was conducted on 140 employees in different work sectors; banks, ministries and investment companies. It fosters closer communication between staff members and their supervisors, which can avoid problems before they develop. To support founding, we have also conducted a survey that consisted of a random sample of employees in both governmental and private sector. The sample size was 200 with a response rate of 60%.

3.1 Evaluation System Survey

The first question in the survey was if the respondent was satisfied with the traditional evaluation process that was conducted in their work. Surprisingly, Figure 1 shows that 80% of the sample were unsatisfied and felt that they had an unfair evaluation whereas only 15% felt that the traditional way has served them justice.

Evaluation Satisfaction

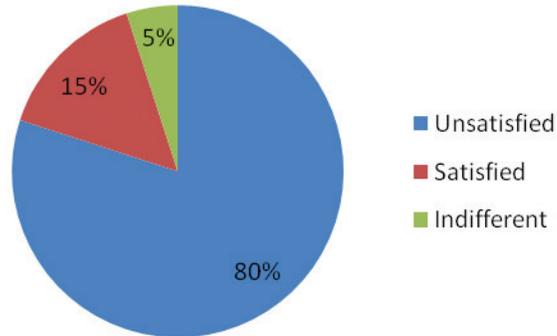


Figure1 - Evaluation satisfaction

Reasons influencing the evaluation

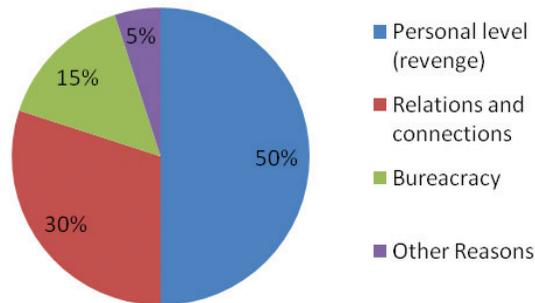


Figure 2 - Reasons influencing the evaluation

The second question, illustrated in Figure 2, was related to the appraisal system the company was following and whether this system has been implemented or not, 90% felt that the appraisal system the company is following lack many aspects and was not properly implemented. In the third question, we have covered the reasons that the employees feel might have influenced their evaluation negatively, 50% felt that the evaluation was conducted on a personal level, 30% felt that people with connections were over evaluated and 15% felt that bureaucracy played a role in the evaluation process, where the 5% left had different reasons.

The fourth question was the effect of the appraisal evaluation left on your performance, 80% of the employees were unprovoked by the results and made them think of quitting were only 10% have motivated them to work more and the rest were not influenced by the results. Next question was concerning the changes needed to the appraisal evaluation system, 93% of the participants would like to have an equal base for evaluating through a new developed system were only 7% of the participants are satisfied with the current system.

Briefly, the aforementioned survey supports our founding, as the need for a new system for evaluation in all sectors is obvious. Most of the participants were unsatisfied with the current evaluation at their companies, and they felt that they were neglected and the evaluation was deceiving. As a result, the employee was unprovoked and felt motiveless affecting their performance, hence the overall outcome of the company. Many aspects were driven by the unjust evaluation, such as the unclear evaluation system in every company, the diverse personalities evaluating the employees, the external factors affecting the evaluator such as relationships and connections and the bureaucratic system some companies suffer. Therefore, 93% of the participants are supporting our findings and have preferred to have a new system of evaluation that is set on consistent principles for evaluating and eliminating discrimination that the current systems suffer from.

4 Challenges

Each staff is responsible for their manners, reputation, job quality and performance. This responsibility is a duty that has to be taken seriously as all these factors mentioned will be reflecting in their evaluation. A good evaluation is able to lead you to a bigger and a better professional challenge, while a bad evaluation can guide to an unchanged career with the same salary, or even less.

It is visible that the evaluation procedures are very different and some organisations do not follow any kind of set protocol. Maureen (2008) also shows how it is very hard on managers to evaluate their staff with an unknown procedure; it is hard to remember how well did their staff do during the year, which is a major drawback for the staff not to get a satisfying appraisal as a payback for their efforts. The difficulty exists by sorting all employees in one category, in that way it is hard to reward anyone with an outstanding performance.

The biggest disadvantage in the classical appraisal evaluation is giving the prize to those who do not deserve to be rewarded. An indication proves that employee's feel under pressure when managers award their colleagues at work for the sake of friendship, they may also be given a lower performance no matter how value of their work is delivered. To make performance appraisal system valuable and successful, an organisation comes across various challenges. The major challenge involved in the performance appraisal process:

1. Classification of the appraisal criteria is wrong. The information that is given to feed the evaluation process has to be in a measurable terms.
2. *Generate a ranking tool:* The purpose of the Evaluation System is to judge the performance of the employees rather than the employee. The focus of the system should be on the development of the employees of the organisation.
3. *Lack of ability:* The HR Department should choose the evaluators carefully. They should have required expertise and the knowledge to decide the criteria accurately.
4. *Conflict:* The fear of unwanted low ratings in the evaluation process may face opposition from the employees.

There are many errors based on the traditional evaluation process, which has no actual criteria to pursue on. Therefore, the evaluators should have a quantifiable system to follow to be fair in rating the performance of the employees.

5 Proposed System

REAS is the solution to excessive problems that occurs among all governmental and non-governmental organisations. It provides benefits to the organisations as well as the managers and employees through the controllable use of resources and the ability to manage problems more effectively as indicated by Choi-Wa (2008).

This system enables to have flexible decision making for evaluators to support them evaluate employees under clear standards; it gives a habitual review of progress against the business role done by staff members. It keeps on tracking every and pending task in each PC, so it avoids any unaccomplished mission. It also can be a good communication channels between management and the rest of the organisations, it makes the relationship between managers and their staff stronger and more open.

The goal of organisational personnel performance evaluation systems is to improve the performance of employees, by guaranteeing that there will be meaningful evaluation. Using the proposed system, the evaluation system will no longer be a reason to be afraid of. Because it is based on excellent standards, it collects as many evidence to support efficiency in evaluation. Tracking system of the employees daily job is an important part of the evaluation process, where the employee himself will give more and more of himself to get more points for an outstanding performance; this will surely discover the honesty of one employee from another and will fix any negative attitude and it will encourage them to take responsibilities to learn more and to give more to the organisation; it will cover the aspects such as employees weaknesses, strengths, accomplishments, failure, behaviour and skills. An organisation needs to restructure its evaluation system that let them know whether their employees are genuine. It is hard to measure the behaviour of individuals. Even if they were well trained, it might never be possible to document their actions and behaviours till the end of year to meet the evaluation date. The results of evaluation, and the benefits of evaluation data to ongoing program improvement, should be expressed to employees, especially audiences with those who have doubt of evaluation.

It is an idyllic system and it will save everything in employee's record to assist them get over their limitations by learning from their mistakes and prevent any future failures. It helps to identify quality of the job completed, growth and discover the hidden talents skills of a person.

6 Results

Most staff prefers to be reported annually. But they neither happen to meet to discuss performance nor do they know what does in their personal file. Staff in all organisation shall be reviewed annually in a manner appropriate to their work setting and responsibilities. Because quite few organisations are not presently doing an appraisal system for the staff members, this have a negative impact on them, it is devastating to work hard and to give more with an unknown result and a zero appreciation. The manager should mandate evaluation for each of his/her staff and the Management headed by HR must conduct an annual meeting with the staff to develop the evaluation process criteria and to add, change or amend policy and procedures that is against the employee's benefits, all this for a cause which is to prevent any future problems that might occur.

As most of the employees are displeased with the evaluation system process and also unsatisfied with the people whom are evaluating them, then the evaluator should be the employee's direct supervisor or someone who is very familiar with the staff member's work; it is a total responsibility on the supervisor and is the one to be blamed for any inaccurate results that might happen, and if any incorrect information added in the appraisal, the employee has the right to report a complaint against the report to the HR management, without signing the appraisal report. Because most employees do not know what goes in their personal files (appraisal, feedback, recommendations, etc.), which is 100% wrong; this will cause a big gap in the relationship between the employee and the management. The ease of negotiation and a simple open discussion between both parties will have a positive effect on the employees and will reflect on the quality of the job and certainly will return on their loyalty to the organisation.

The evaluation should include both written and verbal components and the employee must know his strengths and weaknesses points, and that can be done through both verbal and written appraisal from the supervisor to the employee. This clear process will encourage them to grow in their career, to give more to the organisation and the fear of hidden agendas will disappear.

Unclear process causes a lot of problems, if there is only an understandable process, the employee would not panic the day of appraisal and will think of it as more as a payback day for the hard work and effort given during the year.

The HR are the ones to blame for any consequences that arises, they have to implement a measurable criteria with a careful terms for evaluating their staff as their staff are their greatest asset they have to motivate them if they did good and punish those who do not apply the rules. If there is a strict principle, then a positive result will appeal and no one will have an unfair evaluation, as every employee will get what they deserve eventually, and everyone will be satisfied.

7 Conclusion

It is quite apparent from our survey responses that a fair-evaluation has become hard workers concern. Initially, although the concerns about a fair-evaluation cannot be ignored, organisations need to embrace this development. Evaluation is important not only to the immediate job at hand, but also in anticipating the needs of the organisation in the future.

By evaluating an employee's strengths and weaknesses, and by considering the needs of the organisation in the future, a strong manager will be able to help develop employees who are able not only to help the organisation meet its current needs, but also to fulfill the organisation's future needs. There is also reward for the subordinate who, with the assistance of his manager, is able to cultivate skills that will help.

In any organisation everyone hates the entire appraisal process. However, employees also see the Evaluation of the Appraisal System as a ticket to a raise, promotions and a higher position. But unfortunately, the problem is when good and hard workers employees are not getting what they really deserve is a fact.

In summary, the use of REAS will help and support organisations through the ability to track the employee's tasks and gather a comprehensive statistics each day that will avoid injustice in their annual appraisal evaluation by managers.

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