

PERFORMANCE APPRAISAL SYSTEM OF THE CREATIVITY PRIVATE SCHOOL

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“Don’t lower your expectations to meet your performance. Raise your level of performance to meet your expectations. Expect the best of yourself, and then to what is necessary to make it a reality”

Ralph Marston

ABSTRACT

The study aimed to assess performance appraisal system creativity in private school in the Kingdom of Bahrain. Specifically, it answered the following questions: What is the status of the performance appraisal system of the Creativity Private School in the Kingdom of Bahrain in terms of accuracy, effectiveness, quality and Relevance? What is the impact of the performance appraisal system of the respondents towards the performance of the respondents in terms of commitment, skills and responsibilities? What are the problems encountered by the respondents in the conduct of performance appraisal system? What are the recommendations proposed of by the respondents in order to improve the performance appraisal system of the school? Moreover the study identified the problems the problems encountered by the respondents in the private school performance appraisal practices. The descriptive type of research was used in this study. Results indicated that respondents agreed with the current performance appraisal along productivity, teamwork and motivation. Data were processed through Microsoft excel and statistical package for the social sciences (SPSS) using weighted means. They were analyzed, interpreted and discussed for draw conclusions and offering recommendations.

There was significant difference between employees and middle management perceptions on the status of the performance appraisal practices of the private school in term of

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accuracy. On the other hand there was no significant difference between employees and middle management perceptions on the status of the performance appraisal practices of the private school in terms of productivity & motivation. There was significant difference between employees and middle management perceptions on the level of effectiveness of the performance appraisal practices in term of motivation. On the other hand there was no significant between employees and middle management perceptions on the level of effectiveness of the performance appraisal practices in terms of productivity & teamwork. The study out that the respondents showed an overall agreement that the status of the performance appraisal system in term of accuracy, effectiveness, quality and relevance were “agreed”.

Keywords: performance appraisal, effectiveness, quality, accuracy, motivation.

Chapter 1

Introduction

Nowadays, we live in a society in which changes are succeeding rapidly in the business world and changes in approaches represent a normal thing. Human resource becomes significant with any organization to present the people which they are the heart of the company. Without the incidence of people who know how things work and know when and what must be done? Organizations simply cannot achieve their objectives. This indeed was indicative of the more strategic approach to Human Resource Management (HRM) policies which sought to link the aims of the organization to the performance of the individual. Based on what is mentioned above, and throughout the last decade, many organizations have adopted the Performance Appraisal Process as one of the main methods used for employee development, hence, business performance improvement. In addition, it's significant to identify their skills, performance and to know there weakness and how to improve it within the department target. The appraisal system should be up-to- date with the improvement of the company and to satisfy the company goals.

Every organization may be it educational or non-educational has their own strategy on how to evaluate if their vision and mission is achieved or not. Likewise, annual evaluation is being conducted to evaluated employees performance so that continuous improvements must be effected in order to meet the demands of the changing environment. Hence, they set quality educational standards policy which a private school has to comply. That is why teachers in this

school have to pass their rigid annual evaluation which is otherwise known as the performance appraisal system as this result of this is basis of their renewal of contracts.

Chapter 2

Literature

Marchington and Wilkinson, (2005) this indeed was indicative of the more strategic approach to Human Resource Management (HRM) policies which sought to link the aims of the organization to the performance of the individual. The organization's key aims, goals and objectives become an embedded part of the process in the performance management and communicated through the performance appraisal process. Baron et al (2005) defend the performance appraisal is "a more limited approach which involves managers making top-down assessment and rating the performance of their subordinates at an annual performance appraisal meeting". Likewise, Chapman (2009) said that important changes relating to age discrimination in UK employment law became effective in October 2006, with implications for all types of appraisals and job performance and suitability assessment. Ensure your training and materials for appraisals reflect current employment law. It's helpful to understand these recent laws also if you (young or old) are being appraised.

Armstrong(2006) describe the role of the performance appraisal as a tool for looking forward to what need to be done by people in the organization in order to achieve the purpose of the job to meet new challenges .Batter use of technology skills and attributes (Szilagy &Wallace 1990) in addition it will develop both organizational and individual capabilities and reach agreement on areas where performance needs on the effectiveness of its employee generating information which influences many of the organizations decision. Annual performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks.

Sharma (2008) disclosed that collectivist culture of India makes performance management quite challenging. Superiors and subordinates develop close relationships, making a formal appraisal process difficult. Supervisors frequently inflate the work performance of

subordinates because personal friendships between supervisors and subordinates objective evaluations. However, leading Indian companies are adopting a very progressive approach to performance management by adopting a 360-degree approach or management by objectives (MBO). Wise (2005) also said that performance appraisal assist on an individual basis in helping employee understanding and commitment but also in decision making about career choices and how they spend their time. Performance appraisal is the one element of the performance management process which involves different measurements throughout the organizations but it is the element which is important if organization is to take advantage of their most important asset employees and again human capital advantage. Armstrong & Baron (2005) strategy implementation and delivery of the organizational strategic target is the best accomplished through high performance people and it is the development of these people which performance appraisal seek to advance. This is not the only identified purpose for performance appraisal.

John Mooney, (2009) The process of measuring and evaluating the performance of important processes carried out by human resources management, through the measurement and evaluation to enable the Organization to judge the accuracy of the programs and policies adopted, whether policies to attract and selection and appointment, or programs and policies for training, development and follow-up their human resources. A. Wael Mohamed Jibril, (2009). The impact of the TQM (total quality management) principles to the process of evaluating the performance of workers: Total quality management aims to achieve customer satisfaction and therefore their degree of satisfaction can be judged is the standard by which the level of performance from this perspective appeared in multi-resident agencies, because clients are all employees, officials, and overseas customers and suppliers. The system of performance appraisal in accordance with total quality management as the most effective and objective and fairer system of performance appraisal traditional, who had focused on a set of attributes, criteria that intangible, including the resident is a person tends to attribute more than others, Mohamed Ahmed, (2007)

Abdurrahman Al-Sultan (2007) HR Manager Matager Company Saudi Arabia, some suggestions for an effective performance management: It should focus on the question “How they can meet both individual and organizational purposes?” They should be guided by a

philosophy that values both the employee and performance appraisals: Such programs should include regular appraisals of the manager by subordinates, and be reviewed by the manager's superior. Involvement of suppliers and customers to provide feedback on the employee's performance can also be considered as criteria for measuring the worth of the employee. Shakeeb, (2009) discuss in her article about the feasibility of evaluating the performance of staff in the ministries of the Kingdom of Bahrain the issue of evaluating the performance of the employee and the extent of its usefulness is a subject did not take the realm of the study, and can start by asking about the effectiveness of performance appraisal systems, and how can we develop? The staffs of different ministries are taking their assessment system to the Civil Service Bureau. For the year 2006 issuing the Civil Service Law, which includes Chapter III of the (performance evaluation) Article (18), which reads: set standards of performance of staff on the basis of the requirements of their job duties and responsibilities, aimed at evaluating job performance to assess the efficiency of the staff and check what the existing shortcomings in performance and employee behavior in order to avoid it in the future.

Krasz (2008) in her thesis about the justice of performance appraisal is discussing the justice of distribution of process and interaction. The primary goal of this thesis is to identify the taxonomy of the perceived justice and to reveal the criteria that most influence the perceived justice of the performance appraisal system. The dominant organizational culture and the subculture considerably determine the characteristics of the system which will compare the culture clusters and identify the culture dimensions that correlate to the perceived justice of the system. Illinosan et al (2009), a thesis is about Investigation of Relationship between performance appraisal and career development and advancement of midlevel women in student affair administration. The purpose of this study was to explore the performance appraisal experience of women in student affair in the college and examines the appraisal experiences of these women and contributes a new perspective related to career development and advancement.

The Accountability of Nonprofit Executive Directors: The Performance Appraisal Process thesis done by Theresa Beyerle (2006) this study is to construct a theory of appraising the performance of the executive director seeking to link the performance appraisal of executive directors to the accountability of organizations. The research question is: Is a performance appraisal conducted, and what factors contribute to that phenomenon? Suggestions for areas of

improvement are also addressed. Ideal of the performance appraisal approach in that the desired outcomes effectively enable the employee to meet their own performance targets through motivated self learning. Performance management process in which it was discovered that 65% of the organization surveyed used individual annual performance appraisal and 27 % twice yearly as highlighted by (CIPD survey, 2005)

Alamiri (2009) discusses in his thesis Evaluate and develops staff performance evaluation system which is aimed to evaluate and develop staff performance evaluation system at the Bank of the Tigris and Euphrates for development and investment. Problem of the study were identified in a number of questions including: Is the performance evaluation system weak in the bank already? Investigate the effectiveness of any system of evaluating the performance of employees in the bank. The study concluded that a number of results, the most prominent: Found that the overall level of the interest of the bank variables evaluate the performance of its affiliates was (not accepted), showed a correlation relationships among elements of building staff performance evaluation system and the foundations of sustained and developed and there is precedence for the components of building a system. Alfaydy (2008) in her thesis about the relationship between general employee appraisal system and impairment of performance in government organizations a fields study on the Jeddah government she was talking about that because of the problem in the appraisal system. This research will focus on measuring the evaluation process, which is an annual employee performance effective, but noted that these reports do not focus directly on the performance as much focus on some of the personal qualities of employees. Nadir Abo-Shaikha,(2009) the employees are not looking for massive salary and allowances of the many diverse, but what they seek above all is to have fun at work, and mutual respect between him and management, and a real opportunity to show creativity and useful ideas, this has been demonstrated in a study in middle east of a group of employees and managers , which asked staff about the most important features that they want to get from their work, was the salary of choice XII, followed by bonuses, or the first choice is to have fun at work, followed by respect for the employee and his or her personality by colleagues and management, followed by having to implement the ideas and proposals.(Arab human resource management, 2005)

Theoretical framework

The concept of 360 degree feedback we can have different feedback from different people like supervisors, peers, subordinates, customers (internal and external), anyone who comes into contact with the employee and the employee himself. The 360 degree measures the work knowledge, behavior, skills, behavior,

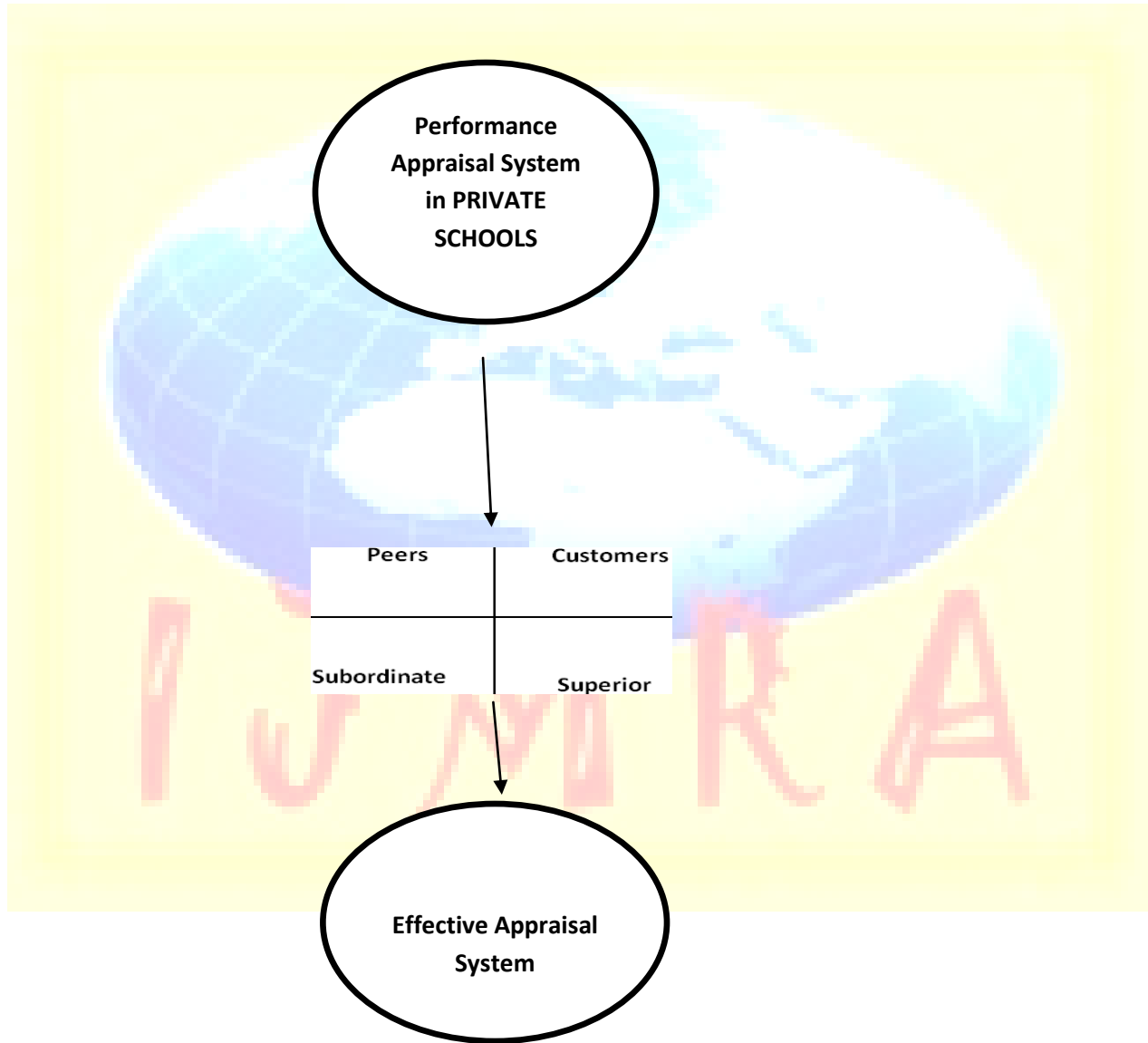


Figure 1

Theoretical framework of the study

“360 degree performance appraisal theory”

team work, quality of work and to provide the feedback about the employee. It has four major components each one has a weight of 90 percent of the total 360 degree: customers appraisal, subordinate's appraisal which is the staff who has a lower grade than the employee, peer appraisal who are directly connected with the employee such as his team member and superior's appraisal which are the line manger or the supervisor of the employee. 360 degree performance appraisal is a good method to avoid emotional problem and to be fair while rating the employee because there are four different people who do the evaluation.

Chapter 3

Table 1

Respondents and Population of the study

Respondent	Population	Respondents	Percentage retrieval
Teachers	51	51	100
Total	100	51	100%

Data Processing and Statistical Treatment

The weighted mean calculated to determine the respondents' average perceptions on the different variables investigated as well as the respondents' overall perceptions. The likert scaled used in the interpreting of the means for the level of respondents' bases on the status and effectiveness level of performance appraisal system of the Creativity School.

The null hypothesis of the significant difference between the category of the employees and the perception of the respondents in measuring performance was tested by using the t-test of differences between the means of two groups of respondents, senior staffs and staffs were processed by using the Statistical Packages for Social Science (SPSS, Version 16) for personal computer

Table 2

The status of the Performance Appraisal System of the Creativity Private School

Indicator	Mean	Interpretation
ACCURACY		
The performance appraisal system is aligned with the vision and mission of the institution	3.62	Agree
The appraisal system is accurate in terms of content and purpose.	3.52	Agree
The performance appraisal system is holistic	4.10	Agree
The objective of the PAST is appropriate to the needs of the faculty.	3.83	Agree
Overall Mean	3.77	Agree

Table 2 presents the status of the appraisal system of the ministry of education in terms of accuracy, quality, effectiveness and relevance. In terms of the accuracy of the respondents performance appraisal system, the respondents agree that the performance appraisal is aligned with the vision and mission of the company (3.62), is accurate in terms of content and purpose (3.52), the objective of the appraisal system is appropriate to the needs of the teachers (3.82) and it is holistic with the highest computed of 4.10.

The result of the study is supported by the theory of Jibril when he said that the process of measuring and evaluating the performance of important processes should be carried out by human resources management, through the measurement and evaluation to enable the Organization to judge the accuracy of the programs and policies adopted, whether policies to attract and selection and appointment, or programs and policies for training, development and follow-up their human resources.

Table 3

Status of the Effectiveness of the performance appraisal system of Creativity Private School

Indicator	Mean	Interpretation
EFFECTIVENESS		
The task of every faculty are well-done	3.74	Agree
Submission of academic requirements are on time	3.90	Agree
Job description of every faculty is well-defined	3.64	Agree
The teachers are well-motivated to teach.	3.55	Agree
Overall Mean	3.71	Agree

Table 3 presents the status of the effectiveness of the performance appraisal system of the Creativity School. As gleaned from the table, the respondents agree that the performance appraisal system of the school is effective as evidenced by the overall mean of 3.71. Submission of academic requirements of the teachers is on time got the highest mean of 3.90. This result might be attributed to the fact that teachers are given deadlines as to submission of grades. Annual performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks.

Table 4

Status of Performance Appraisal System of the Creativity Private School

QUALITY	Mean	Interpretation
Teachers are actively involved in all the co-curricular and curricular activities of the school.	4.20	Agree
Teachers became very efficient in their teaching.	3.80	Agree
Teachers are flexible in their teachings	4.10	Agree
Teachers are good in research	3.83	Agree
Overall Mean	3.98	Agree

Wise said that performance appraisal assist on an individual basis in helping employee understanding and commitment but also in decision making about career choices and how they spend their time. Wise stressed the fact that Performance appraisal is the one element of the performance management process which involves different measurements throughout the organizations but it is the element which is important if organization is to take advantage of their most important asset employees and again human capital advantage.

TABLE 5

Status of the Performance Appraisal System of the Creativity School

RELEVANCE

The criteria of the PAST of the school is well-defined	3.91	Agree
Feedbacks of PAST are well documented	4.15	Agree
PAST results are explain to every rate	3.89	Agree
The objectives of the PAST is clear	3.79	Agree
Overall Mean	3.91	Agree

As seen in the table, the respondents agree that performance appraisal of the school is relevant as reflected in the overall mean (3.91). They respondents agreed that the feedbacks of the evaluation tool are well documented (4.15), and the criteria of the appraisal system of the school are well-defined (3.91). The findings imply that Creativity Private School dean should explain the result of the evaluation to the concern so that they will know where they will know their strengths and weaknesses. Wise stressed the fact that performance appraisal assist an individual and a valid basis for helping employee know their strengths and weaknesses so they can do something about their flaws.

Table 6

Impact of the Performance Appraisal System on the Respondents' performance

Indicators	Mean	Interpretation
Commitment		
Always punctual in attending the assigned task.	4.12	Agree
Haven't been absent from school	3.98	Agree
Plan and preparation are always ready and	4.43	Agree

available

Try to know the students better	4.25	Agree
Put students' benefits before mine	4.34	Agree
Overall Mean	4.31	Agree

As seen in the table, the respondents agree that the performance appraisal system affected their commitment towards the school. They are committed in the sense that they are always punctual in attending their assigned task as evidence by the computed mean of 4.12; they put students' benefit before them (4.34), plan and prepare always (4.43). Overall, the result implied that the employees are committed to their work as reflected by composite mean of 4.31. The findings of this study is supported by Armstrong when he said that annual performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks.

Table 7

Impact of the Performance Appraisal System on the Respondents' performance

Skills	Mean	Interpretation
Teachers are quiet aware of the curriculum	4.39	Agree
Teachers possess the skills to deliver adequate education	3.76	Agree
Teachers cater the students up on their capabilities	4.01	Agree
I receive feedbacks from my immediate supervisor	3.55	Agree
My colleagues stimulate me to do better work	3.53	Agree
Overall Mean	3.49	Agree

Based on table 7, the overall impact of the performance appraisal system of the school on teachers in terms of their skills is positive (3.49). Teachers are aware of the curriculum (4.39), teachers cater the students up on their capabilities (4.01) top the ranks respectively. The findings of the study is supported by the theory of Mahmood when he stressed that the employee in his work are not looking for massive salary and allowances of the many diverse, but what they seek above all is to have fun at work, and mutual respect between him and management, and a real opportunity to show creativity and useful ideas.

Table 8

Impact of the Performance Appraisal System on the Respondents' performance

Responsibilities	Mean	Interpretation
Supervisors are following up with teachers for better performance	4.21	Strong
Many other irrelevant jobs are requested from teachers	4.23	Strong
Teachers are requested to role multiple tasks which wear them out	4.35	Strong
Too many requirements to meet to fulfill the expected performance	4.48	Strong
Teachings time is little comparing to the other irrelevant jobs I have perform.	4.26	Strong
Overall Mean	4.31	Strong

The findings of the study show that the performance appraisal system of the school has strong impact on the employees' responsibilities with composite mean 4.31. They disclosed that there are many requirements to meet to fulfill the expected performance (4.48) which ranks first and followed by teachers are requested to role multiple tasks which wear them out (4.35). The 360 degree measures the work knowledge, behavior, skills, behavior, and team work, quality of work and to provide the feedback about the employee. It has four major components each one has a weight of 90 percent of the total 360 degree: customers appraisal, subordinate's appraisal which is the staff who has a lower grade then the employee, peer appraisal who are directly connected with the employee such as his team member and superior's appraisal which are the line manger or the supervisor of the employee.

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