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Al-Quds University**



**Performance Appraisal at UNRWA Health Centers in  
Gaza Governorates**

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# **Performance Appraisal at UNRWA Health Centers in Gaza Governorates**

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**Thesis Approval**



## **Performance Appraisal at UNRWA Health Centers in Gaza Governorates**

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**Jerusalem- Palestine**

**1431 / 2010**

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

اِنْ اُرِيْدُ اِلَّا الْاِصْلَاحَ مَا اسْتِطَعْتُ وَمَا تَوْفِیْقِيْ اِلَّا بِاللّٰهِ عَلَیْهِ  
تَوَكَّلْتُ وَاِلَیْهِ اُنِیْبُ

(هود : 88 )

**" my success (in my task) can only come from Allah. In  
Him I trust, and unto Him I look"**

**Holy Quran (Hud-88).**

## **Dedication**

*I dedicate this work in the loving memory of my dear father. Lots of love and appreciation to my mother and my family, my wife and children*

*Raafat Abu Sabha*

## **Declaration**

I certify that this thesis submitted for the degree of master is the result of my own research, except where otherwise acknowledged, and that this thesis has not been submitted for a higher degree to any other university or institution.

Signed

Raafat Ali Abu Sabha

Date:     /     /2010

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## ***Abstract***

*Today, a sound and objective system of employees' appraisal is considered as highly crucial for any organization. This study aims to assess the PA system conducted at UNRWA health program in the Gaza Strip, in order to improve its utilization in improving the performance of employees and subsequently, the services they provide.*

*The design of this study is a descriptive- analytical cross-sectional one. The study took place at a randomly selected 8 health centers. A face-to-face interviewed questionnaire was implemented to 293 staff members who were working in the selected health centers. The reported response rate was high (93.5%). The overall reliability coefficient was 0.74 indicating a good reliability coefficient.*

*The distribution of participants according to gender was 59.9 % for females and 40.1% for males. The study indicated that the overall perceptions of employees were fair (55%), indicating that almost half of employees had positive perceptions about the appraisal system at UNRWA. Relationships and interactions elicited the highest scores with 77% of employees reported having positive perceptions about the current appraisal process. In contrary, the process by which the appraisal is being carried out elicited the lowest scores (49%). The study indicated that the appraisal process is not well-integrated within the larger managerial context of the agency. The current appraisal process at UNRWA is not representing a platform for planning and performance improvement. Employees were not adequately involved in the appraisal process. The main reported gaps in the appraisal process include lack of dynamicity, bias, lack of trust, appraisal forms are in the English language, weak documentary process, and inadequate follow up.*

*The study recommends reviewing the current appraisal system and inducing the needed changes into the structure and processes of this important managerial process. Increasing the level of involvement of employees in the appraisal process and using the appraisal process as a frame for improving the performance is essential. Providing training to managers about how to implement the appraisal process is crucial.*

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## List of Abbreviations

<b>ARDH</b>	The Annual Report of the Department of Health
<b>AHO</b>	Area Health Officer
<b>AO</b>	Administrative Officer
<b>A/FAO</b>	Acting/ Field Admin. Officer
<b>A/FPO</b>	Acting/ Field Personnel Officer
<b>CFHP</b>	Chief Field Health Programme
<b>D/CFHP</b>	Deputy/Chief Field Health Programme
<b>EHSI</b>	Excellent Health Services Initiative
<b>FDCO</b>	Field Disease Control Officer
<b>FHP</b>	Field Health Program
<b>FFHO</b>	Field Family Health Officer
<b>FNO</b>	Field Nurse Officer
<b>GGs</b>	Gaza Governorates
<b>GFHP</b>	Gaza Field Health Program
<b>GFO</b>	Gaza Field Office
<b>HC</b>	Health Center/Centers
<b>HR</b>	Human Resource
<b>KSA</b>	Kingdom of Saudi Arabia
<b>MoH</b>	Ministry of Health
<b>NCDs</b>	Non Communicable Diseases
<b>NECC</b>	Near East Council of Churches
<b>NGOs</b>	Non Governmental Organizations

<b>OD</b>	Organizational Development
<b>oPt</b>	Occupied Palestinian Territory
<b>PA</b>	Performance Appraisal
<b>PCBS</b>	Palestinian Central Bureau of Statistics
<b>PHC</b>	Primary Health Care
<b>PM</b>	Performance Management
<b>PR</b>	Periodic Report
<b>SMO</b>	Senior Medical Officer
<b>SDS</b>	Senior Dental Surgeon
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UNRWA</b>	United Nations Relief and Works Agency
<b>WB</b>	West Bank

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# **Chapter One**

## **Introduction**

# 1. Introduction

## 1.1 Research Background

Performance Appraisal (PA) systems began at first approximately from the time of the World War II as simple methods of income justification (Ahmad & Dablan, 2007). Later the need for employee PA has been increasingly accepted. Today, a sound and objective system of employee evaluation is considered essential for any organization (Ahmad & Dablan, 2007). The United Nations Relief and Works (UNRWA) is one of these organizations, which used performance appraisal as an annual assessment procedure, which is directly related to the annual increment (UNRWA, 2003-a).

PA is coming as a logical sequence after proper selection, training and motivating employees. There are four reasons to appraise performance (Dessler, 2002). As Dessler mentioned the first reason is that appraisals provide information upon which promotion and salary decisions can be made. Secondly, PA provides an opportunity for managers and subordinates to sit down and review the subordinates' work-related behaviors. This in turn allows for developing a plan for correcting any deficiencies, and for reinforcing things done right. Third, the appraisal is part of the organization's career- planning process, because it provides an opportunity to review the person's career in light of his or her strengths and weaknesses. Finally, appraisals help to better manage and improve agency's performance (Dessler, 2002).

When we speak about PA, many theories will appear here that can be related to PA in general. The phenomenon goes by many names; it has been called employee rating, employee evaluation, performance review, performance evaluation, results appraisal, and PA (Mathis & Jackson, 2000). All of these names are a reflection of scientific approach of management. Recently, we can find another approach in management, which looks at this process as human investment, development or review (Armstrong, 2000). A 360 degree theory itself, gives chance for all members in the organization to participate in the process, starting from managers, peers, employees, even customers or clients. In such approach manager her/himself will be target to be rated and not just a rater (Armstrong, 2000).

Being an UNRWA employee the researcher will focus on exploring different opinions of several members of Gaza Field Health Program (GFHP). Considering opinions of employees is vital for the Agency development.

Following the 1948 Arab-Israeli conflict, UNRWA was established by United Nations General Assembly resolution 302 (IV) of 8 December 1949 to carry out direct relief and works programs for Palestine refugees. The Agency began operations on 1 May 1950. In the absence of a solution to the Palestine refugee problem, the General Assembly has repeatedly renewed UNRWA's mandate, most recently extending it until 30 June 2011 (UNRWA website, 2010).

UNRWA provides assistance, protection and advocacy for some 4.7 million registered Palestine refugees in Jordan, Lebanon, Syria and the occupied Palestinian territory, pending a solution to their plight. UNRWA is funded almost entirely by voluntary contributions from UN member states (UNRWA website, 2010).

*"UNRWA's vision is for every Palestine refugee to enjoy the best possible standards of human development, including attaining his or her full potential individually and as a family and community member, being an active and productive participant in socioeconomic and cultural life, and feeling assured that his or her rights being defended, protected and preserved"* (UNRWA,2009-a p9).

In August 2006, the Organizational Development (OD) Plan was published under the title *Serving Palestine Refugees More Effectively—Strengthening the Management Capacity of UNRWA*. The title captures the essential dynamic of OD. UNRWA exists to provide services to Palestine refugees. In order to be able to do this, UNRWA must have an effective and efficient system that is capable of providing relevant and quality services. This mission will be achieved by resolving several pitfalls and shortcomings in the agency. One of the targets for intended improvement supposed to be various level of Human resource system including: classification, compensation and PA system itself (UNRWA, 2008-a).

## **1.2 Research Problem**

In August 2007, Gaza Field Office (GFO) at UNRWA launched an Excellent Health Services Initiative (EHSI) aimed at improving services in Health Centers (HC), which was one of the achievements of OD that was claimed earlier in August 2006. This initiative had seven action points to be implemented respectively. The first and the sixth points are directly interlinked with performance in its individual and organizational aspects. The first point refers to implement annual excellent awards (best health center, best staff in each

category), and the sixth point refers to improve management. As we can see, both action points can't be achieved without effective performance. Indeed, it needs to be appraised by a very well established and practiced performance appraisal system. Does that system really appear to be the applicable one at UNRWA HC in Gaza Governorates (GGs)?

Information about how employees perceive their PA in UNRWA is still unknown. Additionally, the contribution of PA to achieving organizational role and how it feeds into the organization performance is unclear. Therefore, this research tries to answer these questions and to find out the strengths and the weaknesses of the conducted PA at UNRWA HC in GGs. Ultimately to suggest recommendations based on the findings to improve it, especially knowing that there have been real steps already taken to change it (personal interview with key informant from GFO).

### **1.3 Justification of the Study**

There is no doubt, that the main and the most valuable and beneficial tool to get an effective employees' performance is the appraisal by its several meanings and terms such as performance review, appraisal, evaluation, assessment, measurement, estimation, or even scaling. Many researchers see that the most important step after selection the employee to be performed by employer is an agreed PA (United States Department of Interiors USDI, 2004).

*"Managing employee performance is an integral part of the work that all managers and rating officials perform throughout the year. It is as important as managing financial resources and program outcomes because employee performance or the lack thereof, has a profound effect on both the financial and program components of any organization"* (USDI, 2004)

It could be argued that the lack of effective employee's performance leads to a profound effect in organizations or institutions where the service or product provided for client is not related to his/her health. Moreover, if employee is a health provider, his/her poor performance may lead to serious mistakes and consequences. UNRWA HC as a key primary health care (PHC) providers have a big impact on population's health in GS; subsequently employees' performance in these centers will deeply impact the whole health portrait. Logically in order to guarantee a perfect performance, there is a need to have appropriate, valid, and effective PA system as a tool for employees' evaluation. According

to this proposition researcher has to find out the weaknesses and strengths in currently conducted PA system at UNRWA HC in GGs. So the researcher can draw out conclusions that might be effective and helpful for agency's policy makers who intend to conduct changes in PA system. The second motive for the researcher to conduct this research is scarcity of research efforts about this vitally important approach in management in Palestine. This fact leads the researcher to take the opportunity to appraise the conducted appraisal system at UNRWA HC in GGs. The researcher anticipates that, the results of this study can be integrated into EHSI and OD currently taking place at UNRWA.

#### **1.4 Aim of the Study**

The aim of this study is to assess the PA system conducted at UNRWA HC in GGs, in order to improve its use as a tool for improving performance of employees and subsequently, the services they provide.

#### **1.5 Objectives**

- 1- To illustrate the status of PA at UNRWA HC.
- 2- To explore managers and employees perspectives and practices regarding PA at UNRWA HC.
- 3- To recognize differences in practices and perceptions regarding PA in relation to organizational and demographic variables.
- 4- To appraise strengths and weaknesses encountered in conducting the PA at UNRWA HC.
- 5- To provide suggestions to improve the currently conducted PA at UNRWA HC.

#### **1.6 Research Questions**

1. Are managers aware of the overall role of PA in management?
2. How do employees conceptualize PA?
3. Are employees different in their perceptions about PA in relation to demographic variables?

4. Are employees different in their perceptions about PA in relation to the organizational variables?
5. Are there any differences between managers in conducting PA, based on demographic characters?
6. Is PA a routine process conducted by managers and not linked to overall goal of agency?
7. Are there approved standards used when conducting PA?
8. What are the points of strength in the conducted PA?
9. What are the weaknesses in the conducted PA?
10. What conclusions could be drawn from this study?

## **1.7 Study Context**

This study was conducted at UNRWA HC in GGs which have their unique situation and portrait. Researcher will provide information that is needed for general view about Palestine, GGs, health status, health care system, health services delivery and recent political situation. Also researcher will give information about UNRWA and its health care system, especially in GFO.

### **1.7.1 Geographic and Demographic Context**

Palestine constitutes the southwestern part of a huge geographical unity in the eastern part of the Arab World, which is called Belad El Sham. In addition to Palestine, Belad El Sham contains Lebanon, Syria and Jordan. So Palestine has common borders with these countries, in addition to Egypt (Annex1). The entire area of Palestine is about 27000sq.kilometers. Now the remaining part of historical Palestine comprises two areas separated geographically: West Bank (WB) and GGs (MOH, 2005). Palestinian Central Bureau of Statistics (PCBS) had estimated the population size in Palestine 3. 767.126 people in 2007. Among them 2.350.583people live in WB, and 1.416.543 live in GGs. The remaining part of historical Palestine is divided into 16 governorates, 11 in WB, and the other 5 in GS (PCBS, 2009).

GGs is a narrow piece of land that is located on the south eastern coast of the Mediterranean Sea, on the crossroad from Africa to Asia, had become to be a strategic

place for occupiers over centuries (MOH, 2005). GGs are about 365sq.km.area and that makes Gaza the most overcrowded strip of land on the earth (Oxford University Islamic Society, website). In GS there are 5 governorates: North of Gaza 270.246 people, Gaza governorate 496.411 people, Deir al Balah or Mid Zone 205.535 people, Khan Yunis 270.979 people, and Rafah 173.372 people (PCBS, 2009).

According to the Annual Report of the Department of Health (ARDH) 2008, published in 2009, there are 1.073. 303 people registered as refugees, 71.6% of total population in GG, which is 1.505. 202 (ARDH, 2009). Camp population to total registered refugees is 46.1%. Children below 18 years are 46.2% of refugees. Women of reproductive age are 23.7%, Population aged forty years and above is 21.2% of refugees. Total fertility rate among refugees is 4.6 and average of family size is 5.8 (ARDH, 2009). The percentage of illiteracy in GGs is 5.5% of the population more than 10 years old (PCBS, 2009).

### **1.7.2 Political Situation in GGs**

After the partition of British Mandate of Palestine and declaration of Jewish State in 1948, Gaza was run by the Egyptian authority until 1967 when it have been occupied by what is called "Israel" after the Six Days War. Afterwards, "Israel" built further settlements in the occupied land (Shalabi, A. 2009).

In 1994 the partial autonomy was implemented and the Palestinian Authority was established, which have had its impact on the Palestinian society after many devastating wars and long years of occupation and dispersion over the globe (Abu Hamad, 2009).

Israel still has the upper hand over borders, movement of goods and travelers in and out of Gaza. It also controls trade, the commercial market, water, the main sources of energy, all means of communications and the overall security. Hence it still controls the whole Palestinian economy (Abu Hamad, 2009).

In June 2007, political, economic, and social conditions continued to deteriorate in the occupied Palestinian territories (oPts). The February Fatah- Hamas cease-fire negotiated in Mecca collapsed in May, and interfactional violence resumed, culminating in the Hamas takeover of the GGs in June (ARDH, 2007). Then, the situation of around 1.5 million Palestinians in the GGs became worse than it has ever been since the start of the Israeli

military occupation in 1967. The Cast Lead War waged on Gaza, started on December 27<sup>th</sup>, 2008 has further deteriorated the already miserable situation (NECC, Gaza, Annual Report, 2009).

According to WHO, the Cast Lead War left 1,366 Palestinians dead of whom 446 were children, 111 women and 108 elderly (ARHD, 2009). According to The Palestinian Non-Governmental Organizations Network (PNGO), the consequences of the war and siege had manifested itself in thousands of casualties, demolition of thousands of houses, destruction of health facilities and civil institutions. In addition to that health facilities still suffering from the shortage of essential items, such as drugs, equipments, essential supplies, medical consumables, spare parts and fuel supplies for power generators. All the previously planned constructions, extensions and developmental plans were frozen and suspended. It is an urgent issue and necessity to rehabilitate and upgrade the health sector in order to alleviate the continuously increasing suffering of Gaza's people and to meet their demands for health services. It is also crucial matter to build broad consensus about priorities and challenges currently facing health sector (PNGO website, 2010). Dr. Guido Sabatinelli ironically described situation in Gaza Strip by saying:

*" The beginning of 2009 has a different color and smell in Palestine. While the rest of the world exchange season's greetings, Gaza bleeds of death. Destruction and confusion fill of the air" (UNRWA, 2009-b).*

### **1.7.3 Health Care System Context**

Palestinian MOH has been fully responsible of the management of health services in the Palestinian territories since the transfer of responsibilities from the Israeli Civil Administration to the Palestinian Authority in 1994 (Al Adham, 2009). Since then, MOH became the main health care provider, in addition to its responsibility of supervision, regulation, accreditation and control of health services provided by MOH itself, plus coordination with other health providers working in the field, mainly UNRWA, Medical Military Services, Nongovernmental Organizations (NGOs), and Private Health Sector. In Palestine, the secondary health care is provided by the Governmental, nongovernmental, UNRWA, and private sector (MOH, 2005).

MOH operates 413 PHC centers in Palestine, 56 centers in Gaza, the NGOs sector operates 50 centers. Also MOH operates 13 hospitals in Gaza out of 78 in Palestine. The other 14 hospitals are private hospitals in Gaza, that owned and managed by NGOs and for profit providers, while UNRWA has only one hospital in WB (WHO, 2009).

The health system in Gaza Strip has been under continuous stress, which had started well before the three-week crisis that began on December 27<sup>th</sup> 2008. These strains had placed difficult burdens onto the structural and functional side of the health system, and had impacted on the wellbeing of the 1.5 million population of the Gaza Strip while leading to physical and mental exhaustion of the health staff. Under investment, inadequate management, and limited access to the region via border crossings had destructive consequences on Gaza's health system, which were only exacerbated by the military operation of late 2008 and early 2009 (WHO,2009).

Today, what Gaza's health system requires is sustained support and investment that ensures improvements in the quality of care provided to the people. Such support must also go towards improving the conditions in which medical staff work under, including a more secure environment. Access into or out of the Gaza Strip must be assured for patients, medical staff and medical supplies and equipment, to meet real-time needs of 1.5 million people living in challenging conditions (WHO,2009).

Specific attention is needed in the areas of mental health, maternal and peri-natal health, chronic diseases, rehabilitation of people with injuries and disabilities, and disease and environmental monitoring and surveillance (WHO, 2009).

The precondition for preserving the health of the population in Gaza is to tackle the main factors that constitute the overall determinants of health: low quality of food, lack of clean water and sanitation, stress, unemployment, poverty and social exclusion. Only if these factors are addressed, an improved health system will be relevant to prevent any deterioration in people's health and guarantee that any improvement will be sustained (WHO, 2009).

#### **1.7.4 UNRWA as Key PHC Provider**

Both of health care sectors (secondary and primary) became victims of internal political conflict and separation into WB and Gaza. Unfortunately, political, diplomatic and economic sanctions imposed by Israel and international organizations and institutions

against Palestinian National Authority, following the elections that democratically brought Hamas to authority, have negatively affected all sectors of ordinary Palestinian's life. In this difficult situation the role of MOH has started shrinking, while UNRWA and NGOs had to take additional responsibility to continue health providing services, in order to help the Palestinian people.

UNRWA is a relief and human development Agency, providing education, healthcare, social services and emergency aid to over 4.6 million refugees living in the Gaza Strip, the West Bank, Jordan, Lebanon and the Syrian Arab Republic. UNRWA is by far the largest UN operation in the Middle East, with over 29,000 staff, almost all of them refugees themselves, working directly to benefit their communities - as teachers, doctors, nurses or social workers (UNRWA, Website, 2010).

UNRWA's Health Programme focuses on comprehensive preventive and primary health care. Services provided covering medical care, family health, disease prevention and control , in addition to health education. All these services are provided directly and at no cost to Palestine refugees through the agency's network of health facilities located both inside and outside refugee camps. Agency's health program aims to protect, preserve and promote the health of Palestine refugees and to meet their basic health needs. Since its establishment, the Agency has been the main health care provider for the Palestine refugee population, providing the following health services: Primary health care, Nutrition and supplementary feeding, Assistance with secondary health care, and Environmental health in refugee camps (UNRWA, Website, 2010).

UNRWA has (137) health centers in five fields, whereas there is one hospital in WB. The growth of the health program has been in response to the ever increasing needs of the refugees, including in the most difficult humanitarian situation(ARDH,2008). In Gaza according to registration statistical bulletin published in January 2010, total population number is(1, 500, 202). Registered Palestinian refugees (UNRWA, 2010-a) are (1,073, 820), with 71, 6% proportion of total Gaza population. UNRWA health staff in Gaza Strip is (1239) employees are working in (20) health facilities, 17 health centers and 3 sub centers. Despite the very bad circumstances in GG, the assistance level of help by UNRWA's health program has been maintained, and in some places it was extended. The additional health care needs of the refugees brought on these 'states of emergency' didn't prevent the health care program from improving its services standards (UNRWA, 2010-a).

It started to become decentralized and to build capacity of the services provided as a part of UNRWA OD process.

#### **1.7.4.1 UNRWA OD**

In August 2006, the OD plan was published under the title " Serving Palestine Refugees More Effectively- Strengthening the Management Capacity of UNRWA. In order to be able to provide effective and efficient services to Palestine refugees with high quality and relevant services the OD was based on four levers of change: program management, human resources management, organizational processes and systems, and leadership and management (UNRWA,2008-b).

These levers serve as an organizing structure for all the OD initiatives. They are inter-dependent approaches to organizational change and each lever supports the development of other parts of the organization, thus generating pressure on the Agency to unblock obstacles that may be hidden well below the surface (UNRWA,2008-b).

The OD plan was approved in September 2006 and was launched on 1 January 2007.

The year 2007 focused on: implementation planning, foundation-building and fundraising.

2008 has been designated as the year of implementation( UNRWA, 2008-b).

Seven HRM strategies were developed in the OD Plan. These have been adapted slightly in the light of experience since January 2007. They are: Staffing, Staff development and training, Classification, compensation and performance management, HR service delivery in the Field Offices and HQ, HR policies, processes and procedure, Gender equality , Line management, Relations with staff ( UNRWA, 2008-b).

The goal of compensation and performance management is to develop a competitive, motivating and cost-effective classification and compensation system by enhancement the Agency's ability to attract and retain high-caliber staff; recognizing team and individual contributions and ensures that all posts are classified at appropriate levels in accordance with transparent, objective and equitable principles.

The establishment and maintaining a performance management system for staff that is clear and objective, rewards and competence, rewards achievement and competence to be

free of bias and abuse is a crucial demand. Encouraging dialogue and feedback are consistent with the strategic objectives for the Agency, thereby ensuring that all staff perform effectively ( UNRWA, 2008-b).

#### **1.7.4.2 Excellent Health Services Initiative**

In August 2007, GFO launched this initiative aimed at improving services in HCs. Despite impressive achievements, notably in the areas of maternal and child health, recent years have witnessed a sharp rise in the number of visits to UNRWA HCs, which is not being matched by increased donor funding (UNRWA, website, 2010).

Based on consultations and statistical data gathered, this initiative will: create more time for patient consultations, computerize data management, prevent the preventable through an increase in health education, improve prescription practices, improve HC management and governance and improve school health service – including full screening of all children in grades 1 and 4 in 2007-2008 and providing all children in need with eyeglasses and hearing aids (UNRWA, 2008-a).

Action Plan was developed to contain seven points which were: Implement Annual Excellent Awards, given to best HC and best staff in each category (UNRWA, 2008-a). The second point focused on increasing consultation time, in particular first visit. This point was achieved by equalizing the workloads for all staff and all HCs; redeployment of staff and revised catchments areas. Also by improving the flow of patients in HCs, Hiring additional staff to ensure equality in workloads, recruit any necessary staff through the Job Creation Programme. All that with improving working efficiency in all HCs were granted to achieve the desired results. Improving infrastructure and Support Services, by Connecting all HCs to the internet, improving Community Relations and Health Education, improving Prescription Practices and improving School Health, are still points needed more effort to be achieved (UNRWA, 2008-a).

The last point but not the least is improving Management, by Empowering SMOs to fully manage HCs and their staff from every point of view, Focusing on good management practices in HCs including: regular management meetings between SMOs and FHP, open dialogue and feedback, in addition to recruitment administrative assistants to relieve the administrative burden on medical and nursing staff, freeing up time to be spent with patients (UNRWA, 2008-a).

### **1.7.5 PA system at UNRWA GFHP**

UNRWA is centralized bureaucratic organization acting according to technical instructions, and manuals prepared to be as guidelines for any proposed action or activity. PA process is one of these routinely conducted annually activities in all UNRWA Fields. GFHP as other fields has Personnel Manual explains the way how PA formats can be completed (Personal interview with key informant).

According to ARDH 2008, the number of health staff work in GFHP is 1239 out of them about 900 are permanent staff (key informant). GFHP Health staff is ranked according to grade system from 1 to 20 grades. Subsequently there are three categories PA formats.

First category from 1<sup>st</sup> to 3<sup>rd</sup> degree (labor category) has PA format, which is called Manual Workers Certificate of Satisfactory Service called for grades 01-03. The performance of employees from grade 1 to 3 is not appraised. Form only is filled by the direct supervisor to decide if the employee can continue his/her work in Agency any more or not, and subsequently to get annual salary increment (UNRWA, 2003-a).

Second category Periodic Report (PR) for grades 04-15. In this category included the massive mass of health staff in GFHP. The third category form is "Senior Management Area Staff Performance Evaluation Report", which is used to evaluate performance of Senior Managerial Staff, above 15<sup>th</sup> grade (UNRWA, 2003-b) .

#### **1.7.5.1 Purpose of PA at UNRWA**

According to Personnel Directive key informant, the purpose of PR is to establish assessment of quality of employee's provided services with specific objectives, which are: To assist the administration in its assignment of staff members to functions and responsibilities which are compatible with their proficiency (Abu Musa, 2008). The second objective is to facilitate the determination of a staff member's eligibility for promotion, and eligibility to receive an annual increment (Abu Musa, 2008). The third objective is to provide supervisors, periodically, with a formal means of reviewing the performance of employee and to ensure that supervisors bring to the employee's attention any performance needed to be corrected or improved (Abu Musa, 2008). Finally to provide accurate documentation (Personnel Directive).

### **1.7.5.2 PA Time**

PA process at UNRWA is an annual ritual starting from personnel office near the employees' anniversary." *The work and conduct of every staff member will be evaluated, reviewed and recorded in a confidential PR not less than once a year in each year of the staff member's service*" (UNRWA, 2003-d).

PR form sent to work place, usually four weeks before annual increment date. It should be submitted at the following times: Not later than two weeks prior to the incremental date of every staff member, two weeks prior to staff member's reclassification for service, two weeks prior to the completion of any probationary period, for disciplinary reasons under the provisions of staff Rule and at any time that may be required (Abu Musa, 2008).

### **1.7.5.3 Content of PA Form at GFHP**

As was mentioned before, there are three categories of employees in GFHP. Employees from first to third grade aren't appraisal targets. The second category is group of employees from the fourth to fifteenth grade. This group has its own PR Form, which contains five parts.

The first part which contains personal data must be completed by Personnel Office before PR is sent and it includes: reason report is required, date report must be returned to personnel office, name, job title, employee number, post number, grade and step, salary and currency, and the station (UNRWA, 2003-b).

The second part of PR consists of five sections. The sections from one to four must be completed by immediate supervisor, whereas section five to be completed by technical supervisor if applicable (UNRWA. 2003-b).

Section one in the second part appraises the performance factors which are equally relevant to any occupation, and upon which a satisfactory rating is an essential qualification for both an annual increment and promotion (UNRWA, 2003-b).

#### **Performance Factors are:**

**Industry:** The rating under this heading should indicate the staff member's willingness to work, regardless of quantity or quality of output. It has five scales where the lowest is

lacking in application and the highest is outstandingly industrious, in between there are satisfactory, a hard working staff member, and a very hard working staff member (UNRWA, 2003-b).

**Quantity of output:** The purpose of this question is to assess whether the staff member's output is what may be considered a reasonable norm for the job, or whether it is above or below the norm. The question is considered with speed of work, not with quality. It has five ratings where the lowest is output regularly insufficient and the highest is outstanding output and in between there are satisfactory, produces good output, and maintains a high standard of output (UNRWA, 2003-b).

**Quality of output:** Here the question is entirely concerned with the accuracy and thoroughness with which he work is done.

**Punctuality:** An acceptable standard of punctuality is one in which a staff member conscientiously attends her/his duty at established hours, rarely arrives late or leaves early, and always asks permission for minor absence (UNRWA, 2003-b).

**The personality factors** are traits that section two consists of, they are: **Reliability, Initiative, Judgment, and Personal relations.** They are self explanatory. However they may not all be equally relevant in every job, and the reporting officer must indicate the degree of relevancy in one of the three boxes arranged horizontally against the factor concerned. If the factor is not applicable, this should be indicated and no rating should be made. The second section in the second part contains also another item which is not applicable unless two or more persons supervised by the appraised. This item appraises the supervisory capacities which include ability to supervise staff and ability to organize work (UNRWA, 2003-b).

Sections three and four contain additional comments and notification to staff member respectively. Section five which should be completed by technical supervisor, in this section professional or technical competence of staff is appraised. Part three in PR form is overall rating and it should be completed by intermediate supervisor (SMO). After completion of three parts of PR, form should be sent to GFO and there the principal

supervisor (CFHP or his D/CFHP) will complete the fourth part of this form to review and endorse it before submission to personnel office (UNRWA, 2003-a).

The fifth part is the last one and it should be completed and signed by the staff member as acknowledgment, that she/he has read the report and received a copy. After that the PR should be sent to Personnel Office to continue administrative measures related to annual increment which can be got if the overall rating is satisfactory or more (UNRWA, 2003-a).

The second periodic evaluation report is designed to appraise the performance of employees whose grade are 16 and higher, or senior management area staff. This PR has five sections and it differs from the previous one by containing issues related to ability to supervise, manage, and accomplish assignments by senior management area staff .

## **1.8 Definitions of terms**

**Performance Appraisal (PA):** Is the process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees (Mathis & Jackson, 2000).

**Perceptions:** A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment (Robbins, 1998).

**Management:** Getting things done through and with people within available time and resources, by directing and motivating individuals (Haimann, 1991).

**Senior Medical Officer (SMO):** According to UNRWA Professional Area Staff Post Description, Medical Officer is a one who operates and administers health centers or other special services (UNRWA, 2008).

**Manager:** This term will be used in the study when we speak about appraiser or staffs who participate technically in PA process as a rater, according to UNRWA Gaza Field Health Program (GFHP).

**Staff:** employee who works in GFHP as a health provider, admin persons, or labor Category.

# **Chapter Two**

## **Literature Review**

## **Chapter 2**

### **2. Literature Review**

#### **2.1 Conceptual Framework**

The framework of this study was designed by researcher based on the review of available literature about PA. The study framework identifies the characteristics of the PA system that could apply at UNRWA.

There are factors that can affect PA system. These factors can be divided to socio-demographic and organizational factors.

##### **2.1.1 Socio-Demographic Factors**

In this study it is assumed that socio-demographic characteristics such as the age of participants, gender, place of residence, academic achievements, years of experience, and workplace can affect managers' and employees' perceptions and practices toward PA system.

##### **2.1.2 Organizational Factors**

At the Agency level, some work related variables such as current job, fulfilling managerial roles, presence of job descriptions, role of technical supervisors in the PA process, standards and instructions, training provided, feedback and appeal system might affect the PA process directly and indirectly.

##### **2.1.3 Dimensions of the Study**

###### **2.1.3.1 General Perceptions**

General perceptions discovered the clearance of PA, accuracy of implemented items and their relatedness to duties, participants' familiarity with PA periodic report, and their engagement in goal sittings.

###### **2.1.3.2 Values of PA**

Values and uses of PA can be administrative and developmental. Administrative uses for compensation and promotion, or for dismissal and downsizing. Developmental uses for

Agency and employees professional development, and for further planning by identifying strengths and weaknesses. English issue

### **2.1.3.3 Relationships and Interactions**

Professional trust between managers and employees, good two ways communication and ability to express employees' point of view about PA are crucial issues in effective PA process.

### **2.1.3.4 Implementation**

Time given for preparedness before PA meeting, the way how PA meeting is conducted, the eligibility to show employees PA items, regularity of PA discussion and where it takes place are the cornerstones for the success of the PA process.

### **2.1.3.5 Fairness**

Using descriptive approach and avoidance of judgmental questions, positive reinforcement, elimination of the negatives, avoidance of halo, horn effects, central tendency and other bias forms, are mandates for PA to be effective and achievable.

### **2.1.3.6 Feedback**

Without effective feedback, which can used as a guidance for training needs and further development, there is no effective PA system.

### **2.1.3.7 Appeal System**

Employees have the right to appeal PA results. Their appeal should be taken in concern from policy makers to avoid accumulative sensation of unfairness which can have its negative impact at employees and Agency's performance.

## 2.2 PA History

Archer North & Associates (2010) mentioned that the history of PA is quite brief, and that its roots in the early 20<sup>th</sup> century can be traced to Taylor's pioneering time and Motion studies. PA from the time of the World War II was as a simple method of income justification. It used to decide whether or not the salary or wage of an individual employee justified. If an employee's performance was found to be less than ideal, a cut in salary will be increased. This type of appraisal called Traditional Appraisal.

*'Yet in a broader sense, the practice of appraisal is very ancient art. In the scale of things historical, it might well lay claim to being the world's second oldest profession'* (Archer North & Associates, 2010).

Despite that pay rates were important, they were not the only element that had an impact on employee performance. Other aspects such as employee's morale and self esteem were found to be important too. Therefore, in 1950's in USA, the traditional emphasis on reward outcomes was rejected and PA was considered as a tool for motivation and development(Ahmad & Dablan, 2007).

Prior to World War II , PA was used only in the military. Changing became later in 1954 when Peter Drucker came up with the idea of managing by objectives (Gibson, 2004).

The (X) and (Y) theory holds by Douglas McGregor showed that there are two kinds of managers, those who feels that workers need to be coerced and controlled in order to do their jobs theory "X" and those who believe that employees want to learn and achieve on the job and need only to be guided in the right direction theory "Y" ( Ahmad & Dablan, 2007).

By putting together management by objectives and theory Y, the first PA was created. Crucially if managers sat down with their employees and mutually set goals and objectives, reviewed their success, this will empower employees and significantly increase productivity. In the 1960, General Electric demonstrated the effectiveness of PA, that was provided by managers focused on their employees' attaining mutually agreed- upon goals. Salary and promotions were not entered into the performance discussion since the once-a-year PA has evolved into a performance management system with feedback about short and long term objectives of the company ( Ahmad & Dablan, 2007).

### **2.3 Definitions and concepts of PA**

The success of any Agency or organization depends to the performance of its employees. So it's essential for Agency to have A well- organized performance appraisal system( Ahmad & Dablan, 2007).

*"PA is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. It is important to determine whether the measurement objective is to assess performance outcome or behavior"* (Bates& Holton,1995).

Performance Management is about improving the employees' performance in an agency and how it can be managed to complete their job efficiently. There is misunderstanding between Performance Management and Performance appraisal, where many people think both of the terminology are the same, which is a wrong perception as the performance appraisal is part of the performance management system (Ahmad & Dablan, 2007).

Performance Appraisal (PA) is about making judgments regarding how well something is going. In most organizations the process of PA is applied to making a judgment about how someone doing their job, usually through a formal and planned annual system (Hope& Pickles, 1995).

PA has been the subject of many researchers as well as among the main concerns of human resources, public administration, business administration and organizational behavior specialists for its connection with the future manpower (Abu Musa, 2008).

Many researchers consider the importance of PA System for long time, mainly in the recent years, because of its connection to two crucial issues, the fairness in employees treatment and the efficiency of production( Jab Allah, 1992).

Fletcher (2001) said that PA gradually become part of more strategic approach to integrating human resource activities and may be seen as a generic term reflecting a variety of activities through which agencies seek to assess employees to develop their competence, and enhance performance to easily allocate rewards and incentives.

Employee PA is a relatively primitive administrative art. Even stylish, mature agencies with a highly based and well developed managerial experience not always satisfied with their methods for appraising and improving employee performance (Jensen, 1997).

PA is a well-established feature of health care systems across the world, whether at the level of individual physicians, provider, client or organization, or the overall system. The question of what constitutes a good measure of performance is crucial (Royal Statistical Society, 2004).

The main principle of effective performance management is that decision makers should be held responsible only for aspects of performance over which they have control. If indicators are inappropriately chosen, then PA process will not lead to performance improvement ( Jacobs, et al, 2006).

PA is therefore a crucial activity of the personnel function and the management of human resources (Mullins, 1996). PA can be used as a criterion against which selection and development program are validated (Robbins, 1998).

*PA is the process of evaluating how well employees perform their jobs when compared to a set of standards and then communicating that information to those employees. Such appraisal also has been called employee rating, employee evaluation, employee review, performance evaluation, and results appraisal (Mathis & Jackson, 2000).*

Hempel defined PA as the process of measuring the level of employee performance and behavior during a specific period of time( Hempel,2001).

PA is a formal management system that provides for the evaluation of the quality of an individual's performance in an agency. The appraisal is usually prepared by the employee's immediate supervisor. The supervisor usually fills out a standardized assessment form that evaluates the individual on several different dimensions and then discusses the results of the evaluation with the employee(Grote, 2002).

PA is a process, not a form. It structures your relationship with employees while providing legal protection for your company( Delpo, 2007).

## **2.4 Purposes of PA System**

There are many reasons urge organizations and agencies to appraise an individual's performance. It doesn't matter if the goal of the agency was profit or charity, by the end of the day, agency need to appraise the performance to make decisions about salaries or services provided. Employee's promotion and their professional development are the

cornerstone here, that can lead to develop the agency's performance, and quality of provided services (PA website, 2010).

Aberdeen's study on employee performance management, conducted in (2008) of more than 4,600 organizations worldwide, looked beyond employees evaluation in more holistic view as a tool that motivate and develop workers, improves workforce retention, and aligns the employee with overall organizational objectives.

Nayantara (2008) reported that, by monitoring individual performance at all levels, performance management enhances the profitability of a hospital. She added:

*"with the increase in the three C's- complexity, competition and corporatization (privatization), the urge of quality performance and excellence has also crept into Indian hospitals. That is where performance management makes logical and business sense"* (Nayanatara, 2008).

Hope & Pickles illustrated a figure where they explained that PA at work can be undertaken for different reasons. They described some of the purposes of appraising how well someone is doing job. In their figure you will find that some purposes may compete each other or be in direct conflict. The reward and punishment purposes of appraisal on one hand and the personal, professional, organization or service development purposes of appraisal on the other cannot be combined (Hope & Pickles, 1995).

Ahmad & Dablan in their research pointed that *"PA is a core activity in the Performance Management System. Through proper implementation of performance appraisal process, an organization will be able to measure the employees' achievements, identify their training requirements and develop their future growth in the organization"*

PA provides information relevant to personnel issues such as salary increases, promotions, transfers, training programs and employee feedback (Cleveland, et al, 1989). PA systems derive their importance not only of providing the information necessary for many of the important decisions of individuals, such as bonuses, promotions, training and transport. But also because of their impact is quite clear on the development of employees, job satisfaction and motivation to work (Jab Allah, 1992)

Manpower is one of the most important resources that affect the functioning and the efficiency of work, so the agencies continuously seek the best employees. After that the agency would assess the performance of these employees to know for how far they met the criteria. Hence the importance and centrality of PA (Shata, 1997).

Hawana (1998) determined the five main objectives of PA as following: To improve employee performance by identifying the capacity and skills of each employee and comparing them with what should be the capacity and skills almost perfect, subsequently to suggest ways and means to develop the positive behavior toward the duties required. Secondly to reward employee who works successfully, both materially and morally, or to help employees with satisfactory performance to become better, and to fire the employee who continues unsatisfactory performance, after giving him or her more than one chance to improve performance or overcome pitfalls ( Hawana, 1998). The third objective is to get needed information for correction the job tasks performed by employee, for further crucial decisions. Fourthly to get the information needed for further planning and developing. And finally to protect client or customer from employees' bad performance, and inadequate services (Hawana, 1998).

Mareys' opinion that PA is a managerial tool which help to identify the strength points and the weaknesses. Also it can be a tool for determining about developmental and training needs on future( Marey,2001).

Buhler said that appraisals conducted for two major reasons: evaluation and feedback (Buhler, 2002). Cronje et al, mentioned that the purpose of the PA in which aspects the employee performed exceptionally well, complied or didn't complied with the job's requirement (Cronje et al, 2005).

According to Stredwick (2005), there are two main purposes driving performance management. Firstly, the operational reasons, that serve to lead and control, and that exactly will lead employees to understand the agency's objectives and goals. Secondly, the cultural reasons that lead to the ultimate goal, to have more open relationships with employees and to share with them plans and goals.

PA System should be the starting point from which the employee and the manager can move from the superior-subordinate relationship to a more dynamic relationship, such as player-coach of football team from which the coach mentor them in atmosphere in team spirit (Marey, 2001).

PA aimed at determining the results of an employee's work and one of its main functions to offer a justified compensation for employees' effort. It can be based on particular employee's work results or on his activities or competencies and be regarded as the main component of performance, through which is possible to evaluate the effectiveness of an organization ( Abu Musa, 2008).

The point of PA is to see if the people under contact are performing as well as they can, and also to assess whether they are being fairly rewarded, which mean that their remuneration, like their duties, is subject to contractual agreement ( Abu Musa, 2008).

Amy pointed that PA is a process, not a form. It established and formed mangers' relationship with their employees, in the same time providing legal protection for the Agency. Appropriate and accurate PA system includes observation, documentation , and communication. Accordingly it can identify poor performers and ways they can improve their performance. It can also lay the groundwork for legally defensible discipline and termination (Abu Musa, 2008).

Henderson (1984) reported that developing an appraisal system which perfectly reflects employee performance is not an easy mission. In his opinion PA systems must be tailor made to match employee and organizational characteristics and qualities.

Mathis& Jackson (2000) say that PA has two main uses in most of organizations. These roles sometimes may become potential conflicts. The first role is to appraise performance for rewarding purposes, or to make administrative decisions about employees. The second role is to develop employees' capabilities by training and education, which subsequently will positively affect the whole agency's performance.

An effective PA system always meets the needs of employees. This issue can be achieved by regular overview conducted by managers to see and listen to staff demands, in turn to give appropriate feedback and sitting goals accordingly ( ESD, 2010).

The benefits of PA are exhaustive and should be targeted to employees by gaining better understanding of their role in the organization, to understand how and where to fit in within wider picture. They also can get insights into how their performance is perceived. PA gives employees the needed understanding of their strengths and weaknesses to achieve ultimately the developmental goals (ESD, 2010).

Identifying ways in which they can improve performance, providing an opportunity to discuss and clarify developmental and training needs, understanding and agreeing objectives for the next year and being an opportunity to discuss career direction and prospects are also valuable benefits getting from an appropriate good designed PA system (ESD, 2010).

Managers and supervisors can get a huge package of benefits from PA process, which gives the opportunities to hear and exchange views and opinions away from pressure of the work. It gives opportunities to identify any potential difficulties, to improve understanding of resources available and for planning and setting objectives for the next years. It gives opportunities to think about the managers role and gives chance to clarify these roles, to plan for achieving accurate performance, for further delegation and training, and to motivate subordinates accordingly (ESD, 2010).

The organization can get up to date information regarding employee's expectations and aspiration. PA process gives the needed information on which to make decisions about promotions and motivation. It is a big opportunity to share and review success stories. PA should be used in updating of employees records regarding achievements and competencies, in addition to career counseling, communication and for developing training (ESD, 2010).

## **2.6 Values of PA**

PA system is an essential component of holistic context of HRM in all organizations. That what was called " Proficiency system" . It consists of six elements, they are: planning, attracting new staff, motivation and incentives, promotion, training and development, and PA (El-Hemod,1994).

Human resource management faces challenges of bringing better fitted workers into the organizations and meeting the workers' needs and expectations. Thus, there is a compelling demand to develop better ideas, strategies to improve the interface between employees and employers, and to elaborate comprehensive insight that can help human resource managers get better results and improved performance ( Chioun, et al. 2009).

According to Mathis & Jackson, there are three types of uses of PA in HRM. These major uses were illustrated (Figure 2.1) to be as follows: Administering Wages and Salaries, Giving Performance Feedback and Identifying Strengths and weaknesses (Mathis & Jackson, 2003).

David Law in his article critically showed PA as a relic of external control boss-management, he explained the causes that make employees dislike the process of appraising. Law also discussed the goals and underlying assumptions held by managers and HR personnel. The article explored alternatives to PA to be used by Personnel including focusing on workplace relationships and good communications (Law, 2007).

### **2.5.1 Recruitment and selection**

PA is helpful in predicting the performance of job applications. For example, the interviewing committee may use the previous PA of the applicant to have more obvious knowledge about how the performance of this employee expected to be (Mondy & Noe, 2005). Also in validating selection tests, employee ratings may be used as the variable against which test scores are compared. In this instance, determination of the selection test validity would depend in the accuracy of appraisal results ( Mondy& Noe, 2005).

### **2.5.2 Job Description**

which is identification of the tasks, duties, and responsibilities( Mathis & Jackson, 2000). Performance standards should flow directly from a job description, telling what the job accomplishes and how performance is measured. PA process should then tie to the job description and performance standards. Someone in HR department usually has the responsibility for ensuring that job descriptions stay current. In some organizations, managers review the job description during each PA interview. This review enables the

job holder and supervisor to discuss whether the job description still describes the actual job adequately or whether it needs to be revised ( Mathis & Jackson, 2000).

Using the job description as the basis for appraisal has the advantage of being comprehensive. The development of job can give the opportunity for enhancement of employee's role. Career development within the agency can become the outcome of an appraisal process. The disadvantage of using job description is that it can be a time consuming process and not directly related to the actual problems within the work (Hope & Pickles,1995).

Awad in his study conducted in 2005, recommended that PA system should be seriously considered, specifying performance standards that are based on the job description (Awad, 2005).

### **2.5.3 Motivation**

Motivation and Incentives play a vital role in getting the best out of subordinates. Employees always seek for incentives or motivation by performing the task assigned to them efficiently and effectively. Most of agencies based their pay and incentives on the performances differences among employees. Employees who perform well get larger compensation, while those who perform satisfactorily receive less or no increase in compensation. Thus, employees who perform satisfactorily should keep up or advance in relation to a broad view of the local market for their jobs, whereas poor performers should stay behind (Abu Musa, 2008).

A motive is a reason for doing something. Motivation is concerned with the factors that influence people to behave in certain ways (Edward & Richard,1991). There are three components of motivation: Direction, which reflects what a person is trying to do. The second component is effort, which shows how hard a person is trying and the last component is the persistence, which reveals how long a person keeps on trying (Abu Musa, 2008).

There is an old saying you can take a horse to the water but you cannot force it to drink; it will drink only if it's thirsty, so with people( ACCEL.team.com, 2010). Performance

considered to be a function of ability and motivation. Ability in turn depends on education, experience and training and its improvement is a slow and long process. On the other hand motivation can be improved quickly( ACCEL. team.com, 2010).

The study conducted in Kingdom of Saudi Arabia (KSA) by Jewaidi in 2007 aimed at identifying the advantaged and disadvantages of performance annual report in the general management of meteorology and environmental protection in KSA found very interesting findings, one of them was related to motivation. Jewaidi found that applicable PA system did not help in motivating employees, and did not help in activation performance level. The study gave a package of recommendations that supposed to lead to increasing motivation. PA reports should include subjective standards, each job should have its own appraisal criteria. Employees should be briefed on the importance of PA reports, which in turn should provide administration with feedback regarding training, career planning and organizational development (Jewaidi, 2007).

There are broadly seven strategies for motivation: Positive reinforcement, effective discipline and punishment, treating people fairly, satisfying employees needs, setting work related goals, restructuring jobs and base rewards on job performance ( ACCEL.team.com, 2010).

#### **2.5.4 Incentives**

Most organizations recognize that they have a responsibility to their employees to provide them with insurance and other programs for their health, safety, security and general welfare. These programs are called benefits and include all financial rewards that generally are not paid directly to the employee. Benefits cost the firm money, but employees usually receive them indirectly. The employee does not receive money but does obtain the benefit of health insurance coverage.

This type of compensation has two distinct advantages:1) It is generally nontaxable to the employee.2) The cost of some benefits may be much less for large groups of employees than for individuals (Abu Musa, 2008).

Incentives can be divided into two groups or categories : financial and nonfinancial. Financial incentives are divided into two groups : direct and indirect. Wages, salaries and

bonuses are direct benefits, whereas indirect incentives contain of two groups :Involuntary or legally required, that comprise social security, unemployment compensation, workers' compensation and family and medical leave. Voluntary benefits such as payment for time not worked, health care, life insurance, retirement plans are not legally required, the Agency can provide them or other numerous benefits voluntarily (Mondy & Noe, 2005) .

Shourab conducted study in 2007, which was aimed at identifying the merits and demerits of incentives system in the main municipalities of GS, identifying the effect of incentives on motivating employees and identifying the effect of PA on employees' performance and motivation. The study found out that municipalities are incapable of paying incentives due to the financial crisis they undergo. It also found that there are no plans at GG municipalities to offer incentives to their employees. The study found that incentives usually take form of verbal support rather than financial rewards. Shourab recommended introducing incentives scheme to motivate employees (Shourab, 2007).

benefits are provided to employees because of their membership in the organization. Benefits are typically not related to employee productivity; therefore, while they may be valuable in recruiting and retaining employees, they do not serve as motivation for improved performance. An equitable and effective incentive plan should help organizations attract, retain, and motivate. Such a plan will create a more evenhanded situation for employees (Abu Musa, 2008).

In effective organizations giving incentives should be used in adequate and suitable way. Incentive means respecting the efforts and skills of employees, whether as individuals, or even members of the team for their performance. It looks as a kind of appreciation to the contributors in achieving the goals and mission of the agency (Havard, 2001).

### **2.5.5 Promotion**

Most of promotion decisions depend on preceding PA. Promotion frankly means upgrading employee from position to another higher one. Usually that leads to an increase in the income of the employee at present or in future, or increase in authority and responsibilities (Abdel Baqy,2002). Promotion is applied on two approaches with the third major joint between them. The First approach is upgrading on the basis of efficiency and that one help

employees to improve their abilities and skills continuously. PA system plays a key role in determining staffs' efficiency by measuring it on the base of objective grounds (Abdel Baqy,2002). Therefore PA must be free of bias and other pitfalls and mistakes that limit a practical measuring of efficiency (Havard, 2001).

The second approach is seniority based promotion, where many agencies prefer to upgrade on the basis of the period spent by the employee in his current job or in the agency generally (Havard, 2001). This way is preferable due to the following reasons:

- 1.This domain is more objective than others, especially in presence of fault or bias in PA system, or lack of justice in the evaluation of manager or rater.

- 2.Traditions of society that appreciate the elderly and seek to honor and show the extent of interest in staff at all levels, creating loyalty among employees of the agency (Abdel Baqy,2002).

The third approach is the combination between both of preceding approaches. Many agencies rely both approaches in the promotion of employees to increase the fairness of the upgrade process by selecting the best staff first then to provide promotion according to seniority (Havard, 2001; Abdel Baqy, 2002).

### **2.5.6 Dismissal**

PA can also be used administratively to provide evidence and documents on the performance of employees during a specific period of time. Agency may find an employee's performance unsatisfied and after several attempts of training to improve performance, the agency decides to fire this employee. In such a position the PA record can be utilized as a legal document to justify taking such an action (Abu Musa, 2008).

### **2.5.7 Planning**

when employees participate in planning process that helps them in understanding the specific Agency's objectives and goals, what needed to be done, when and how to do it. It is a legal issue to plan the employees' performance standards and indicators to be easy for

appraising later (Abdel Baqy,2002). In effective organizations planning to work from the beginning means sitting performance expectations and goals for groups and individuals in order to achieve the agenda and goals agreed earlier (Awad, 2005).

### **2.5.8 Development and Training**

PA can be a primary source of information and feedback for employees, which is key to their future development. Its result may be useful and valuable for several HRM such as planning, training and development (Mathis & Jackson, 2000).

Since the emerging of management by objectives (MBO) in the 1950s, the results – oriented appraisal started to take crucial place in the appraisal system. Essentially, the notion is that appraisal session in one where manager and subordinate jointly review the subordinates' achievements against objectives or targets in the last six or twelve months, and then set objectives for the next period (Fletcher, 1999). As far as possible, the objectives are stated in quantified, time-limited terms. One immediate effect of basing appraisal on results in this way is to shorten and simplify documentation, which will be used later in further development of Agency's' and employees' performance (Fletcher, 1999).

The ultimate beneficiaries of an effective appraisal system to gain the balance between the individuals' and organizations' development (Hope & Pickles,1995). Providing employees with needed training and opportunities for development encourage them to perform effectively. This also prepare employees for any changes, or new technologies or instructions may be presented later (Awad, 2005).

Shourab in 2007 found that the results of PA are not used for promotion and employees whose performances are rated unsatisfactory were not subjects to training or demotion. The study recommended utilization PA results for training and promotion (Shourab, 2007).

Al-Nouno in her research conducted in 2004 found that appraisal at governmental higher education institutions in GS is only conducted by direct supervisors and employees who are in charge of appraisal are in need for training (Al-Nouno, N., 2004).

Implementation of an appropriate PA system give unique opportunity to find out the needs for development and training, in addition to planning. PA gives the organization scope of weaknesses and strength points in the system, and ways to prevent them. That in turn helps in using new methods of development, provides with deep insight about ways that can support distinguished employees to continue their outstanding performance (Awad, 2005).

*"Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace, such as the introduction of new technology" (USDI, 2004.)*

A major aspect of developing an effective performance system is training for those individuals involved as raters. This training should start with a focus on providing the manager with a systematic approach to the practice of effective people management (Deborah & kliener, 1997).

An important step in developing effective PA system to train supervisors and raters how to apprise others. Training program should contain: supervisory skills, effective leadership, advice, conflict management, formulation and development of standards, feedback, and how to connect and use incentives and motivation to serve organizational goals ( Awad, 2005).

Jewaidi in his study aimed to identify the advantage and disadvantages of performance annual reports in the general management of meteorology and environmental protection in KSA, mentioned that performance report should provide administration with feedback regarding training, career planning and organizational development (Jewaidi, 2007). Try to integrate that with the values and benefits focus on your variables as per the conceptual model and questionnaire.

## **2.6 Implementation**

Recently, a wide-ranging set of performance evaluation methodologies and tools has been developed within disparate research communities for the purposes of evaluation, design, and model reduction. It is therefore of great importance to build bridges between these

communities, bringing theory and practice together in order to compare and debate the advantages and disadvantages of competing performance evaluation methodologies, as well as their implementation into tools, and to promote interdisciplinary flow of technical information among industry systems designers and researchers ( Tuffen & Glynn, 2008).

Regardless of the consideration for which method organization will use to appraise performance of their employees, there are four general measures, which are output, quality, quantity, cost and timeliness (Grote, 2002). According to Mathis and Jackson there are four methods of PA (Fig 2.2).

## **2.6.1 Category Rating Methods**

### **2.6.1.1 Graphic Rating Scale**

A scale that allows the rater to indicate an employee's performance on a continuum (Mathis & Jackson, 2002). This is the most commonly used method of PA (Ahmad& Dablan, 2007). Under it, a printed form, one for each person be rated, is supplied to the rater. The form contains a number of factors to be rated under two broad categories, one of them about employee characteristics and the other about employee contribution (Ahmad & Dablan, 2007).

In Graphic Rating Scale method, employee characteristics include such qualities as initiative, leadership, cooperativeness, dependability, industry and decisiveness. In employee contribution are included the quality and quantity of work, specific goals achieved and attendance. These traits are then evaluated on a continuous scale (Ahmad & Dablan, 2007).

Mathis & Jackson mentioned the disadvantages of this method are: Restriction on the range of possible rater responses, differences in the interpretations of meanings of scale items and scale ranges by raters, poorly designed scales that encourage rater errors and rating form deficiencies that limit the effectiveness of the appraisal (Mathis & Jackson, 2003).

### **2.6.1.2 Checklist**

A tool of PA that uses a list of statements or work behaviors that are checked by raters. It can be quantified by applying weights to individual checklist items (Mathis & Jackson, 2003). Under this method series of questions are concerning an employee and his behavior. The rater then checks to indicate if the answer to a question about an employee is positive or negative. Final rating is done by personnel department by assigning value to each question (Ahmad & Dablan, 2007).

There are various of disadvantages in this method including: Interpretation of item meanings by raters, weighting creates problems in appraisal interpretation and assignment of weights to items by persons other than the raters (Mathis & Jackson, 2003).

## **2.6.2 Comparative Methods**

### **2.6.2.1 Ranking**

Listing of all employees from highest to lowest in performance (Mathis & Jackson, 2003). In this technique, the rater considers certain features and marks them according to a scale. The selected features may be analytical ability, cooperativeness, dependability, self-expression, job knowledge, leadership and organizing ability. These may be graded from outstanding, very good, average, fair, poor to very poor. The actual performance is then compared with these grades (Ahmad & Dablan, 2007).

According to Mathis and Jackson the disadvantages of this method are: It does not show size of differences in performance between employees, implies that the lowest-ranked employees are unsatisfactory performers and becomes an unmanageable process if the group to be ranked is large (Mathis & Jackson, 2003).

### **2.6.2.2 Forced Distribution**

Performance appraisal method in which ratings of employees are distributed along a bell-shaped curve (Mathis & Jackson, 2003). This method attempts to reduce rater's bias to some extent. It requires the rater to indicate by a check mark those statements that best

describe the individual being rated, since several statements equally favorable or unfavorable appear. The person completing this form cannot be certain whether the employee is being given a high or low rating (Ahmad & Dablan, 2007).

According to Mathis and Jackson this method assumes a normal distribution of performance which is not real. This method can be faced by managers' resistance to placing individuals in the lowest or highest groups and it will be difficult to provide explanation for placement in a higher or lower groups and finally it is not readily applicable to small groups of employees (Mathis & Jackson, 2003).

### **2.6.3 Narrative Methods**

#### **2.6.3.1 Critical Incident Method**

The essence of this technique is that it attempts to measure employee's performance in terms of certain events or episodes that occur in the performance of the job. These events are known as critical incidents (Ahmad & Dablan, 2007). Manager keeps a written record of highly favorable and unfavorable employee actions ( Mathis & Jackson, 2003).

The basis of this method is the principle that there are certain significant acts in each employee's behavior and performance, that make all the differences between success and failure in the job. Supervisor keeps a written record of the events that can easily be recalled and used in the course of periodical appraisal. These events supposed to be in the areas of productivity, precision in work, responsibility and initiative (Ahmad & Dablan, 2007).

Unfortunately this method has its disadvantages that are: Variations in how managers define a critical incident, time involved in documenting employee actions, most employee actions are not observed and may become different if observed and employee concerns about manager's black books (Mathis & Jackson, 2003).

#### **2.6.3.2 Essay Methods**

Manager write a short essay describing an employee's performance (Mathis& Jackson, 2003). This essay usually describes weaknesses and strengths and the suggested remedies

for founded problems. This method has advantages that related to flexibility, that makes appraiser to seek relevant issues for the performance. The process is open ended and flexible ( Archer North, access on Feb, 2010).

Supervisor in this method prepares report about employees' performance according to his own memory and notes during the year, without any documentation. The success of this method depends on alertness and smartness of manager, who should be alert always by observing and supervising all performance details of subordinate ( Thabet, 2001). The main disadvantage of this method that it depends on the managers' writing skills and their ability to express themselves (Mathis & Jackson, 2003).

### **2.6.3.3 Field Review Method**

According to this method a reviewer from outside the workplace goes to work place and interviews manager or supervisor to obtain needed information about the performance of each employee, after that he develops a rating from the interview notes (Ahamad & Dablan, 2007, Mathis & Jackson 2003).

## **2.6.4 Behavioral/ Objective Methods**

### **2.6.4.1 Behavioral Rating Approach**

This approach assesses employees' behaviors instead of other traits, contains series of scales created by: Identifying crucial work dimensions, developing statements that describe desired and undesirable behaviors (Mathis & Jackson,2003). Accordingly there are three main types of Behavioral Rating Scales, they are: Behavioral Anchored Rating Scale (BARS), Behavioral Observation Scale (BOS) and Behavioral Expectation Scale (BES).

#### **2.6.4.1.1 BARS**

This method can be used for describing performance ratings that focused on behaviors and set as indicators of effective or ineffective performance. This method is a combination of rating scales and incident techniques of PA. BARS has the advantage of being very useful and exactly, whereas it still difficult to identify what is good level and what is the bad level (HR website, 2010).

There are many levels between what is defined as extremely negative and extremely positive, so supervisor should be able to appraise employees' performance objectively rather than subjectively. This judgment done by supervisor has to be in each separated defined level of performance (Mondy & Noe, 2005).

#### **2.6.4.1.2 BOS**

It is like BARS developed from critical incidents. BOS was developed by Latham and Wexley in 1977, they believed that both methods BARS and Graphic rating scales that suffered from the vague judgment of raters. This method use five scales to identify frequency of behavior beginning from never, seldom, sometimes, generally and finishing by "always" (HR website, 2010).

BOS uses more behaviors to specifically define all the measures that are necessary for effective performance, rather than using only a sample of behaviors. It allows manager to rate the frequency with which employee individually has exhibited each behavior during the rating period. After that, these ratings can be calculated and averaged to get overall rating. It is unlike BARS can takes more time and more expensive to develop (Sims, 2002).

#### **2.6.4.2 Management By Objectives (MOB)**

In This method manager and employees put together agreed standards and objectives to be achieved by the end of the rating period. It differs from other methods that it focuses on results analysis rather than employees personal characteristics, so judgment should be on the basis of the achievements of goals that have been set and agreed. Managers and supervisors play a very important supportive role (Ahmad & Dablan , 2007).

This method has its key points , which are: The involvement of employee creates higher levels of commitment and performance and that encourages employees to perform effectively in order to achieve agreed and desired objectives. In the same time performance standards and measures should be measurable and define results desired (Mathis & Jackson, 2003).

This method is one of the modern methods and superior to the traditional ones mentioned. HR personnel must be smart and with high level of ambition and patience to success with

this method. Effective objectives set by highly qualified Personnel nothing to do if employees have no interest to achieve them (Ahmad & Dablan, 2007).

### **2.6.5 The 360 Degree Method**

This is a relatively modern PA method generally means an individual being rated by subordinates, peers, superiors and in sometimes by clients, as well as doing a self assessment (Fletcher, 2001 ). *"360-Degree feedback has been defined by ward (1995) as: 'The systematic collection and feedback of performance data on an individual or group derived from a number of stakeholders on their performance'"* (Armstrong, 2000).

Research conducted by the Ashridge Management Research Group found that typically, 360-degree feedback forms part of a self- development or management development program (Armstrong, 2000). In the survey there were 45 participants, 71% out of them used it to support learning and development, 23% used the system to support appraisal, resources and planning; and only 6% used it for pay decisions (Armstrong, 2000).

Another recent study was conducted at a state university in Thailand in 2008 to assess and develop a 360 degree PA system. A university case study examines the functioning of an innovative 360 degree PA among a sample of 75 employees at a Thai university. Results of the study show that *" the 360 degree appraisal system can be regarded as a success in the present context. From observations and interviews, those with the three highest appraisal scores were regarded as the best performance by others, suggesting that the scale or system is valid, at least in this consistent sense"* (Sanwong, 2008).

Results revealed that participants generally satisfied with this system, they expressed their attitudes toward 360 degree system by answering "positive" to "very positive". They thought that it help them to recognize and accept their own performances, and use this information to improve their performances (Sanwong, 2008).

Typical PA , has been limited to a feedback process between subordinates and managers. With the increased focus on teamwork, employee development and customer services, the emphasis has shifted to employee feedback from the full circle of sources from internal and external customer, superior and subordinate, peers and self assessment (PA practitioner series, 1997).

360 degree feedback focuses on skills needed across organizational boundaries. Responsibility for assessment is shifted to more than one person and this method will reduce and eliminate many of the common appraisal errors (Mondy & Noe,2005).

There also are potential problems with 360 degree method: The process generates a great deal of paper, with evaluations done by many peoples. Confidentiality is an issue, if people do not believe their comments will be anonymous, they are not as honest as they otherwise would be. Very important limitation to determine who will be selected for assessment friends, enemies, or both? ( Mathis & Jackson,2003).

### **2.6.6 Combinations of Methods**

Research has just shown that there is no one best method for appraising, because any one used does not change the accuracy or solve rater errors. A combination method is possible and can be sensible in certain circumstances. Category rating methods are easy to develop, but they usually have minimal effect when measure strategic achievements. Comparative approaches help to reduce leniency, central tendency, and strictness errors, but they cannot link performance to organizational goals, and they do not provide desired feedback for further improvement. For development goals the best methods are narrative, because they generate needed feedback information. In absence of accurate definitions of criteria and standards, they can be of a little value. While Behavioral/ objective methods link performance to organizational goals, they still need time and effort to define expectations and explain the process to employees. Accordingly to have an effective and efficient PA System agency can adopt a mix of methods mentioned to get the combinations of advantages wanted (Mathis & Jackson, 2003).

Edwan conducted study in 2006 with the purpose of evaluation PA system at the three vocational centers in the GGs. One of the important findings in the study revealed that only one method is used to appraise performance of employees regardless the grade. The study recommended that different methods should be used to appraise the performance of employees (Edwan, 2007).

### **2.7 The Appraisal Interview**

After developing a basic appraisal method, interviews must be planned and conducted. Because the appraised employee must accept the process for it to work effectively, the manager should: stress an interest in helping employee's career progress, but not to the

point of pushing if the person is not interested. Manager should show a flexibility and willingness to change conclusions in the course of the interview after hearing reasonable evidence that such changes are appropriate. Avoiding surprises in the interview by providing daily feedback and assuring confidentiality of what is said and recorded, are essentials for PA interview success. In the last, but not the least, manager should show evidence of having listened carefully by repeating what employee has said about review (Jensen, 1997).

### **2.7.1 Types of Appraisal Interviews**

PA interviews are divided into two types: Personal interview, takes place during appraisal process, and post appraisal interview for feedback, and reassessment ( Dexon,1995; Dessler, 2002).

### **2.7.2 Effective PA Interviews**

Maureen Collins said that, the real problem is not about the process and paperwork. She thinks that no matter how perfectly designed and completed it all is. Employees do not grow on the basis of paperwork. Collins thinks , that employees grow when they have a good relationship with their managers, when they receive support and coaching, and finally when there are work opportunities available. Maureen said that, it starts with the relationship between manager and employee and the quality of their conversations about the performance of employee. She suggests four sets of behavior for high quality interviews ( Collins, 2009).

Managers often focus on wrongs performance, and do not mention of what has done well. PA then has a negative effect, and accusing disparate. Feeling positive about themselves, employees can make decisions, and move forward with desired achievements. The second set is to listen up, employees have to get the chance to ask questions, raise concerns, and put forward their own ideas for their development. Manager should listen while they work things out for themselves, and in the process, allow them to create their own motivation and energy (Collins, 2009).

The third effective set according to Collins is to ask for details, the employee is on the ground and his view of a situation is more accurate than managers'. PA interview is the manager's chance to get in touch with reality, by asking about current situation to know about what is really happening. The last set is to invite an employee to offer solutions to

problems, and that exactly will help employee to grow and develop. In addition to obtaining employee's commitment to action (Collins, 2009).

## **2.8 Problems in PA**

Effective PA can bring out the best in each employee, and create a strong link between individual performance and the achievement of organizational goals. Appraisals are also a powerful motivator, providing opportunities for praise, feedback and development. Despite these benefits, research shows that appraisals are not without problems, as 30% of employees think they are a waste of time (Investor in People, 2010).

### **2.8.1 Misunderstanding the System**

Unless the appraiser and organization have shared understanding about what the appraisal form is designed to achieve, how it should run and how it links to other management processes there will be always a risk of going wrong. Ongoing process of developing the system, and inducting new staff and managers into an existing system are key mechanisms for ensuring that everyone involved knows what is expected and why? ( Hope & Pickles,1995).

### **2.8.2 The System Becomes too Bureaucratic**

There is a risk that the recording systems such as, work programs, objective statements, job descriptions and the forms used will become too bureaucratic. The records and forms are simply the tools to ensure that the appraisal process is useful, relevant and fair, but should not become an end in itself (Hope & Pickles,1995).

### **2.8.3 Lack of Preparation**

Many agencies carry out PA annually, managers find themselves with numerous appraisals at the same time, that often results in inadequate preparation. This make employees feel that their performance is not important and valued. Consequently, both the appraisal process and managers can lose credibility (Pfeffer, J.,2009). Careful planning and preparation in ensuring that appraisals are meaningful. Managers should gather and reflect on their thoughts for each employee over a period of time, they also should consider all the

notes, draft a provisional assessment, consider constructive suggestions for improvement, and be aware about development goals planned and agreed (Investor in people, 2010).

#### **2.8.4 Abuse of the Power relationships**

Power in appraisal is inevitable, be it is hierarchical, societal, or simply informal power that exists in one person appraising another. The aim is not to deny that power but to acknowledge it, to use it positively to empower employees and to develop safeguards against its abuse ( Hope & Pickles,1995).

#### **2.8.5 Fairness**

It can occur when appraiser's value or prejudices distort the rating. It may be intentional or unintentional (Mathis & Jackson, 2003).

##### **2.8.5.1 The Recency Effect**

Recent events or behaviors be they positive or negative, can distort the outcome of appraisals. An employee may perform well all year, but suffer a dip in performance prior to the appraisal meeting. To overcome this problem, an objective appraisal should involve assessment of performance over a specific period. It can also be reduced by periodically gathering informal notes for each employee throughout the appraisal period (Pfeffer, J., 2009).

##### **2.8.5.2 Halo or Horns Effect**

The Halo effect occurs when a manager feels that an employee is particularly good in one aspect of their role, and award a similarly high assessment for all other areas without objective consideration. Conversely, where an employee has one serious fault or poor performance, this can sometimes result in unjustifiably reduced assessment of other areas, known as Horns effect. Managers should assess performance against each appraisal factor or competency. The presence of specific standards reduce tendency to generalization to affect overall performance judgments. Multiple appraisers can also help to reduce Halo and Horns effects (Pfeffer, J., 2009).

##### **2.8.5.3 Leniency/ Severity**

The tendency to either rate all employees in a group of very high( leniency) "All my people are stars and deserve the highest rating", or very low (severity). Strictness is rating

subordinate on the lower level " no one can get higher than ' I do not believe in it'" (Mondy & Noe,2005). This leads to frustration for employees, as not true picture of strength or challenges can emerge (Mathis & Jackson, 2003).

#### **2.8.5.4 Central Tendency**

It is a common error, when employees are incorrectly rated near the average or middle of the scale. In this error, appraiser may avoid criticism by giving only average ratings. Produces little value for the evaluated employee as little thought is behind the rating (Mondy & Noe, 2005).

#### **2.8.5.5 Making Unfair Comparisons**

In many cases, managers find it difficult to resist making performance judgments based on how employees compare to their peers. That what is known as forced ranking, this can create problems within a team as a competitive culture. Using comparisons between employees can cause some people to give up, or coast (Pfeffer, 2009). Managers can improve the objectivity of PA by judging each employee on his/ her own merits, rather than on how their performance compare with others (Investor on People, 2010).

#### **2.8.5.6 Avoiding Problems**

Recent research shows that 44% of employees do not feel their boss is honest during appraisal discussions (Investor on People, 2010). Managers may not give low appraisal ratings for different reasons, including: concern that low appraisal scores will have a negative impact on perceptions of their own management abilities, and concern that a poor appraisal will have a negative impact on employee's motivation, morale and career development prospects. Regular, informal discussions should be held, ongoing conversations and regular meetings are essential, they prevent problems and provide opportunities for open and honest feedback (Pfeffer, 2010).

#### **2.8.5.7 Personal Bias**

Everyone has their own thoughts, beliefs and assumptions, and these can often affect PA through unfair bias, prejudice, and stereotyping. Personal bias can be made in relation to employee's gender, age, religion, ethnicity, disability, education, etc. Understanding and awareness of different types of personal bias and their impact on the appraisal process can be improved by providing training which encourages managers to think about and

challenge their own perceptions and assumptions. The 360 degree feedback, help maintain a sense of objectivity and transparency. Making performance criteria more explicit and objective reduces managerial discretion so that one person's perceptions and biases don't matter so much (Pfeffer, 2009).

## **2.9 Feedback as a System**

There are three commonly recognized components of a feedback system. They are data, evaluation of data, and action based on evaluation (Mathis & Jackson,2003). Feedback is information about behavior and its resulting impact. Feedback does not solve problems by itself. It opens the door for problem solving discussions and follow up actions ( Miller, 2006).

A system in which data and evaluation did not influence action would not be a feedback system. It may be necessary to involve information providers if the subsequent actions are highly interdependent and require coordination with the people providing the information( Mathis & Jackson ,2003).

Miller suggests nine steps for effective feedback system. First step he advises managers to motivate themselves to offer feedback, after that they have to determine when to deliver feedback. The third step to set the stage for a positive interaction, followed by being specific about what manager observed. The fifth step to focus on the behavior or action ,not the person or attitude. Never use the word "but" and replace it by the word " and" is the sixth step, which is followed by explaining the impact on the organization and understanding employee's perspectives. The last step for effective feedback system is to offer a suggestion if appropriate (Miller, 2006).

Jewaidi in his study recommended that employee should briefed on the importance of PA reports, and performance reports should provide administration feedback regarding training , career planning and organizational development (Jewaidi, 2007).

Jawahar in 2006 extends the stream of research on appraisal feedback in three important ways. Survey responses from 112 employees were matched with their performance ratings from two different appraisal periods to test specific hypothesis. Results indicate that satisfaction with rater and previous performance ratings influence employees' satisfaction

with appraisal feedback. Satisfaction with appraisal feedback was positively related to turnover intentions. Supervisory status moderated the relationship between satisfaction with appraisal feedback and subsequent performance such that the relationship existed only for supervisory employees who, in addition to receiving feedback about their own performance, also provided feedback to their subordinates (Jawahar, 2006).

## **2.10 The Importance of Documentation**

To have PA format and to be documented or not still controversial issue some professionals think *"Performance management is about managing and improving performance. It is not about completing forms"*(Armstrong, 2000). But in the other hand without a format there are no effective plans and comments. When a set of forms exist that means this is a process that everyone is expected to take seriously. The main function of performance management formats is to act as working and reference documents on objectives and plans and to be used continuously. Manager and employee should have a copy of format, if human resource department need any information about rating and training separate form would be incorporated for their use (Armstrong, 2000).

To hold someone accountable for results, both manager and employee have to remember commitments clearly and plainly. So manager should record each goal in SMART goal format, record any adjustments, allowances, contingencies, or other modifications that have been discussed or agreed. Manager and employee each have to get a copy of the documentation. It will be used to remind each of them of their commitments and to hold them accountable (Miller, 2006).

## **2.11 Appeal Rights**

Employees have the right to appeal a performance- based removal or demotion. In addition, allegations of discrimination, reprisal , and other prohibited personnel manger's practices can be raised in an employee's appeal of a performance- based removal or demotion (USDI, 2004).

PA rating and concerns are not uncorrectable under the agency grievance system. If employee is covered under a negotiated agreement that covers PA, the negotiated process

must be followed. If the employee is not covered under a negotiated agreement which covers PA, the employee is entitled to file a request for reconsideration when an employee has a concern about rating given on a particular element that, if changed, will affect the outcome of the rating of record (USAD, 2004).

Ta'amna in his study conducted in Jordan (1994) found that high level managers did not care about the employees' objections against PA results, due to absence of appeal system. According to his findings, he recommended to establish an effective appeal system in these organizations( Ta'amna, M., 1994).

## **2.12 Employees' Perceptions about PA**

Research study was conducted by Ahmed and Dablan (2007) in Dubai, where researchers attempted to explore the mean of how to implement a proper PA system through the review of the existing literature methodologies a case study. Research was conducted in one of Insurance companies. Quantitative and qualitative analyses were conducted by using data gathered from 100 employees in the company. They suggested that PA is a crucial tool for evaluation and development of employees. It is one of the most difficult techniques that need a very special attention by the management. Different issues related to PA had been covered in this study, mainly managers' roles in conducting an effective evaluation, and how employees perceived the conducted evaluation by their managers or through 360 degree evaluation. By using surveys, interviews, and focus groups to find the effectiveness of the PA implemented in the company (Oman Insurance) the study concluded by proposing a new process and PA framework to be implemented in the company.

Recent survey conducted (2007) by the Institute for Corporate Productivity which results were published in Intelligence Journal suggest that it is a fatal mistake for any organization to seek PA model that will be suitable for all situations, and conditions. Mark Vickers, senior analyst with the Institute said:

*" That bullet doesn't exist. That is, there is no single performance Management (PM) practice that can transform an ineffective system into a good one .PM systems are just*

*that-systems. They require the coordination of multiple key practices. The more of these practices that are in place, the more likely a PM system is to be seen effective".*

Data from 1031 respondents indicates that there is a significant need for improvement in PM systems of many organizations and companies. Only (8 %) thought that their PM process is working in a significant effective way, (45%) said that it need some improvement, while (47%) were not sure (Intelligence Journal, 2007).

The most important issues that have to be considered when choosing tools for PA are: To be sure that the end result has a positive impact on employees' motivation and give them a sense of self worth, feasible and realistic goals with positive feedback ( Ali et al, 2001).

Tanash and Lawzi conducted study in 1995 aiming at exploring the opinions of the employees in the Jordanian foundation toward the annual appraisal report. The researchers designed a questionnaire, which was distributed to 642 employees. The study proved that employees have negative perceptions about PA reports, they denied its use for career planning or organizational development. Individual differences such as qualification and supervisory level have negatively affected their opinions. In conclusion, researchers recommended changing current PA reports ( Tanash & Lawzi, 1995).

# **Chapter Three**

## **Methodology**

## **Chapter 3**

### **3 Methodology**

#### **3.1 Study design**

The study design is a quantitative, descriptive, analytical, cross-sectional one. The cross-sectional design as defined by Trochim, is a research design that involves observation of some subset of a population of items all at the same point of time. Relative to other designs it's cheaper and faster (Gerard, 1999). Cross-sectional studies are often used as a basis for health policy decisions, and it is important to ensure that the only current, rather than obsolete, information is used for this purpose (EPH, 2009). It tries to identify the characteristics of PA system at UNRWA HCs in GGs from the perceptions of employees and managers.

#### **3.2 Study Population**

Data obtained from GFO showed that there are 856 posts in GFHP. Actually there are 798 staff members, 131 staff members from the labor category were excluded because they are not a target for periodic PA which is under research. In this case there were 667 staff members, who met the eligibility criteria and constituted the study population. They were presented as follows; Key Persons and Technical Supervisors at GFO, Doctors (Specialist, SMO, MOA, MOB), Dentists, Nurses (SSN, SN, PN, Midwives), Paramedics (Ass.Ph, Lab.Tech, Dental Hygienist, Physiotherapist Ass., X-Ray Tech), and Admin staff (clerk).

#### **3.3 Period of the Study**

The study started in November 2009 after obtaining the ethical approvals from different sectors including GFHP. The first pilot study was conducted in November and the second pilot study was conducted in December 2009. Data collection started directly after modifying questionnaire according to both pilot studies findings. Data collection took one and half month till the end of January. Data entry and data cleaning was conducted in February 2010, and finally, data analysis and writing the report continued till April 10<sup>th</sup> 2010.

### **3.4 Study Settings**

The study was carried out in 8 UNRWA HCs and 1 sub center that were randomly selected as described in sampling process, in addition to Technical Supervisors and Key persons in GFHP.

### **3.5 Sampling Process**

To select HCs from where the sample was drawn the researcher used multistage sampling approach. GGs were divided into three strata as follows; North and Gaza, the Mid-Zone, and the South( Khan Younis and Rafah). Using another stratification layer, HCs were divided and listed into two categories; large( $\geq 50$  staff members) and small HCs ( less than 50 staff members). Through a stratified random selection, 8 HCs (3 large and 5 small) and 1 sub center were then selected. All staff members who were working at these selected HCs and met the eligibility criteria were invited to participate in this study.

To make the sample representative, especially for managers, Technical Supervisors in GFHP were included and 7 out of 9 of them participated in the study.

### **3.6 Eligibility Criteria**

#### **3.6.1 Inclusion Criteria:**

- All staff who works at UNRWA GFO health department as managers (senior medical officer), who has participation in PA process as a rater or policy maker.
- All the employees who are working at UNRWA health centers in Gaza Strip and, are available at the time of data collection.
- All staff members with more than one year experience at UNRWA Health Programme.

#### **3.6.2 Exclusion Criteria:**

- Staff unavailable at the time of the study due to maternity leave, long annual leave, or staff abroad.
- Staff who are not officially employed as volunteers, job creation program and job training program employees.

- All newly hired employees with less than one year experience.
- Labor Category and staff whose grade is lower than 4<sup>th</sup> , because they do not have Periodic report related to PA.

### **3.7 Ethical and administrative considerations**

- The UNRWA, Chief Field Health Program was officially informed and asked through an official letter. approval was obtained to conduct the study at UNRWA health centers in Gaza Governorates, and GFO health program (Annex 6).
- An ethical approval to conduct the study was obtained from Helsinki Committee in Gaza Strip (Annex 5).
- Explanatory letter was attached to the questionnaire and provided to every participant, which included the study title, aim, objectives and other needed information for participants (Annexes 7,9).
- Every Participant was informed that participation in the study is optional
- Confidentiality and anonymity were considered and maintained.
- All ethical concepts were considered especially respect for truth and respect for people.

### **3.8 Construction of the Questionnaire**

The researcher developed the questionnaire (Annexes 8,10) related to study himself. It was constructed from the literature and adapted to fit the situation. The questionnaire translated into Arabic language, after pilot study conduction, which revealed the need for translation to facilitate understanding and to ensure credibility of answers.

It was designed to be clear with no complex terms, double parallel questions were avoided. It was sent to experts for consultations and recommendations. Pilot sample was conducted to ensure credibility. The main areas that were covered in the questionnaire are:

The first section included 11 questions related to personal, work and managerial information such as gender, age, marital status, place of living, place and years of education, job title, duties, experience, etc. If participant has any managerial tasks related to PA process he/she answered specific questions related to his/her managerial duties.

The second section included 28 questions related to employee's familiarity with PA system, its relevancy to duties, job description, training, PA form designing, PA meetings, participation of technical supervisor in PA, employee's satisfaction, standards, and documentation. Both sections contained mix of yes/ no questions and Likert's scale.

The third section included statements followed the Likert's scale format with a range scale from 1 to 10. Operationally, 1 means the lowest score implying that the participant totally disagrees with the item from his/her point of view and 10 means the highest score implying that the participant highly agrees with this item.

This section covered six dimensions, which are: General perceptions which contained 5 statements, Values of PA which contained 8 statements, Relationships and Interactions which contained 4 statements, Implementation which contained 12 statements, Bias which contained 12 statements and Feedback that contained 10 statements.

Special attention was given to appeal system, according to experts' advice, two questions related to appeal system were added.

Four open ended questions were added in the end of questionnaire (Annexes 8,10) to give chance for suggestions and opinions that can't be covered by close ended questions.

### **3.9 Pilot Study**

A pilot study was carried out twice, after expert evaluation and before data collection. Pilot study is a small experiment designed to test logistics and to collect information prior to larger study, aiming to improve the study's quality and efficiency. It reveals deficiencies in the design of the proposed study, and that will save time, efforts, and resources before they are expended on the intended research (Lancaster, et al., 2004).

First time piloting was done on 12 staff members of Gaza Town HC. Such procedure was done to test response rate, validity and suitability of questionnaire. Some revisions and modifications were introduced as a result of piloting process. The most important change was translation of the questionnaire into Arabic. Second time piloting was done on 4 staff members of Gaza Town HC, in this time some double parallel questions were modified,

and other questions were omitted, because they caused misunderstanding and confusing. Gaza Town HC staff members were not included in the study sample.

### **3.10 Data Collection**

A face-to-face interviewed questionnaire was implemented to 293 staff members who were included in the study in the 8 HCs and GFO (Technical supervisors and key persons). The researcher collected the data by himself. After verifying the inclusion criteria, the researcher explained briefly the purpose of the study to each participant and confirmed his/her right to accept or refuse the participation before filling the questionnaire. After obtaining informed consent (Annex 7), participant were interviewed. Privacy and confidentiality were maintained. Completed questionnaires were revised by the researcher himself to ensure the completion of information.

### **3.11 Response Rate**

The total number of questionnaires distributed was 293 and the number of respondents was 274 with a response rate of 93,5%.

### **3.12 Validity and Reliability**

Mark (1996) defined validity as "the extent to which a measuring instrument measures what it is supposed to measure". Before data collection, the questionnaire has been reviewed by ten different experts (Annex 11) with different background; academics, managers and researchers, in order to ensure its face and content validity.

#### **3.12.1 Face Validity:**

It is important to attract people to response to questionnaire, so face validity is "*the extent to which items of a test or procedure appear superficially to be acceptable and appealing to the subjects*" (CSU, 2009). So, face validity is concerned with popularity or common acceptance rather than scientific facts and does not depend on established theories for support. Face validity was checked more than one time. The first check was done through experts opinions, and the second after pilot study.

### 3.12.2 Content Validity:

Content validity is subjective estimation of measurement based on judgment rather than statistical analysis, in order to validate the instrument used (Turban, 2007). The previously mentioned ten experts reviewed the instrument and consensus about the questions was reached. Additional validity measures were implemented and included standardization of implementation, standardization of tools, reviewing the filled questionnaires and data cleaning.

### 3.12.3 Reliability

Reliability of an instrument is the degree of consistency and stability with which it measures the attribute it is supposed to be measuring (CSU, 2009). The statistical test Cronbach's Alpha Coefficient was used for the internal consistency.

**Table 3.1: Reliability of the main domains of the questionnaire**

No.	Domain	A
1.	General Perception	0.797
2.	Values of PA	0.784
3.	Relation and Instruction	0.775
4.	Implantation	0.743
5.	Fairness	0.665
6.	Feedback	0.704
7.	<b>Total</b>	<b>0.742</b>

The reliability coefficient for the six domains as a whole was 0.742 (Table 3.1), indicating a very good reliability. Additionally, the subscale reliability indicates that all domains (except Fairness) demonstrated high Cronbach Alpha scores (above 0.7).

### 3.13 Data Management and Analysis

After collecting and revising the filled questionnaire, the next step was coding these questionnaires using the computer software Statistical Package for Social Science (SPSS)

version 11.0. After that, the coded questionnaires were entered into the computer by the researcher with the help of the supervisor and a statistical advisor. Data cleaning was done through checking out a random number of the questionnaires and through exploring descriptive statistics frequencies of all variables. Means and standard deviations were computed for the continuous numeric variables and then they were coded. Reliability was tested to ensure the internal validity of findings. In Addition, to examine the potential relationships between the different variables, an independent T-test and one way ANOVA test were used. T-test were used to examine the differences in the mean scores for variables with two possibilities. ANOVA test was used to examine differences in the mean scores for variables with more than two possibilities.

### **3.14 Limitations of the Study**

- Frequent electricity cut offs, were the main limitation which affected the ability to accomplish the work in a timely manner.
- Limited scientific resources, needed very hard efforts to overcome.
- Questionnaire was relatively long, as it covered several aspects, and data were collected during work hours, that made some discomfort and stress.
- The type of study is a cross sectional which reflects the situation at the time of carrying out the study. It is possible that participant's perceptions may vary in other context.

# **Chapter Four**

## **Results and Discussion**

## Chapter 4

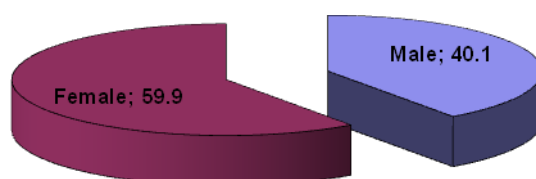
### 4 Results and Discussion

This chapter illustrates the findings revealed by the analysis of the data collected. The study starts by descriptive statistics which demonstrates the characteristics of the study participants and their current jobs. The concepts of PA system are presented as well. The differences in perceptions about the PA system in reference to employees and managers and their demographic characteristics are explored too. Finally some strengths and weaknesses in conducted PA are discovered .

#### 4.1 Descriptive Analysis

##### 4.1.1 Socio-Demographic Variables

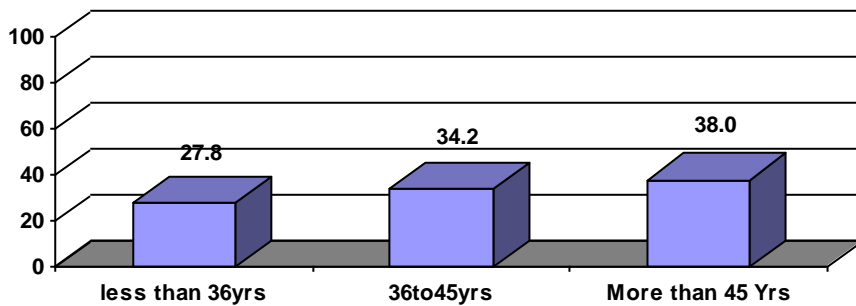
The total number of questionnaires distributed was 293 and the number of respondents was 274 with a response rate of 93,5%. The distribution of participants according to gender was as follows; 59,9% females and 40,1% males as shown in Table 4.1; figure 4.1. These findings were consistent with the proportion in GFO HP with 56% females and 44% males (UNRWA, 2009-b). These results revealed that UNRWA implements the third millennium development goal announced by UN which intends to promote gender equality and women empowerment.



**Fig. 4.1: Distribution of Participants by Gender**

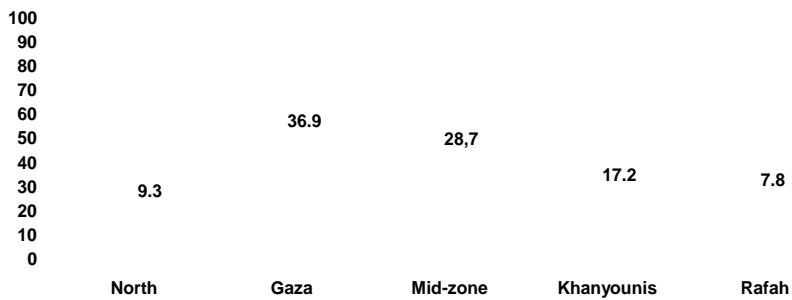
Figure 4.2; shows the distribution of the study population by age. employees who are less than 36years represent 27.8%of sample, others from 36 to 45 years represent 34.2% and employees who were older than45 years represent 38%. These results reflects that 62% of

the respondents were younger than 46 years. This young generation of employees represent an opportunity to UNRWA which could invest in those young employees and develop their capacity. Their perceptions about PA system could be taken in consideration. Any improvements or changes in current PA system could have long term effect on their performance and accordingly on UNRWAs Health Field in Gaza.



**Fig.4.2: Distribution of Participants by Age Group**

Figure 4.3; shows that the highest percentage of participants according to their place of residency, was in Gaza and North together ( 46,2%), and the lowest was in South (Khan Younis and Rafah) which was (25%), whereas in the Mid-Zone was 28,7%.



**Fig. 4.3: Distribution of Participants by Place of Residency**

**Table 4.1: Distribution of Participants by Socio-Demographic Variables**

<b>Items</b>	<b>No.</b>	<b>%</b>
<b>1. Sex</b>		
Male	107	40.1
Female	160	59.9
<b>Total</b>	<b>267</b>	<b>100.0</b>
<b>2. Age Group</b>		
Less than 36 Yrs	74	27.8
From 36 to 45 Yrs	91	34.2
More than 45 Yrs	101	38.0
<b>Total</b>	<b>266</b>	<b>100.0</b>
<b>3. Residency Place</b>		
North and Gaza	124	46,2
Mid-Zone	77	28.7
Southern Governorates	67	25
<b>Total</b>	<b>268</b>	<b>100.0</b>
<b>4. Place of work</b>		
North and Gaza	109	41,2
Mid-Zone	72	27,1
Southern Governorates	84	31,7
<b>Total</b>	<b>265</b>	<b>100.0</b>
<b>5. Qualification</b>		
Diploma	122	45.2
Bachelor	119	44,1
Master & higher	29	10.7
<b>Total</b>	<b>270</b>	<b>100.0</b>
<b>6. Marital Status</b>		
Not Married	25	9.4
Married	240	90.6
<b>Total</b>	<b>265</b>	<b>100.0</b>

These findings were in proportion to the distribution of population in GGs, except the Mid-Zone which has employees proportionally more than its percent of population according

to the last census. These findings may be explained, knowing that the most population in the Mid-Zone are refugees who live in the Middle camps. Similarly regarding the work place; the highest percentage was in Gaza and North (41,2%) , in Southern Governorates it was 31,7% and the lowest percentage was in the Mid-Zone (27,1%). If we combine both findings related to place of residency and place of work, we can find that 5% of employees resident in Gaza and North work in other Governorates. In the other hand, from 31,7% of participants in the sample work in Southern Governorates, only 25% of total sample are Southern Governorates residents. The remaining part of sample is distributed logically, which could be inferred that the majority of the participants work in the same place of their residency in order to reduce the transportation costs, increase convenience for the staff. The last findings could have their positive impact on employees' satisfaction and accordingly their perception about Agency in general.

As shown in table 4.1, the majority of participants have had attained Diploma (45.2%), 44.1% have Bachelor degree and only 10.7% have a master degree or higher. These results reflect the Health Field structure more than the Agency, due to presence of categories such as paramedics, practical nurses in addition to midwives that consist the majority of health providers. These results were not consistent with Abu Musa (2008) study, who found that the majority of employees had Bachelor degree (73%), employees with Diploma were 15%. It could be explained that his study were conducted in GFO totally, where the majority of employees with Bachelor degree, whereas in health field the highest category are paramedics, practical nurses and midwives who are basically Diploma holders. On the other hand Abu Musa(2008) found that employees with Master degree and higher were 7,5% while in this study employees with Master degree and higher were 10,7% that reflect the support of GFHP by encouraging staff members to continue their basic and post-graduate training in Public Health at local Universities.

#### 4.1.2 Organizational Variables

Regarding the work-related data, participants were working at different categories in HCs.

**Table 4.2: Distribution of Participants by Work-related Variables**

Items	No.	%
<b>1. Current Job</b>		
Technical supervisors	7	2.5
Doctors	62	22.6
Dental surgeon	7	2.5
Nurses	109	39.8
Paramedics	65	23.8
Clerk	24	8.8
<b>Total</b>	<b>274</b>	<b>100.0</b>
<b>2. Currently fulfill a managerial role</b>		
Yes	81	30.0
No	189	70.0
<b>Total</b>	<b>270</b>	<b>100.0</b>
<b>3. Number of years in this role</b>		
Less than 10 Yrs	36	42.4
From 10 to 20 Yrs	34	40.0
More than 20 Yrs	15	17.6
<b>Total</b>	<b>85</b>	<b>100.0</b>
<b>4. Years of experience in this facility</b>		
Less than 10 Yrs	105	40.1
From 10 to 20 Yrs	108	41.2
More than 20 Yrs	49	18.7

<b>Total</b>	<b>262</b>	<b>100.0</b>
<b>5. Years of experience outside this facility</b>		
Less than 5 Yrs	107	55.2
From 5 to 10 Yrs	53	27.3
More than 10 Yrs	34	17.5
<b>Total</b>	<b>194</b>	<b>100.0</b>
<b>6. Having a copy of job description</b>		
Yes	186	68.4
No	86	31.6
<b>Total</b>	<b>272</b>	<b>100.0</b>
<b>7. Its relation to the nature of work</b>		
Yes	142	76.3
To some extent	40	21.5
No	4	2.2
<b>Total</b>	<b>186</b>	<b>100.0</b>
<b>8. Having technical supervisor</b>		
Yes	143	54.6
No	119	45.4
<b>Total</b>	<b>262</b>	<b>100.0</b>

The highest percentage of participants was Nurses category (39.8%) and the lowest was Dentists and Technical Supervisors with 2.5% for each of them. These results reflect the need for more dentists staff and that was revealed from analysis of open ended questions, when dentists suggested to hire more staff to decrease the overload; however this requires further assessment. Subsequently, and according to their opinions, that will improve their performance in particular. Around one third were performing managerial roles (Table 4.2).

If we compare these numbers with the distribution of numbers of years fulfilling this managerial role we find that 42.4% were fulfilling this role since less than 10 years, where 40.05 of them were performing it from 10 to 20 years and about 17.6% for more than 20 years, that makes Agency balanced, with high ability to renewing its managerial staff from one side, and gives chance for new generation of managers to practice their new theories and knowledge about modern management including desired change in PA system.

The experience of participants at UNRWAs facilities for less than 10 years were 40.1%, while 59.9% were with 10 years experience and more. These numbers reflects the capability of sample study. 44.8% of participants had worked outside the agency for 5 years and more, where 55.2% had worked outside the agency for less than five years, these numbers reflect the capability of agency to recruit employees from other organizations with sufficient experience, and give their opinions about the effectiveness of current PA system in relation to other companies a kind of validity.

The majority of participants (68.4%) have a copy of job description, which identifies the tasks, duties, and responsibilities. Performance expectations should flow directly from a job description, telling what the job accomplishes and how performance is measured (Mathis & Jackson, 2003). In some agencies, managers review the job description during each PA interview. Awad in his study conducted in 2005, recommended that PA system should be seriously considered, specifying performance standards that are based on the job description (Awad, 2005). These findings can be taken as strengths at UNRWA.

The majority (76.3%) of participants strongly agreed that job description related to the nature of their work, 21.5% think that it related to work they perform to some extent, and only 2.2% think that job description is not related to their work. These findings could reflect the suitability of job description at UNRWA to be the primary source of PA Standards.

Regarding technical supervisor, 54.6% of participant know that they have technical supervisor, where 45.4% do not, that give us chance to seek the role of technical supervisor in the agency, including their role in PA Process itself.

**Table 4.3: Participants Awareness of the in use PA System**

Items	No.	%
<b>1. Have been informed about PA</b>		
Yes	205	76.8
No	62	23.2
<b>Total</b>	<b>267</b>	<b>100.0</b>
<b>2. Had appraised a subordinate or a co-worker</b>		
Yes	73	27.1
No	196	72.9
<b>Total</b>	<b>269</b>	<b>100.0</b>
<b>3. Relevancy of PA to work duties</b>		
Relevant	122	45.5
To some extent	105	39.2
Not Relevant	20	7.5
Don't Know	21	7.8
<b>Total</b>	<b>268</b>	<b>100.0</b>
<b>4. Thinking it would be of benefits to appraisal to include peer's opinion</b>		
Yes	183	68.5
No	67	25.1
Don't know	17	6.4
<b>Total</b>	<b>267</b>	<b>100.0</b>
<b>5. Involving in designing the PA used in the Agency</b>		
Yes	13	5.0
No	249	95.0
<b>Total</b>	<b>262</b>	<b>100.0</b>

<b>6. Attendance a training session on PA process</b>		
Yes	40	15.3
No	222	84.7
<b>Total</b>	<b>262</b>	<b>100.0</b>
<b>7. Rating Participants familiarity with the PA at UNRWA</b>		
Excellent	24	9.1
Good	175	66.3
Poor	53	20.1
Very Poor	12	4.5
<b>Total</b>	<b>264</b>	<b>100.0</b>
<b>8. Rating participants satisfaction about their work in general</b>		
Excellent	129	48.3
Good	127	47.6
Poor	8	3.0
Very Poor	3	1.1
<b>Total</b>	<b>267</b>	<b>100.0</b>
<b>9. Presence of written instructions, policies about appraisal process at the agency</b>		
Yes	86	32.3
No	88	33.1
Don't know	92	34.6
<b>Total</b>	<b>266</b>	<b>100.0</b>

The majority of participants (76%) have been informed about the PA, which reflects the presence of PA system in the Agency. Only 27.1% of participants have appraised a subordinate or co workers, that reflects kind of PA Process, where not all employees have the right to participate in PA as raters. 45.5% of participants think that conducted PA is relevant to their work, 39.2% think that PA is relevant to work but to some extent, while only 7.5% think that it is not relevant.

The majority of participants (68.5%) do not agree with the idea about being appraised by their peers, that may reflect lack of trust to be appraised by peers, or thought about immaturity of ordinary employees to appraise each other.

Almost all participants(95%) had not ever been involved in PA designing, which reflects the centrality of decision making at UNRWA, this fact is supported by the other fact shows that 84.7% of participants had not ever attended training sessions on PA process.

The minority of participants(9.1%) think that they knowledge PA is excellent, while the majority (66.3%) are familiar with the process, 24.6% know little or are not familiar with PA at UNRWA. Regarding to the presence of written instructions or policies about appraisal, participants divided to three almost equal groups, where 32.3% think that there are written policies, 33.1% answered that there are not written instructions, and 34.6% do not know if there are or not. These findings lead us to ask: does Agency give the employees copies about PA system's rules and regulations?!

Regarding employee's satisfaction about their work in general, 48.3% are highly satisfied, 47.6% rate their satisfaction as good, and only 4.1% are not satisfied with their work, that reflects a relatively high percent of work satisfaction at UNRWA.

**Table 4.4: Participants' Perceptions about PA Process in General**

<b>1. Employees' adequate participation in PA process at the Agency</b>		
Yes	47	17.5
No	166	61.7
Don't know	56	20.8
<b>Total</b>	<b>269</b>	<b>100.0</b>
<b>2. Relatedness of last PA to job description</b>		
Yes	135	51.5
To some extent	103	39.3
No	24	9.2

<b>Total</b>	<b>262</b>	<b>100.0</b>
<b>3. Conducting a meeting to discuss PA of the last year</b>		
Yes	141	51.8
No	131	48.2
<b>Total</b>	<b>272</b>	<b>100.0</b>
<b>4. If yes, place of meeting conduction</b>		
In your office	8	5.7
At managers' office	131	92.9
Others	2	1.4
<b>Total</b>	<b>141</b>	<b>100.0</b>
<b>5. The essentiality of having a meeting at PA activity</b>		
Yes	219	81.4
To some extent	45	16.7
No	5	1.9
<b>Total</b>	<b>269</b>	<b>100.0</b>
<b>6. Having a discussion with the supervisor about the PA</b>		
Yes	107	39.6
To some extent	73	27.0
No	90	33.3
<b>Total</b>	<b>270</b>	<b>100.0</b>
<b>7. Areas that have been discussed</b>		
Technical	40	25.3
Administrative	34	21.5
Both	84	53.2
<b>Total</b>	<b>158</b>	<b>100.0</b>

<b>8. Rating participants' satisfaction about PA process at the Agency</b>		
Excellent	23	8.6
Good	163	61.3
Fair	64	24.1
Poor	16	6.0
<b>Total</b>	<b>266</b>	<b>100.0</b>
<b>9. Perceiving the appraisal process at the Agency, in comparison with other facilities</b>		
Better	94	36.2
Same	85	32.7
Worse	48	18.5
N.A	33	12.7
<b>Total</b>	<b>260</b>	<b>100.0</b>
<b>10. Rating participants' satisfaction about the content of the PA at the Agency</b>		
Excellent	29	10.8
Good	177	66.0
Fair	50	18.7
Poor	12	4.5
<b>Total</b>	<b>268</b>	<b>100.0</b>

Regarding to adequate participation in PA process, only 17.5% of participants think that they participate adequately. The majority (61.7%) of participants think that they do not participate in PA process adequately.

Half of participants were sure that the last PA was related to their job description, while 39.3% of them think that PA related to job description to some extent. Only 9.2% of participants think that PA was not related to their job description. These findings reflected that conducted PA related to job description, and showed the importance of employee's familiarity with their job description, at least by having copies in their hands.

Regarding having a meeting related to PA, 51.8% of participants answered that there was a meeting to discuss their PA, 92.2% out of them said that meeting was conducted at manager's office, which reflect the classic form of PA conduction. 48.2% of participants didn't report organizing a PA meeting, that reflects the need to train managers bout how to conduct PA correctly. The majority of participants (81.4%) agreed about the essentiality of having a meeting to discuss the PA activity, which reflect employee's awareness about the importance of discussion meetings. 16.7% of participants think that having discussion meeting is to some extent essential, that makes (98.1%) of participant sure about the importance of discussion meeting. Only 39.6% of participants did have a discussion about their PA with their supervisor, 27% discuss some issues, but they did not have complete discussion and 33% did not have any discussion with their supervisors about their PA. 25.3% of participants out of who have discussion, did discuss technical issues, 21.5% of participants discussed administrative areas, and more than half participants (53.2%) did discuss both areas.

Regarding employee's satisfaction about PA process at the Agency, 61.3% of participants rated their satisfaction as good, where 24.1% of participants rated their satisfaction as fair, while 8.6% were highly satisfied and only 6% are not satisfied completely. These findings show us that the majority (94%) are satisfied about PA process at the Agency.

According to comparison of PA process at the agency to the other facilities, 94 participants(36.2%) think of it better at the Agency. 32.7% think, that PA process is the same at the agency and the other facilities, 48 participants(18.5%) think ,that PA process is worse at the Agency, and 33 participants (12.7%) said that it is not applicable in other facilities. According to open ended questions many participants think that the presence of PA system at the Agency is one of its strengths.

Regarding to the content of PA form the majority (95.5%) of participants were satisfied, 66% rated it as good, 10.8% rated it as excellent. Only 4.5% of participants rated the content as poor, and 18.5% rated the content as fair. According to open ended questions about 30% of employees have had difficulties to understand the content of PA form, because of English language. Most of these employees suggested that PA form to be

translated to Arabic language, for more understanding. If we want to draw conclusions, we can find that the majority of participants are satisfied about PA process and its content, but there are some obstacles related to the implementation especially discussion meetings. Content of PA form might be translated to Arabic language to be more suitable and familiar.

**Table 4.5: Participants Perceptions about PA practices at their Facilities**

<b>Items</b>	<b>No.</b>	<b>%</b>
<b>1. Participation of technical supervisor in the PA</b>		
Yes	117	67.2
No	36	20.7
Don't know	21	12.1
<b>Total</b>	<b>174</b>	<b>100.0</b>
<b>2. Setting objectives for the next year based on the most recent appraisal</b>		
Yes	131	49.2
No	108	40.6
Don't know	27	10.2
<b>Total</b>	<b>266</b>	<b>100.0</b>
<b>3. Receiving supervisory notes at PA sessions for future correction</b>		
Yes	116	43.3
No	146	54.5
Don't know	6	2.2
<b>Total</b>	<b>268</b>	<b>100.0</b>
<b>4. Documentation employee's performance by managers during the year before appraisal</b>		
Yes	91	33.7
No	88	32.6

Don't know	91	33.7
<b>Total</b>	<b>270</b>	<b>100.0</b>
<b>5. Having written performance standards/elements for accurate performance</b>		
Yes	109	40.7
No	117	43.7
Don't know	42	15.7
<b>Total</b>	<b>268</b>	<b>100.0</b>
<b>6. Received training as a result of PA</b>		
Yes	33	12.3
No	226	84.3
Don't know	9	3.4
<b>Total</b>	<b>268</b>	<b>100.0</b>
<b>7. Presence appeal system at the Agency</b>		
Yes	55	20.5
No	120	44.8
Don't know	93	34.7
<b>Total</b>	<b>268</b>	<b>100.0</b>
<b>8. If yes, it's effectiveness</b>		
Yes	25	45.5
No	16	29.1
Don't know	14	25.5
<b>Total</b>	<b>55</b>	<b>100.0</b>

According to table 4.5 we find that the majority of participants (67.2%) said that their technical supervisors participate in PA, where the minority (20.7%) thinks that technical supervisors do not participate, 12.1% of participants do not know if their technical supervisors participate or not!. According to open ended questions, the majority of

paramedics and admin staff suggest that their technical supervisors have to participate more actively in the process.

Participants who do set objectives for next year according to their most recent PA were 49.2%, while 40.6% do not set objectives and 2.2% are not sure. These findings show the importance of conducting training sessions about the values and purposes of PA equally for both, managers and employees.

Regarding the fact about performance documentation by managers during the year, participants' answers were divided almost equally. 33.7% of participants think that managers document PA during the year before appraisal, 32.6% do not agree with that fact, and 33.7% do not know if their managers document performance or not during the year before appraisal.

Regarding the presence of written standards describing accurate performance, only 40.7% think that these standards are present. About 59.4% of participants either do not believe that there are standards in current system, or they do not know about the existence of standards. These results make us realize the importance of staff familiarity with the standards, and the importance of containing these standards in the job description, in addition to their presence in PA system.

Regarding the training received as a result of appraisal, the majority of participants (84.3%) replied that they did not receive any training, while only 12.3% had received training, 3.4% are not sure. These findings show us one of the PA system weaknesses that emphasizes the necessity of activating pre-appraisal training with a view to perfection and after conducting PA with intention to overcome the weaknesses, and develop strengths were found during the appraisal process.

Regarding the appeal system, only 20.5% of participants know that there is a system at the Agency, while 44.8% of participants denied the presence of an appeal system in their facilities and about 34.7% of participants do not know if such system really present.

Ta'amna (1994), found in his study conducted in Jordan, that the high managerial level did not care about employees' objections against PA results, due to absence of effective appeal system. According to his findings he suggested to establish effective appeal system in all organizations (Ta'amna, M., 1994). Out of the 55 participants who know that appeal system is present, there are 45.5% of them think that it is effective one, while 29.1% of

participants denied its effectiveness and again about 25.5% are not sure if it is effective or not. These findings illustrate the importance of raising employee's awareness about the existence of appeal system at the Agency, and to grantee its effectiveness to ensure the rights of staff.

#### **4.2 Respondents' Perceptions about main concepts of PA**

Computing the mean scores of the six dimensions of questionnaire were done. Results showed that the mean scores ranged between 4.9 and 7.7 and the total mean is 5.5 (Table 4.6). Because the used scale had a score from 1 which represents almost never, to a score of 10 which represents almost always; score of 5 and 6 is always interpreted as neutral.

**Table 4.6: The Means, Medians and Standard Deviations of Dimensions**

<b>No.</b>	<b>Domain</b>	<b>No. of questions</b>	<b>Mean</b>	<b>MD</b>	<b>SD</b>
<b>1.</b>	<b>General Perception</b>	5	5.4	5.8	2.3
<b>2.</b>	<b>Values of PA</b>	8	5.8	6.0	1.5
<b>3.</b>	<b>Relations and Interactions</b>	4	7.7	8.0	1.9
<b>4.</b>	<b>Implementation</b>	12	4.9	5.0	1.5
<b>5.</b>	<b>Fairness</b>	12	5.0	5.1	1.5
<b>6.</b>	<b>Feedback</b>	10	5.8	5.9	2.0
<b>7.</b>	<b>Overall</b>	<b>51</b>	<b>5.5 (55%)</b>	<b>5.6</b>	<b>1.4</b>

Regarding the domains; the relationships and interactions elicited the highest mean score (7.7) which means that participants have positive perceptions toward good relations and interactions that have to be considered in PA system (Table 4.6). Ellickson's study found that satisfaction with PA process as well as good relationships with supervisors had significant effects on overall job satisfaction of municipal government employees (Ellickson, 2002).

These findings (Annex 12) reflect the importance of the trust between employees and their managers, the ability to express their fears and expectations freely. Participants also reflect their awareness about two way communication and its essential meaning. Law illustrated how PA is a relic of external control boss-management, and explained why employee dislike PA, he explored alternatives to PA, focusing on workplace relationships and good communication (Law, 2007).

According to open ended questions related to obstacles faced employees and managers during PA process, there were answers mentioned the lack of trust between managers and employees from one hand, and the lack of two way communications from the other hand as significant obstacles. Additionally, encouraging two way communications and giving chance to employee to express his/her expectations and fears take significant part of suggestions to improve current PA system.

The second highest mean (5.8) was pertaining to feedback and to values of PA. Many studies reflected the importance of feedback in PA process. Jewaidi in his study mentioned that performance report should provide administration with feedback regarding training, career planning, and organizational development (Jewaidi, 2007). Jawahar conducted survey in 2006, responses from 112 employees given the results indicated that satisfaction with rater and previous performance ratings influence employees' satisfaction with appraisal feedback. Satisfaction with appraisal feedback was positively related to turnover intentions. Supervisory status moderated the relationship between satisfaction with appraisal feedback and subsequent performance such that the relationship existed only for supervisors who in addition to receiving feedback about their own performance, also provided feedback to their subordinates (Jawahar, 2006). Abu Musa think that the current reports contains qualitative rather than quantitative indicators which hardens the rater tasks and deprives appraisees measurable feedback (Abu Musa, 2007).

Values of PA have the mean of 5.8. Statements in this domain reflect PA system ability to identify areas for further development, clear purpose of the appraisal, effectiveness, and its ability to motivate employees and reduce their anxiety (Annex 12). Abu Musa in his study found that respondents think that UNRWA's appraisal report does not achieve the objective for which it was designed, they disagree that the current PA system helps employees fulfill their ambitions and needs. Additionally Abu Musa found that current PA system at UNRWA does not help employees develop and enhance their performance (Abu Musa, 2007). Tanash and Lawzi (1995) in their study proved that participants have negative

opinion towards PA reports due to lack of use of PA results for career planning or organizational development (Tanash & Lawzi, 1995).

General perceptions elicited 5.4 mean score, which could be considered a weak component. This domain contains five statements related to the clearance of PA, accuracy of implemented items of PA, relatedness the items to duties, employees' familiarity with PA form and engagement the employees in goal setting by the managers. The highest mean (6.1) in this domain goes to the familiarity with PA form. Clearance of PA for participants and relatedness the issues contained in PA form to duties conducted by participants shared the same (5.8) mean. The most interesting finding in this domain was employees' engagement in goal sitting, which took the lowest mean (3.6). This accurately reflects the centralization from one side, and the impact of technical instructions from the other side. In my opinion this item might be taken into consideration, when decision makers reform PA system soon. Abu Musa in his study found that respondents disagree with the statement which says that all statements in PA report are clear and measurable.

Fairness and implementation dimensions had means of 5 and 4.9 respectively. These low means reflect personal and managerial role in PA process, because both dimensions related to the character and practice of appraiser. Participants think that managers' ratings are affected by the gender of employees with mean score of 6.5, the other statements about bias got neutral mean scores. Implementation got the lowest mean score of 4.9. This may reflects the need for appraisers' training in order to increase their awareness about the importance of effective PA conducting, and its further impact. Awad in his study concludes that employees are unsatisfied about PA due to different reasons, mainly due to unfairness of the report (Awad, 2005).

Please explain what domains mean, what it contains... discuss it more deep....

## **Inferential statistics**

### **4.3 Participants' Characteristics**

#### **4.3.1 Gender**

An independent t-test was used to compare the means of the domains in reference to gender (Table 4.7). The analysis showed that there is no statistically significant differences

between males and females regarding the six domains ( $p=0.432$ ) with relatively equal mean scores (5.6) for males, and (5.5) for females.

**Table 4.7: Differences in Perceptions about PA Domains by Gender**

<b>Domain</b>	<b>Gender</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>t</b>	<b>Sig.</b>
<b>General Perception</b>	Male	107	5.5	2.3	1.041	0.299
	Female	160	5.2	2.4		
<b>Values of PA</b>	Male	107	5.9	1.5	1.290	0.198
	Female	160	5.7	1.6		
<b>Relations and Interactions</b>	Male	107	7.8	1.8	0.540	0.590
	Female	160	7.7	1.9		
<b>Implementation</b>	Male	107	5.0	1.4	0.781	0.435
	Female	160	4.9	1.5		
<b>Fairness</b>	Male	107	5.0	1.5	0.078	0.938
	Female	160	5.0	1.5		
<b>Feedback</b>	Male	107	5.9	2.1	0.558	0.578
	Female	160	5.7	1.9		
<b>Overall perceptions</b>	Male	107	5.6	1.4	0.786	0.432
	Female	160	5.5	1.4		

Previous conducted studies conducted by Awad (2005) and Abu Musa (2007) hadn't explored gender as predictor of PA satisfaction. Data in both studies suggested that there were no significant differences or predictors between males and females. This study is consistent with both studies. Regarding the absence of variations in perceptions about the dimensions of conducted PA in UNRWA HCs in reference to gender, that may reflect the equity policy adopted by the Agency, putting all health staff in the same equal conditions.

### 4.3.2 Age

Table 4.8 shows that there are statistically significant difference among participants in reference to age in their general perception ( $p=0.002$ ).

**Table 4.8: Differences in Perceptions about the Domains of PA by the Age**

Domain	Age	N	Mean	SD	F	Sig.
<b>General Perception</b>	Less than 36 yrs	74	4.7	2.4	6.162	0.002
	From 36 to 45 Yrs	91	5.3	2.2		
	Older than 45 Yrs	101	5.9	2.4		
	Total	266	5.4	2.4		
<b>Values of PA</b>	35 Yrs and less	74	5.5	1.7	1.994	0.138
	From 36 to 45 Yrs	91	5.7	1.5		
	More than 45 Yrs	101	6.0	1.5		
	Total	266	5.7	1.5		
<b>Relations and Interactions</b>	35 Yrs and less	74	7.6	2.0	0.364	0.695
	From 36 to 45 Yrs	91	7.8	1.8		
	More than 45 Yrs	101	7.8	1.9		
	Total	266	7.7	1.9		
<b>Implementation</b>	35 Yrs and less	74	4.8	1.3	1.808	0.166
	From 36 to 45 Yrs	91	4.8	1.5		
	More than 45 Yrs	101	5.1	1.5		
	Total	266	4.9	1.5		
<b>Fairness</b>	35 Yrs and less	74	5.0	1.5	0.634	0.531
	From 36 to 45 Yrs	91	4.9	1.5		
	More than 45 Yrs	101	5.1	1.5		
	Total	266	5.0	1.5		
<b>Feedback</b>	35 Yrs and less	74	5.6	2.0	2.406	0.092
	From 36 to 45 Yrs	91	5.6	2.0		
	More than 45 Yrs	101	6.1	1.9		
	Total	266	5.8	2.0		

<b>Overall perceptions</b>	35 Yrs and less	74	5.3	1.4	2.592	0.077
	From 36 to 45 Yrs	91	5.4	1.4		
	More than 45 Yrs	101	5.7	1.4		
	Total	266	5.5	1.4		

Perceptions of staff members who older than 45 years were more positively about the clearance of PA, implemented items and their accuracy, relatedness the items contained in PA report to the duties conducted, familiarity with PA form. These findings could reflect the role of years of experience that helps to become familiar with rules and system in general. Moreover the person gets elder, he/she becomes more satisfied, and gets rid of criticism. Abu Musa found that although all groups categories are unsatisfied about PA, participants with age of 40 years and older are classified according to mean differences as the most satisfied group among all age groups (Abu Musa, 2007). According to feedback, participants who were older than 45 years had the highest mean score (6.1), but there is no statistically significant difference. This finding may be in consistent with the previous significant findings related to general perception, and could have the same explanation. According to open ended questions, the oldest employees explain their rejection to write suggestions to improve current PA system by their certain that they would not get the desired feedback. This fact is opposite to what the researcher found in above mentioned results.

According to other dimensions of PA, there were not any differences that could reach statistical significance. Awad in his study conducted in 2005 found out that there is a positive correlation between age and experience from one side and satisfaction with PA system in general from other side (Awad, 2005).

### 4.3.3 Academic Achievement

One-way ANOVA (table 4.9) was used to examine the differences in perceptions about PA System at UNRWA HC in reference to the last academic achievement of the study participants. Although there were differences among the participants, were those who have master degree or higher scored the highest in overall mean, still these differences have not reached statistical significant level.

**Table 4.9: Differences in Perceptions about the Domains of PA by the last Academic Achievement**

<b>Domain</b>	<b>Last Academic Achievement</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>F</b>	<b>Sig.</b>
<b>General Perception</b>	Diploma	122	5.3	2.4	1.074	0.343
	Bachelor	119	5.3	2.3		
	Master& higher	29	6.0	2.1		
<b>Values of PA</b>	Diploma	122	5.7	1.6	1.334	0.265
	Bachelor	119	5.7	1.5		
	Master& higher	29	6.2	1.3		
<b>Relations and Interactions</b>	Diploma	122	7.7	2.0	1.591	0.206
	Bachelor	119	7.6	1.8		
	Master& higher	29	8.3	1.4		
<b>Implementation</b>	Diploma	122	5.0	1.5	1.142	0.321
	Bachelor	119	4.8	1.4		
	Master& higher	29	5.2	1.3		
<b>Bias</b>	Diploma	122	5.1	1.4	2.039	0.132
	Bachelor	119	4.8	1.6		
	Master& higher	29	5.4	1.2		
<b>Feedback</b>	Diploma	122	5.7	2.0	2.396	0.093
	Bachelor	119	5.7	2.0		
	Master& higher	29	6.5	1.7		
<b>Overall perceptions</b>	Diploma	122	5.5	1.4	2.221	0.111
	Bachelor	119	5.4	1.4		
	Master& higher	29	6.0	1.2		

These results are inconsistent with the study carried by Abu Musa (2007) in Gaza, who found significant differences between employees satisfaction on PA attributed to difference in qualification. According to Abu Musa although all groups within the qualification category are unsatisfied about PA, employees with diploma were the most satisfied group among all groups( Abu Musa, 2007).

#### 4.3.4 Governorates

**Table 4.10 Differences in Perceptions about the Domains of PA by Place of work**

<b>Domain</b>	<b>Place of work</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>F</b>	<b>Sig.</b>
<b>General Perception</b>	North Gaza	25	4.8	2.0	3.563	0.008
	Gaza	99	5.5	2.2		
	Middle Zone	77	5.7	2.4		
	Khanyounis	46	4.4	2.6		
	Rafah	21	6.3	2.3		
<b>Values of PA</b>	North Gaza	25	5.5	1.2	2.116	0.079
	Gaza	99	5.9	1.3		
	Middle Zone	77	6.0	1.6		
	Khanyounis	46	5.2	2.0		
	Rafah	21	6.0	1.5		
<b>Relations and Interactions</b>	North Gaza	25	8.1	1.3	5.416	0.001
	Gaza	99	7.7	1.6		
	Middle Zone	77	8.0	1.6		
	Khanyounis	46	6.7	2.8		
	Rafah	21	8.6	1.2		
<b>Implementation</b>	North Gaza	25	4.6	1.2	2.340	0.056
	Gaza	99	4.8	1.3		
	Middle Zone	77	5.0	1.6		
	Khanyounis	46	4.9	1.6		

	Rafah	21	5.8	1.6		
<b>Fairness</b>	North Gaza	25	5.1	1.8	4.437	0.002
	Gaza	99	4.7	1.3		
	Middle Zone	77	5.1	1.4		
	Khanyounis	46	4.8	1.6		
	Rafah	21	6.1	1.6		
<b>Feedback</b>	North Gaza	25	5.5	2.0	1.703	0.150
	Gaza	99	5.8	1.8		
	Middle Zone	77	5.7	2.0		
	Khanyounis	46	5.6	2.1		
	Rafah	21	6.8	2.1		
<b>Overall perceptions</b>	North Gaza	25	5.3	1.3	3.067	0.017
	Gaza	99	5.4	1.1		
	Middle Zone	77	5.6	1.4		
	Khanyounis	46	5.2	1.7		
	Rafah	21	6.4	1.5		

**Table 4.10** shows the differences between employee perception of the PA and the place of work. Participants who are working in Rafah governorates scored the highest in all domains , which indicates that they have more positive perceptions as compared to other participants who work in other Governorates. The differences between groups have reached statistically significant level in the domains of general perceptions, relationship and interaction, fairness and overall perceptions. Rafah employees have scored the highest means, these findings were supported by the results of analysis of the open ended question were Rafah employees expressed their good interactions with the managers in regard to the PA process, additionally they have a better feedback from their managers.

#### **4.3.5 Marital status**

Table 4.11, shows the differences between employee assessment of PA and marital status.

Married participants have scored the highest mean in all the domains. Which indicates that they have a more positive perception of PA process. These differences have not reached statistically significant differences in all domains except the domain of values.

**Table 4.11. Differences in Perceptions about the Domains of PA by Marital Status**

<b>Domain</b>	<b>Marital Status</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>t</b>	<b>Sig.</b>
<b>General Perception</b>	Not Married	25	4.6	2.9	-1.730	0.085
	Married	240	5.5	2.3		
<b>Values of PA</b>	Not Married	25	5.0	2.0	-2.549	0.011
	Married	240	5.9	1.5		
<b>Relation and Interactions</b>	Not Married	25	7.4	2.4	-0.984	0.326
	Married	240	7.8	1.8		
<b>Implantation</b>	Not Married	25	4.8	1.8	-0.367	0.714
	Married	240	4.9	1.4		
<b>Fairness</b>	Not Married	25	5.0	1.7	0.006	0.995
	Married	240	5.0	1.5		
<b>Feedback</b>	Not Married	25	5.3	2.1	-1.281	0.201
	Married	240	5.8	2.0		
<b>Overall perceptions</b>	Not Married	25	5.2	1.7	-1.281	0.201
	Married	240	5.5	1.4		

# **Chapter Five**

## **Conclusions and Recommendations**

**Chapter 5**

**5 Conclusions and Recommendations**

**5.1 Conclusions**

The study was carried out to assess the PA system conducted at UNRWA HCs in GGs, the study findings might help in improving the PA system and its use as a tool for assessing performance of employees and subsequently, the services they provide. Additionally it might point to the importance of PA as a tool to improve the quality of employees' performance.

The study explored the main domains that could constitute a frame of performance appraisal, it also explored the managers and employees perspectives and practices regarding PA at UNRWA HCs. Furthermore, the study explored differences in practices and perceptions regarding PA in relation to organizational and demographic variables.

The design of this study is a descriptive- analytical cross-sectional one. The study took place at a randomly selected 8 health centers. A face-to-face interviewed questionnaire was implemented to 293 staff members who were working in the selected health centers. The response rate was high at 93.5%. Moreover, the reliability coefficient of the study tool was good at 0.742. The reported overall perceptions level were fair at 55%.

The domains of perceptions about the PA system were extracted to include, General Perceptions, Values of PA, Relationships and Interactions, Implementation, fairness and Feedback. Relationships and interactions elicited the highest scores with 77% of employees reported having positive perceptions about the current appraisal process. In contrary, the process by which the appraisal is carried out elicited the lowest scores (49%).

Overall males reported a higher perceptions level than females, additionally employees who were older than 45 years scored the highest means of perceptions which could indicate that they are more aware with the system. Moreover, employees who have a higher qualifications (master degree and higher) reported the highest mean of perception in relation to the PA process which might indicate their better understanding of the system.

Furthermore employees who work in Rafah scored the highest in all domains which indicates that they have more positive perceptions as compared to other participants who work in other governorates. This was supported by the results of analysis of the open ended questions were they expressed their positive interactions with managers in regard to the PA process, additionally they have a better feedback from their managers. The married employees reported more positive perceptions in contrast to unmarried.

The results indicate that majority of the participants (79.5%) don't even know that there is an appeal system. Out of the 20.5% of participants who know that an appeal system is present, there are 45.5% of participants who think that it is an effective one, while 29.1% of participants denied its effectiveness and again about 25.5% are not sure if it is an effective one or not. This indicates that employees are not fully aware of the official procedures that they can take if they are not satisfied with their appraisal or even when they think that their supervisors have appraised them on issues not related to performance.

The results indicate that the majority of the employees have not received any form of training related to PA, this denotes poor communication between personnel and employees.

The study pointed out that the construction of the PA form in the UNRWA is a centralized process where employees are not involved in it. As a result of the open ended questions employees linked PA to annual increment. Although they perceive that the involvement of the technical supervisor is a positive issue but more involvement is needed.

The study indicated that the appraisal process is not integrated within the larger managerial context. The current appraisal process at UNRWA is not representing a platform for planning and performance improvement. Employees were not adequately involved in the appraisal process. The main reported gaps in the appraisal process include lack of dynamicity, bias, lack of trust, appraisal forms are in English language, weak documentary process, and inadequate follow up.

Although UNRWA provides all employees with a copy of their job description which should form the platform of the PA process, still some employees pointed that they have not received it. this in turn denotes that employees lack the knowledge of the importance of their job description and its relation to their performance. The Agency is invited to give the employees copies about PA system rules and regulations.

One of the obstacles that faced employees during PA process is content which is in English, one third of participants suggested translation of periodic report into Arabic.

## **5.2 Recommendations**

### **5.2.1 Recommendations for Policy Makers**

- The study extracted six important domains that constitute the framework for PA system. Health managers and policy makers need to consider these domains and deliberately impose them.
- The study found that relationships and interactions are perceived positively by employees. Therefore, it needs to be reinforced through improving communication and interpersonal relations. Communication improvement measures include:
  - 1- Training of health staff on how to improve their inter-communication skills which might have a positive impact on the PA process.
  - 2- Strategies that support and enhance integrated system, to make employees more involved in the process of their appraisal to improve perceptions which could have an impact on improving their performance.
- Efforts towards increasing employee awareness and educating them about their rights, so they can actively participate in the PA process.
- Monitoring system to identify the weaknesses and strengths of the PA process, which will enable the system to reinforce the strengths and implement corrective measures to improve the weaknesses.
- The study pointed that being unmarried, young, working outside Rafah Governorate, less academic achievements have lower levels of perceptions, those employees require more attention by managers to improve their perception.
- Policy makers and manager should develop a tool that includes indicators that helps in evaluating employees performance system.
- Technical supervisors should be given more effective role in PA process.
- Intensive training of the managers on how to implement PA, and conducting training sessions about values and purposes of PA equally for both managers and employees.

- Developing software for using it to appraise employees' performance.
- Translation the current PA form into Arabic, and changing its content for accurate measure of employees' performance.
- Increase employees awareness about already presented appeal system, and encouraging them to use their rights appropriately.

### **5.2.2 Recommendations for Further Studies**

- Further studies are recommended to assess validity and reliability of UNRWA's recently adopted PA System.
- Further studies about PA need to be carried out in other UNRWA's fields.

# Chapter Six

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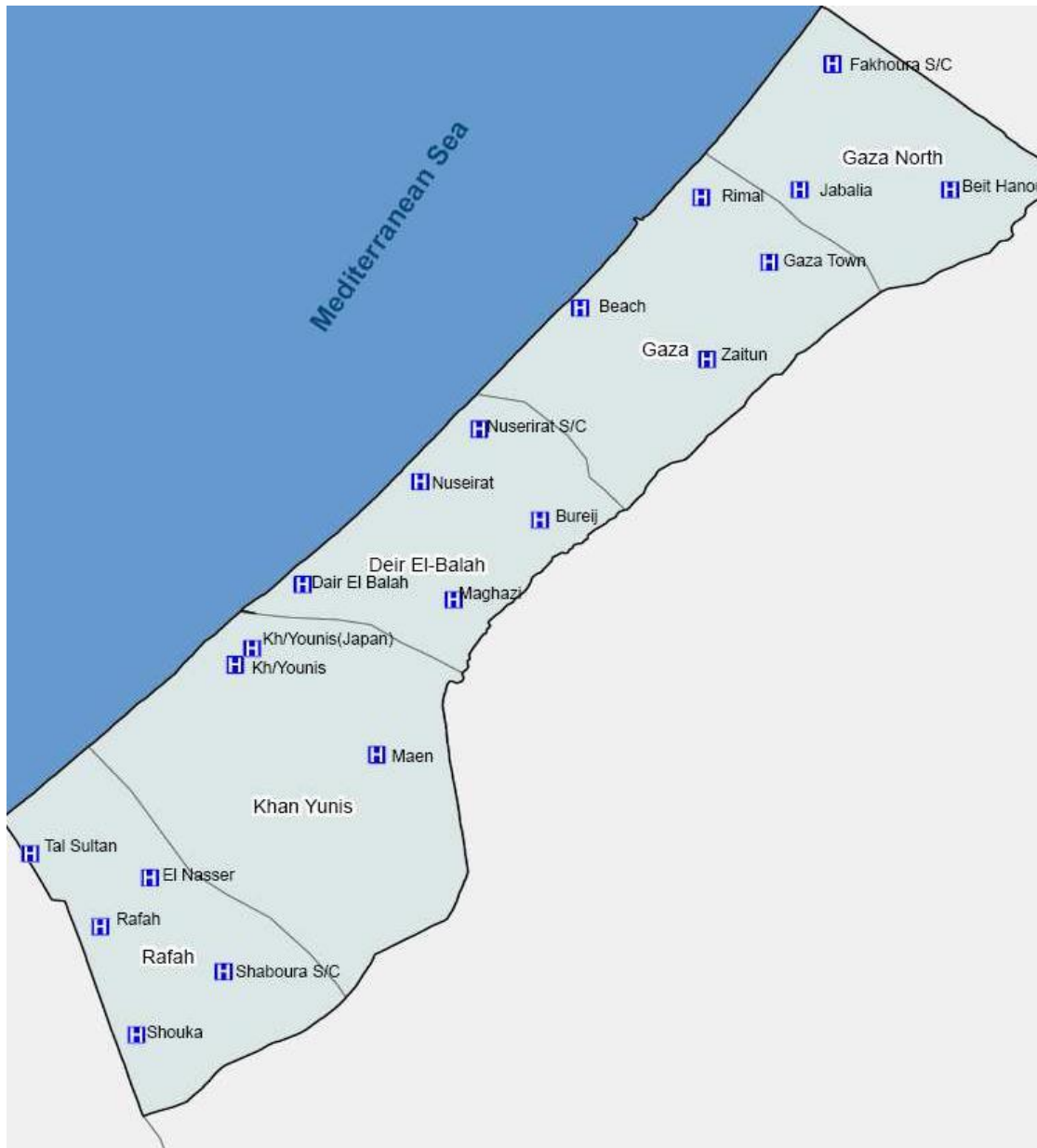
## **6.2 Annexes**

### **Annex (1): Map of Palestine**



(PCBS, 2009)

Annex (2): UNRWA's HCs in GGs



UNRWA HC in GG 2009

UNRWA, (2009-a)

**Annex (3): Manual Workers Certificate of Satisfactory Service**

**MANUAL WORKERS  
CERTIFICATE OF SATISFACTORY SERVICE  
ANNUAL/BIENNIAL SALARY INCREMENT**

To: :  
From: :  
Subject: : Consideration for Annual Salary Increment for:

Name :  
Title :  
Employee No :  
Post No :  
Station Name :  
Grade & Step : /  
Next Increment Date :  
Date To Be Returned :

I certify that the employee named above has given satisfactory service throughout the qualifying period preceding the date of his/her next salary increment, as noted above, and I recommend the award of an annual salary increment.

Date:-----	Signature:-----
	Title:-----
Date:-----	Signature:-----
	Title:-----
Date:-----	Signature:-----
	Title:-----



**U.N.R.W.A**  
**PERIODIC REPORT FOR GRADES 04-15**

To be submitted in accordance with Personnel Directive No. A/14 and Chapter IX of Personnel Manual in respect of Area Staff Members. Read instructions at the beginning of the form before completing it.

Part 1	<b>Personnel Data</b>					
	Reason report is required:					
	Date report must be returned to Personnel Office:					
	Name:			Job Title:		
	Employee Number:			Post Number:		
	Grade /Step:			Salary:		Currency:
	Station:					
	Duty Station:		EOD Date:		At this salary level since:	
Part 2	<b>Section 1 Performance Factors</b>					
	(a) Industry	Lacking in application	Satisfactory	A hard working staff member	A very hard working staff member	Outstandingly industrious
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	(b) Quantity of output	Output regularly insufficient	Satisfactory	Produces good output	Maintains a high standard of output	Outstanding output
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Quality of output	Her/his work as a whole is of poor quality	Her/his performance is satisfactory	Her/his work is of good quality	Maintains a high standard	Makes a distinguished contribution	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(d) Punctuality	Less than satisfactory standard	Satisfactory standard	Noted for strict punctuality			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**Annex (5): Ethical Approval: Helsinki Committee**



التاريخ 2009/6/3

Name:

الاسم: رافت علي جبر أبو صيحة

I would like to inform you that the committee  
has discussed your application about:

نفيدكم علماً بأن اللجنة قد ناقشت مقترح دراستكم  
حول:-

**Performance Appraisal at UNRWA Health  
Centers in Gaza Governorates**

In its meeting on June 2009  
and decided the Following:-

و ذلك في جلستها المنعقدة لشهر 6 2009

To approve the above mention research study.

و قد قررت ما يلي:-

الموافقة على البحث المذكور عاليه.

Signature

توقيع

Member

عضو

Member

عضو



Conditions:-

- ❖ Valid for 2 years from the date of approval to start.
- ❖ It is necessary to notify the committee in any change in the admitted study protocol.
- ❖ The committee appreciate receiving one copy of your final research when it is completed.



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60  
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refugees in the near east

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or  
p.o. box 781  
ashqelon  
israel  
t +972 8 2887333  
f +972 8 2887444,  
+972 8 2887485  
www.unrwa.org

Date: 31 December, 2009

Ref: HMG/M/204

السيد / منسق عام برامج الصحة العامة ..... المحترم  
جامعة القدس

الموضوع : مساعدة الطالب رأفت أبو صبيحة في البحث العلمي

بالإشارة إلى رسالتكم الموجه للسيد مدير دائرة الصحة بوكالة الغوث الدولية بتاريخ 2009/11/9، نحيط سيادتكم علما بأنه لا مانع لدينا من مساعدة الطالب رأفت أبو صبيحة في جمع البيانات اللازمة من عياداتنا التابعة لدائرة الصحة بوكالة الغوث.

وتفضلوا بقبول فائق الاحترام ، ، ،

د. محمد المقادمة  
مدير برنامج الصحة بوكالة الغوث الدولية

مكتب غزة الأقليمي  
شارع جمال عبدالناصر  
ص ب ٦١  
غزة  
أو  
ص ب ٧٨١  
المجدل  
اسرائيل

هـ +٩٧٢ ٨ ٢٨٨٧٣٣٣  
ف +٩٧٢ ٨ ٢٨٨٧٤٤٤  
+٩٧٢ ٨ ٢٨٨٧٤٨٥

وكالة الأمم المتحدة لإغاثة  
وتنسيق اللاجئين الفلسطينيين  
في الشرق الأدنى

Annex (6) Ethical Approval: CFHP in GFO

## Annex (7) : Arabic Consent Form for Participants

### رسالة توضيح

"مراجعة نظام تقييم الأداء الوظيفي المعمول به في المراكز الصحية التابعة لوكالة الغوث الدولية في محافظات غزة"  
عزيزي الموظف/المدير،

أتقدم بالشكر الجزيل لكم لتفضلكم بالمشاركة في هذه الدراسة والتي هي جزء من دراستي لدرجة الماجستير بكلية الصحة العامة التابعة لجامعة القدس أبو ديس.

إنَّ الغرض من هذه الدراسة هو استعراض ومراجعة نظام تقييم الأداء الوظيفي المعمول به في المراكز الصحية التابعة لوكالة الغوث الدولية في محافظات غزة. إنَّ هذا الاستبيان سيعكس وجهة نظركم، والمعلومات التي سيتم جمعها في هذه الدراسة من المتوقع أن تحدد نقاط الضعف والقوة في النظام الحالي لتقييم الأداء الوظيفي في المراكز الصحية التابعة لوكالة الغوث الدولية.

نأمل أن تكون نتائج هذا البحث ذات قيمة، وأن ينتج عنها توصيات يأخذها صناع القرار بعين الاعتبار، وذلك من أجل تحسين نظام تقييم الأداء الوظيفي الحالي.

- السرية التامة ستكون مكفولة .
- الاسم غير مطلوب.
- الرجاء التكرم بالإجابة عن الأسئلة بما يعكس وجهة نظرك الشخصية.
- ليس هناك إجابة صحيحة وأخرى خاطئة.
- بإمكانك عدم الإجابة عن أي سؤال في حال رغبتك بذلك.
- إن الإجابة عن هذه الأسئلة سيستغرق 15 دقيقة.
- مشاركتك مرحبٌ بها، ولك كل التقدير. كن واثقاً بأنَّ المشاركة طوعية، ولك كامل الحرية بالانسحاب في أي وقت تشاء.

كل الشكر والتقدير على وقتكم وتعاونكم معنا

الباحث: رأفت علي أبو صبيحة

جوال رقم: 0599487685

## Annex (8): Arabic Questionnaire

زميلي العزيز / زميلتي العزيزة

إن مجموعة الأسئلة التالية ذات علاقة بنظام تقييم الأداء الوظيفي المعمول به في المراكز الصحية التابعة لوكالة الغوث الدولية في محافظات غزة.

1. من فضلك ضع/ي علامة في المربع للإجابة الملائمة.
2. الرجاء الإجابة بما يعكس وجهة النظر الشخصية.
3. الرجاء الأخذ بالاعتبار أن تكون الإجابات واقعية وموضوعية.

استبيان رقم: \_\_\_\_\_

التاريخ: \_\_\_\_\_

1. العمر		..... عاماً	
2. الجنس		<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى
3. العنوان ( المحافظة )		<input type="checkbox"/> شمال غزة	<input type="checkbox"/> غزة
		<input type="checkbox"/> الوسطى	<input type="checkbox"/> خان يونس
4. مكان العمل-المركز الصحي		.....	
5. المؤهل العلمي		<input type="checkbox"/> أقل من ثانوي	<input type="checkbox"/> ثانوي
		<input type="checkbox"/> دبلوم	<input type="checkbox"/> بكالوريوس
		<input type="checkbox"/> ماجستير أو أعلى	
6. الحالة الاجتماعية		<input type="checkbox"/> أعزب	<input type="checkbox"/> متزوج
		<input type="checkbox"/> مطلق	<input type="checkbox"/> أرمل
7. المسمى الوظيفي الحالي		<input type="checkbox"/> مدير عيادة	<input type="checkbox"/> أخصائي
		<input type="checkbox"/> طبيب	<input type="checkbox"/> طبيب أسنان
		<input type="checkbox"/> عيادة "أ"	<input type="checkbox"/> عيادة "ب"
		<input type="checkbox"/> فني مختبر	<input type="checkbox"/> كاتب
		<input type="checkbox"/> ممرض	<input type="checkbox"/> آخر.....
8. هل تقوم بأداء مهام إدارية في الوقت الحالي؟		<input type="checkbox"/> نعم	<input type="checkbox"/> لا
9. إذا كانت الإجابة نعم، منذ متى وأنت تقوم بهذه المهمة؟		..... عاماً	
10. كم عدد سنوات الخبرة لديك؟		في هذه المؤسسة..... عاماً	في مؤسسات أخرى..... عاماً
11. الدرجة الوظيفية الحالية		.....	
12. هل لديك دراية عن نظام تقييم الأداء الوظيفي؟		<input type="checkbox"/> نعم	<input type="checkbox"/> لا
13. هل قمت يوماً بتقييم أداء شخص آخر في مؤسستك؟		<input type="checkbox"/> نعم	<input type="checkbox"/> لا
14. إلى أي حد تقييم الأداء الوظيفي له صلة بمهام عملك؟		<input type="checkbox"/> صلة وثيقة	<input type="checkbox"/> إلى حد معين
		<input type="checkbox"/> ليس له صلة	<input type="checkbox"/> لا أعلم
15. هل تعتقد أنه سيكون من المفيد إشراك زملائك في تقييمك؟		<input type="checkbox"/> نعم	<input type="checkbox"/> لا
16. هل قمت بالمشاركة في تصميم نظام تقييم الأداء الوظيفي المعمول به في مؤسستك؟		<input type="checkbox"/> نعم	<input type="checkbox"/> لا
17. هل حصلت يوماً على تدريب على كيفية إجراء التقييم؟		<input type="checkbox"/> نعم	<input type="checkbox"/> لا

□		□ ممتازة		18. كيف تقيّم معرفتك بنظام تقييم الأداء في وكالة الغوث؟	
جيدة		□ سيئة جداً			
□ لا أعلم		□ لا		19. هل توجد أي سياسات مكتوبة عن عملية تقييم الأداء في مؤسستك؟	
□ لا أعلم		□ لا		20. هل تعتقد أن الموظفين يشاركون بشكل كافٍ في عملية تقييم الأداء في مؤسستك؟	
□ لا		□ نعم		21. هل لديك نسخة عن وصفك الوظيفي؟	
□ لا		□ إلى حدٍ ما		22. إذا كانت الإجابة نعم، هل للوصف الوظيفي علاقة بطبيعة عملك؟	
□ لا		□ إلى حدٍ ما		23. هل كان لأخر تقييم لأدائك الوظيفي علاقة بوصفك الوظيفي؟	
□ لا		□ نعم		24. هل كان هناك لقاء لمناقشة أدائك الوظيفي في العام المنصرم؟	
□ في مكتب المدير		□ في مكتبك		25. إذا كانت الإجابة نعم، أين كان اللقاء؟	
□ مكان آخر.....		□ خارج المؤسسة			
□ لا		□ إلى حدٍ ما		26. هل عمل لقاء لتقييم الأداء يعتبر أمراً جوهرياً ومهماً؟	
□ لا		□ إلى حدٍ ما		27. هل كان هناك نقاش بينك وبين مسئولك عن تقييم أدائك؟	
□ كلاهما		□ الإدارية		28. إذا كانت الإجابة نعم، أي القضايا نوقشت؟	
□ سيئ جداً		□ جيد		29. كيف تقيّم مدى رضائك عن عملك بشكل عام؟	
□ سيئ جداً		□ جيد		30. كيف تقيّم مدى رضائك عن عملية تقييم الأداء في مؤسستك؟	
□ غير منفذة		□ أسوأ		31. مقارنةً بالمؤسسات الأخرى، كيف ترى عملية تقييم الأداء في مؤسستك؟	
□ سيئ جداً		□ سيئ		32. ما مدى رضائك عن محتوى التقييم في مؤسستك؟	
□ لا		□ نعم		33. هل لديك مشرف فني "تقني"؟	
□ لا أعلم		□ لا		34. إذا كانت الإجابة نعم، هل يشارك المشرف في عملية التقييم؟	
□ لا أعلم		□ لا		35. هل تقوم بوضع أهداف للعام القادم بناءً على نتيجة آخر تقييم لأدائك الوظيفي؟	
□ لا أعلم		□ لا		36. هل تلقيت يوماً ما، ملاحظات من مديرك خلال جلسات التقييم لتصويب الأداء مستقبلاً؟	
□ لا أعلم		□ لا		37. هل تعتقد أن المدير يقوم بتدوين "تسجيل" أداء الموظفين أثناء	

			العام, وذلك قبل جلسة التقييم؟
<input type="checkbox"/> لا أعلم	<input type="checkbox"/> لا	<input type="checkbox"/> نعم	38. هل لديكم معايير مكتوبة للأداء الوظيفي الدقيق؟
<input type="checkbox"/> لا أعلم	<input type="checkbox"/> لا	<input type="checkbox"/> نعم	39. هل تلقيت يوماً أي تدريب بناءً على نتيجة تقييم أدائك الوظيفي؟
الرجاء وضع علامة من 1-10 بما يتناسب مع كل جملة من الجمل الآتية , حيث 1 يعطى للأقل, و 10 للأعلى, وذلك وفقاً لآخر تقييم أداء وظيفي تم عمله.			
<b>التصورات العامة</b>			
			40. نظام تقييم الأداء الوظيفي واضح بالنسبة لي
			41. من وجهة نظري, إن البنود المطبقة في نظام تقييم الأداء الوظيفي هي بنود دقيقة
			42. أعتقد أن هذه البنود تشمل كل القضايا المتعلقة بواجباتي ومهامي
			43. لدي معرفة كافية باستمرار تقييم الأداء المعمول بها في مؤسستي
			44. المدير يشركني في وضع الأهداف
<b>قيم نظام تقييم الأداء</b>			
			45. أشعر بأن تقييم أدائي يساعدني في تحديد المجالات التي بحاجة للتطوير لاحقاً
			46. أنا لا افهم الغرض من تقييم الأداء الوظيفي
			47. تقييم الأداء يساعد على تحديد الآليات الداعمة, اللازمة للتطور المهني
			48. أعتقد أن نظام تقييم الأداء المعمول به حالياً في مركزنا الصحي هو نظام فعال
			49. نظام تقييم الأداء المتبع في مركزنا الصحي , يحفزني
			50. أشعر بأن العملية برمتها ليس لها معنى
			51. بالنسبة لي, فإن دورات التقييم المنتظمة تزيل أي مفاجآت تخص أداء الموظفين فيما بعد
			52. أؤمن بأن تقييم الأداء يقلل من التوتر لدى الموظفين
<b>العلاقات والتفاعلات</b>			
			53. هناك ثقة بيني وبين الشخص المسئول عن تقييمي
			54. التواصل الجيد بيني وبين الآخرين فيما يخص توقعات المهنة, والنتائج المرجوة, يخلق فرص لظهور أفكار جديدة وآليات محسنة
			55. أؤمن بأن تشجيع التواصل المتبادل , سيجعل الأهداف واضحة, سهلة التحقيق
			56. اشعر بارتياح عندما اعبّر عن وجهة نظري أثناء التقييم
<b>التنفيذ</b>			
			57. أعطى الوقت الكافي لتجهيز نفسي لتقييم الأداء الوظيفي
			58. أعتقد أن المقيم ينفذ التقييم بشكل ودي كداعم أكثر من كونه واضح درجات
			59. المدير دائماً يريني بنود التقييم
			60. لاحظت أن المدير يتكلم أكثر مما يسمع أثناء عملية التقييم
			61. أعتقد بأن تقييم الأداء يجري دائماً في وقته
			62. من وجهة نظري المدير يتابع أداء الموظفين أثناء العام

	63. أعتقد بأن المدير يجري تقييم الأداء بناءً على أجندة متفق عليها مسبقاً
	64. من وجهة نظري فإنّ المدير دائماً يكون حازماً جازماً عند وضعه للدرجات
	65. أعتقد بأن النقاشات حول التقييم يجب أن تنفذ بشكل أكثر انتظاماً
	66. أفضل أن يتم تقييم الأداء بشكل أقل رسمية
	67. المدير يستخدم خليط من الأسئلة ليحفز النقاش معي
	68. المدير يكون أكثر تحديداً عندما يعبر عن قلقه إزاء أدائي
	<b>العدالة</b>
	69. عبارات المدير عن أدائي تكون وصفية وليست أحكاماً
	70. أعتقد بأن المدير يعزز الإيجابيات في الأداء
	71. أعتقد أن المدير يبحث عن طرق للتقليل من السلبيات
	72. المدير يحاول دعم أفكاري، أكثر من إجباري على أفكاره
	73. ألاحظ بأن المدير يحاول أن يبتعد عن التأثير "بالهالة" المحيطة بالموظف بناءً على أداء إيجابي مسبق
	74. من وجهة نظري يحاول المدير أن يبتعد عن الحكم على الموظف من خلال فكرة مسبقة عن أن أداء هذا الموظف سيئ
	75. لاحظت بأن المدير يقيم الموظفين أعلى مما يستحقون
	76. تقييمات المدير تتأثر بجنس الموظف
	77. ألاحظ أن المدير يقيم الموظفين بنفس الدرجة هروباً من الدرجات العليا والمتدنية
	78. من وجهة نظري فإن المدير يقيم الأداء بدون تحيز شخصي " للأقرباء، الأصدقاء، والمشابهون له"
	79. ألاحظ أن المدير يحاول الابتعاد عن الحكم على الموظف من خلال تقييماته السابقة
	80. بشكل عام، أعتقد أن تقييم الأداء عادل في مؤسستي
	<b>التغذية الراجعة</b>
	81. أعتقد بأنني أحصل دائماً على تغذية راجعة عن نتائج التقييم
	82. لاحظت بأن هناك وقت كاف يعطى لمراجعة المقترحات والتوصيات
	83. لدي الرغبة في معرفة نتيجة التقييم
	84. لا أعطى الفرصة للتعبير عن رأيي
	85. المدير يشيد بأدائي الإيجابي على الملأ
	86. المدير يقوم بتصحيح أدائي الخاطيء "إن حدث" بشكل سري بيني وبينه
	87. المدير يتحرى إيجابياتي في كل المناسبات، باحثاً عن حلول بناءة لحل مشاكلي
	88. أعتقد أن المدير يتابع عن كثب ليتأكد من تنفيذ توصياته وتوجيهاته
	89. عندما يزودني المدير بالتعليقات والتوجيهات أثناء العمل، فإن ذلك يساعد في تصحيح أخطاء الأداء قبل التقييم
	90. أؤمن بأن المناقشات التي تلي تقييم الأداء الرسمي تعطي الفرصة لمراجعة أوسع وأدق عند

الحاجة إليها			
نظام التظلم "الاستئناف"			
91. هل يوجد لدى مؤسستكم نظام استئناف "تظلم"؟	<input type="checkbox"/> نعم	<input type="checkbox"/> لا	<input type="checkbox"/> لا أعلم
92. إذا كانت الإجابة نعم، هل هذا النظام فعال؟	<input type="checkbox"/> نعم	<input type="checkbox"/> لا	<input type="checkbox"/> لا أعلم
الأسئلة المفتوحة			
93. الأشياء التي تعجبني في عملية تقييم الأداء المعمول بها حالياً:			
94. الأشياء التي لا تعجبني في عملية تقييم الأداء المعمول بها حالياً:			
95. ما هي المشاكل والمعوقات التي تواجهك أثناء عملية التقييم؟			
96. سجل اقتراحاتك لتطوير وتحسين نظام تقييم الأداء الوظيفي المعمول به حالياً في المراكز الصحية التابعة لوكالة الغوث الدولية في محافظات غزة			

**Annex (9): English Consent Form for Participants**

## **Explanation Letter**

### **"Review of Performance Appraisal System at UNRWA Health Centers in Gaza Governorates"**

Dear employee/manager,

Thank you for accepting to participate in this study, which is a part of my master degree at the School of Public Health- Al Quds University.

The purpose of this study is to Review of Performance Appraisal System at UNRWA Health Centers in Gaza Governorates.

This questionnaire reflects your views; the information to be collected in this study is expected to identify the weakness and strengths of the current appraisal system at UNRWA health centers.

We hope the results of this research will be valuable and brings recommendations to be considered by the decision makers to further improve the current PA. Confidentiality is assured and you will not be known if you participate.

No name is needed.

Please answer all questions according to your opinion and views.

No right or wrong answers.

You may not answer any of the questions if you wish.

Answering these questions might take 15 minutes. Although I welcome your participation, be sure that participation is optional and you have the right not to participate if you don't wish.

Thank you for your time and cooperation.

**Raafat Abu Sabha**

## **Annex (10): English Questionnaire**

Dear/ colleague

The following set of questions related to Performance Appraisal System conducted at UNRWA Health Centers in Gaza Governorates.

1. Please mark the box of appropriate answer.
2. Please answer according to your personal view.
3. Please take into account the reality when answering the questions.

Questionnaire serial No..... Date.....

1. Age		..... Years			
2. Gender		<input type="checkbox"/> Male		<input type="checkbox"/> Female	
3. Address:	<input type="checkbox"/> North Gaza	<input type="checkbox"/> Gaza	<input type="checkbox"/> Middle Zore	<input type="checkbox"/> Khan Yunis	<input type="checkbox"/> Rafah
4. Working Place- Name of the Health Center			-----		
5. Last Qualification:	<input type="checkbox"/> Less than Secondary	<input type="checkbox"/> Secondary	<input type="checkbox"/> Diploma	<input type="checkbox"/> Bachelor	<input type="checkbox"/> Master & Higher
6. Marital Status:	<input type="checkbox"/> Single	<input type="checkbox"/> Married	<input type="checkbox"/> Divorced	<input type="checkbox"/> Widow	
7. Current job title:	<input type="checkbox"/> SMO	<input type="checkbox"/> Specialist	<input type="checkbox"/> MOA	<input type="checkbox"/> MOB	
	<input type="checkbox"/> DS	<input type="checkbox"/> As. Phr	<input type="checkbox"/> SSN	<input type="checkbox"/> SN	<input type="checkbox"/> PN
	<input type="checkbox"/> L Tec	<input type="checkbox"/> MW	<input type="checkbox"/> Clerk	<input type="checkbox"/> Other specify ...	
8. Do you currently fulfill a managerial role?			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
9. If yes, how many years have you been in this role?			.....years		
10. Total number of years of experience:		In this facility ..... Years Outside this facility.....Years			
11. Current Grade:		-----			
12. Are you familiar with conducted PA system			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
13. Have you ever appraised a subordinate or a co-worker?			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
14. How relevant your PA to your work duties		<input type="checkbox"/> Relev ant	<input type="checkbox"/> To some extent	<input type="checkbox"/> Not relevant	<input type="checkbox"/> DK
15. Do you think it would be of benefits to your appraisal to include peers' opinions?		<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> DK	
16. Had you ever been involved in designing the PA used in your Agency?			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
17. Had you ever attended a training sessions on PA process?			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
18. How do you rate your familiarity with the PA at UNRWA?		<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Poor	<input type="checkbox"/> Very Poor
<b>Items</b>			<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> DK

19. Are there any written instructions, policies about appraisal process in your Agency?				
20. Do you think that employees adequately participate in PA process in your agency?				
21. Do you have a copy of job description?				
22. If yes, is it related to the nature of your work? <input type="checkbox"/> Yes <input type="checkbox"/> To some extent <input type="checkbox"/> No				
23. Was your last PA related to your job description? <input type="checkbox"/> Yes <input type="checkbox"/> To some extent <input type="checkbox"/> No				
24. Was there a meeting to discuss your PA last year?		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
25. If yes, where it took place	<input type="checkbox"/> In your office	<input type="checkbox"/> At the manager's office	<input type="checkbox"/> Outside the organization	<input type="checkbox"/> Others specify-
26. Is it essential to have a meeting at the PA activity? <input type="checkbox"/> Yes <input type="checkbox"/> To some extent <input type="checkbox"/> No				
27. Did you have a discussion with your supervisor about the PA? <input type="checkbox"/> Yes <input type="checkbox"/> To some extent <input type="checkbox"/> No				
28. If yes, which areas have been discussed? <input type="checkbox"/> Technical <input type="checkbox"/> Administrative <input type="checkbox"/> Both				
29. How do you rate your satisfaction about your work in general? <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Poor <input type="checkbox"/> Very Poor				
30. How do you rate your satisfaction about PA process in your Agency? <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Poor <input type="checkbox"/> Very Poor				
31. In comparison to other organizations, how do you perceive the appraisal process in this facility? <input type="checkbox"/> Better <input type="checkbox"/> Same <input type="checkbox"/> Worse <input type="checkbox"/> NA				
32. How do you rate your satisfaction about the content of the PA in your Agency? <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Poor <input type="checkbox"/> Very Poor				
Item		<input type="checkbox"/> Yes	<input type="checkbox"/> NO	<input type="checkbox"/> D K
33. Do you have a technical supervisor?				
34. If yes, does your technical supervisor participate in the PA?				
35. Do you set objectives for the next year based on your Most recent appraisal?				
36. Have you ever been given any supervisory notes at PA sessions for future corrections?				
37. Do you think that manager documents the employee's performance during the year-before appraisal?				
38. Do you have written performance standards/elements for the accurate performance?				
39. Have you ever received any training as a result of your appraisal?				
<b>Rate from 1 to 10 with one is the lowest and 10 is the highest, according to your last PA</b>				
<b>General Perceptions</b>				
40. PA is clear to me				
41. Implemented items of appraisal system are accurate from my point of view				

42. I think that items contain all issues related to my duties	
43. I am familiar with the PA form	
44. Manager engages me in goal-setting	
<b>Values of PA</b>	
45. I feel that my appraisal helps me to identify areas for further development	
46. I don't understand the purpose of the appraisal	
47. The appraisal helps to identify support mechanisms and resources for my professional development	
48. I think that current Performance Appraisal conducted in our health center is effective	
49. PA conducted in our health center motivates me	
50. I feel the whole process is meaningless	
51. For me, regular appraisal sessions remove surprises about how the quality of work is being perceived.	
52. I believe that PA reduces employees anxiety	
<b>Relationship and Interactions</b>	
53. There is a professional trust between me and the person responsible for my appraisal	
54. When I maintain good communication with others about job expectations and results, opportunities are created for new ideas and improved methods	
55. I believe that if two-way communication is encouraged, goals will be clarified, and they can be achieved or exceeded	
56. I feel comfortable expressing my views during appraisal	
<b>Implementation</b>	
57. I'm given enough time to prepare myself for PA?	
58. I believe that the appraiser conducts appraisal in a friendly way as supporter rather than a rater	
59. Manager always shows me PA items	
60. I noticed that manager always talks more than listens during the appraisal process	
61. I think PA conducted always on due time	
62. In my opinion, manager supervises employees performance during the year	
63. I believe that manager conducts PA according to clear and agreed agenda and plan	
64. My point of view is that manager is always assertive when rating	
65. I think that appraisal discussions should be carried out on more regularly basis	
66. I prefer less formal discussions to be conducted	
67. Manager uses mixture questions to stimulate discussion with me	
68. Manager is specific when he/she expresses a concern about my performance	
<b>Fairness</b>	
69. Managers' statements about my performance are descriptive, not judgmental.	
70. I think that manager reinforces the positives in performance	
71. I think manager seeks ways to eliminate the negatives	
72. Manager tries to support my ideas rather than force his/her ones	
73. I see that manager tries to be away from the halo effect.	
74. In my opinion, manager tries to be away from horns effect	

75. I noticed that manager appraises employees more highly than they deserve	
76. Managers' ratings are affected by the gender of employees	
77. I see that manager appraises all employees similarly, avoids high and low rates	
78. My point of view is that manager conducts PA without personal bias (relatives, friends, similarity)	
79. I noticed that manager tries to be away from judgment according to preceding PA results	
80. Overall, the PA is fair in my Agency	
<b>Feedback</b>	
81. I think feedback is always given to me about the results of Appraisal	
82. As I noticed, there is enough time given to review the suggestions and recommendations mentioned before	
83. I'm interested to know the result of Appraisal?	
84. I'm not given the opportunity to express an opinion	
85. Manager publicly recognizes my positive performance	
86. Manager privately corrects my improper performance when it occurs	
87. Manager looks for my positives in every situation and seeks constructive solutions to my problems	
88. I think that manager follows through to ensure that his/her recommendations are met	
89. When manager gives me comments during my work, it helps me to correct mistakes earlier than appraisal time	
90. I believe that follow up discussions after a formal appraisal provide the opportunity for a broader review when needed	
<b>Appeal system</b>	
91. Is there appeal system in your organization	<input type="checkbox"/> Yes <input type="checkbox"/> NO <input type="checkbox"/> DK
92. If yes, is it effective?	<input type="checkbox"/> Yes <input type="checkbox"/> NO <input type="checkbox"/> DK
<b>Open Ended Questions</b>	
93. Things I like in current PA process 1. 2. 3.	
94. Things I dislike in current PA process 1. 2. 3.	
95. What are the problems and obstacles facing you during PA? 1. 2. 3.	
96. Write down your suggestions to develop and improve current PA system at UNRWA Health Centers in Gaza Governorates? 1. 2. 3.	

**Annex (11): Names of Experts**

<b>No.</b>	<b>Name of Expert</b>	<b>Place of Work or Title</b>
<b>1.</b>	Dr. Yahia Abed	Al-Quds University
<b>2.</b>	Dr. Majed El –Farra	Islamic University- Gaza
<b>3.</b>	Dr. Sami Abu Rrous	Islamic University-Gaza
<b>4.</b>	Dr. Wael Thabet	Al-Azhar University
<b>5.</b>	Dr. Amna Shourbasi	DCFHP- Gaza
<b>6.</b>	Dr. Ali Al-Jeish	FDCO- Gaza
<b>7.</b>	Dr. Ghada Al-Jdba	SMO GT HC
<b>8.</b>	Mr. Diaan El-Shatali	UNRWA- Gaza
<b>9.</b>	Mr. Sadi Abu Awwad	Al-Quds University
<b>10.</b>	Mr. Motasem Hamdan	Al- Quds University

**Annex (12): Means, medians and standard deviations of main domains' questions**

## 1. General Perception

No.	Item	Mean	MD	SD
1.	PA is clear to me	5.9	7.0	3.0
2.	Implemented items of appraisal system are accurate from my point of view	5.8	6.0	2.8
3.	I think that items contain all issues related to my duties	5.9	7.0	2.9
4.	I am familiar with the PA form	6.1	7.0	3.0
5.	Manager engages me in goal-setting	3.6	2.0	2.9
<b>Total</b>		<b>5.4</b>	<b>5.8</b>	<b>2.3</b>

## 2. Values of PA

No.	Item	Mean	MD	SD
1.	I feel that my appraisal helps me to identify areas for further development	6.1	7.0	3.2
2.	I don't understand the purpose of the appraisal	6.9	8.0	2.5
3.	The appraisal helps to identify support mechanisms and resources for my professional development	6.8	8.0	2.9
4.	I think that current Performance Appraisal conducted in our health center is effective	5.1	5.0	2.9
5.	PA conducted in our health center motivates me	4.9	5.0	3.2
6.	I feel the whole process is meaningless	6.7	8.0	2.6
7.	For me, regular appraisal sessions remove surprises about how the quality of work is being perceived.	6.4	7.0	2.9
8.	I believe that PA reduces employees anxiety	6.2	7.0	2.9
<b>Total</b>		<b>5.8</b>	<b>6.0</b>	<b>1.5</b>

## 3. Relation and Interactions

<b>No.</b>	<b>Item</b>	<b>Mean</b>	<b>MD</b>	<b>SD</b>
1.	There is a professional trust between me and the person responsible for my appraisal	6.4	7.0	3.1
2.	When I maintain good communication with others about job expectations and results, opportunities are created for new ideas and improved methods	8.0	8.0	2.3
3.	I believe that if two-way communication is encouraged, goals will be clarified, and they can be achieved or exceeded	8.6	9.0	1.9
4.	I feel comfortable expressing my views during appraisal	8.5	9.0	2.3
<b>Total</b>		<b>7.7</b>	<b>8.0</b>	<b>1.9</b>

#### **4. Implementation**

<b>No.</b>	<b>Item</b>	<b>Mean</b>	<b>MD</b>	<b>SD</b>
1.	I'm given enough time to prepare myself for PA?	5.19	5.00	3.3
2.	I believe that the appraiser conducts appraisal in a friendly way as supporter rather than a rater	4.9	4.0	2.8
3.	Manager always shows me PA items	6.1	7.0	3.4
4.	I noticed that manager always talks more than listens during the appraisal process	5.2	5.0	2.9
5.	I think PA conducted always on due time	6.8	8.0	2.9
6.	In my opinion, manager supervises employees performance during the year	6.5	7.0	2.8
7.	I believe that manager conducts PA according to clear and agreed agenda and plan	5.4	6.0	3.1
8.	My point of view is that manager is always assertive when rating	5.8	6.0	2.9
9.	I think that appraisal discussions should be carried	3.7	3.0	2.6

	out on more regularly basis			
10.	I prefer less formal discussions to be conducted	4.9	5.0	2.9
11.	Manager uses mixture questions to stimulate discussion with me	4.11	4.0	3.0
12.	Manager is specific when he/she expresses a concern about my performance	5.2	5.0	2.9
<b>Total</b>		<b>4.9</b>	<b>5.0</b>	<b>1.5</b>

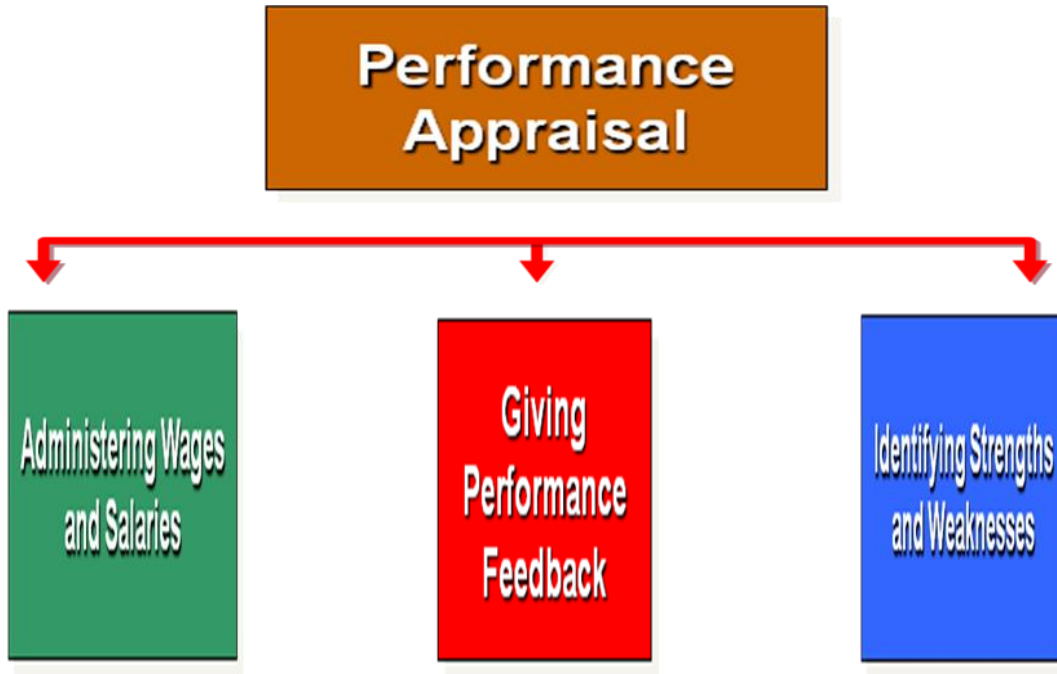
## 5. Fairness

No.	Item	Mean	MD	SD
1.	Managers' statements about my performance are descriptive, not judgmental.	4.7	5.0	2.6
2.	I think that manager reinforces the positives in performance	6.0	7.0	3.1
3.	I think manager seeks ways to eliminate the negatives	5.8	7.0	3.1
4.	Manager tries to support my ideas rather than force his/her ones	4.8	5.0	3.1
5.	I see that manager tries to be away from the halo effect.	5.5	6.0	2.8
6.	In my opinion, manager tries to be away from horns effect	5.2	5.0	3.0
7.	I noticed that manager appraises employees more highly than they deserve	6.0	6.0	2.7
8.	Managers' ratings are affected by the gender of employees	6.5	8.0	2.8
9.	I see that manager appraises all employees similarly, avoids high and low rates	5.5	5.0	2.8
10.	My point of view is that manager conducts PA without personal bias (relatives, friends, similarity)	5.3	5.0	2.8

11.	I noticed that manager tries to be away from judgment according to preceding PA results	5.3	5.0	2.9
12.	Overall, the PA is fair in my Agency	4.9	5.0	3.1
<b>Total</b>		<b>5.0</b>	<b>5.1</b>	<b>1.5</b>

## 6. Feedback

No.	Item	Mean	MD	SD
1.	I think feedback is always given to me about the results of Appraisal	6.1	7.0	3.3
2.	As I noticed, there is enough time given to review the suggestions and recommendations mentioned before	4.5	5.0	3.0
3.	I'm interested to know the result of Appraisal?	8.7	10.0	2.2
4.	I'm not given the opportunity to express an opinion	5.4	5.0	2.8
5.	Manager publicly recognizes my positive performance	5.1	5.0	3.3
6.	Manager privately corrects my improper performance when it occurs	5.1	5.0	3.2
7.	Manager looks for my positives in every situation and seeks constructive solutions to my problems	4.9	5.0	3.0
8.	I think that manager follows through to ensure that his/her recommendations are met	6.0	7.0	2.9
9.	When manager gives me comments during my work, it helps me to correct mistakes earlier than appraisal time	7.3	8.0	3.4
10.	I believe that follow up discussions after a formal appraisal provide the opportunity for a broader review when needed	7.3	8.0	2.7
<b>Total</b>		<b>5.8</b>	<b>5.9</b>	<b>2.0</b>



**Figure 2.1 PA Uses (Mathis & Jackson, 2003)**

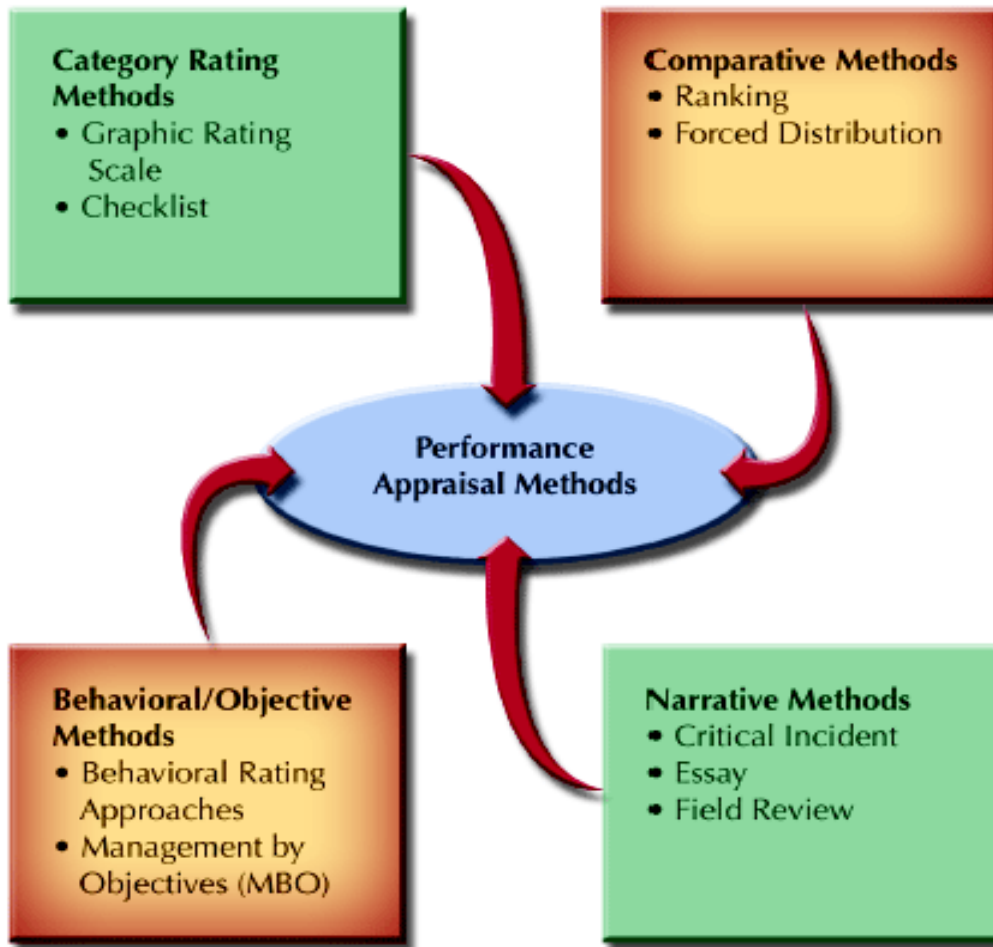


Figure 2.2 PA Methods (Mathis & Jackson, 2003)

## ملخص الرسالة

**عنوان الدراسة:** نظام تقييم الأداء الوظيفي المعمول به في المراكز الصحية التابعة لوكالة الغوث الدولية بمحافظة غزة.

**إعداد:** رأفت علي أبو صبحة

**إشراف:** د. بسام عبد الجواد أبو حمد

### الهدف من الدراسة:

يعتبر اليوم وجود نظام تقييم أداء وظيفي فعال وهادف أمراً جوهرياً لأي مؤسسة. وتهدف هذه الدراسة إلى تقييم النظام المتبع في تقييم الأداء الوظيفي المطبق في برنامج الصحة التابع لوكالة الغوث الدولية في قطاع غزة، وذلك من أجل تحسين استخدامه لتحسين أداء الموظفين ومن ثم الخدمات التي يقدمونها.

### منهجية الدراسة:

إن هذه الدراسة هي وصفية تحليلية، نفذت في 8 مراكز صحية تابعة لوكالة الغوث الدولية، تم اختيارها عشوائياً بعد إجراء المقابلات وجهاً لوجه تمت تعبئة الاستبيان بواسطة 293 موظف يعملون في هذه المراكز الصحية المختارة. ولقد بلغ معدل الاستجابة 93,5% وكان معدل الوثوق العام جيداً حيث بلغ 0,74.

### نتائج الدراسة:

توزعت العينة بين المشاركين حسب الجنس بنسبة 59,9% مشاركة من الإناث مقابل 40,1% مشاركاً من الذكور. أظهرت الدراسة أن التصورات العامة عن نظام التقييم المتبع في وكالة الغوث الدولية كانت إيجابية. وحازت العلاقات والتفاعلات على أعلى نسبة (77%) لتعكس بذلك نظرة إيجابية من قبل الموظفين لعملية التقييم المتبعة، وعلى النقيض من ذلك كانت النسبة الأدنى 49% من نصيب الكيفية التي تنفذ بها عملية التقييم.

أظهرت الدراسة أن عملية تقييم الأداء المتبعة ليست مدمجة جيداً ضمن الإطار الإداري الأوسع للمؤسسة، وأن عملية التقييم الجارية لا تشكل منبراً للتخطيط وتحسين الأداء. كما أظهرت الدراسة عدم إشراك الموظفين في عملية التقييم بشكل كافٍ. وكان من أهم الفجوات الرئيسية التي سجلت: عدم وجود ديناميكية، التحيز، انعدام الثقة، اعتماد اللغة الانجليزية لصيغ التقييم، ضعف عملية التوثيق، وعدم وجود متابعة كافية لما بعد عملية التقييم.

### التوصيات:

أوصت الدراسة بضرورة مراجعة نظام تقييم الأداء المتبع حالياً، وإحداث التغييرات اللازمة في هيكليته وتنفيذ هذه العملية الإدارية الهامة. كما أوصت بزيادة مشاركة الموظفين في عملية التقييم، واعتبرت استخدام عملية التقييم كإطار لتحسين الأداء أمراً ضرورياً. واعتبرت أن تدريب المدراء على كيفية تنفيذ عملية التقييم أمراً جوهرياً.