

T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES



**THE EFFECT OF PERFORMANCE APPRAISAL ON MOTIVATION
IN PRIVATE ORGANIZATION**

MSc. THESIS

Ahmed A. A. ALDAHDOOH

Department of Business
Business Administration Program

Thesis Advisor: Assist. Prof. Dr. Nurgün KOMŞUOĞLU YILMAZ

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İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

Enstitümüz İşletme İngilizce Anabilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans Programı Y1412.130045 numaralı öğrencisi Ahmed A. A. ALDAHDOOH'un "THE EFFECT OF PERFORMANCE APPRAISAL ON MOTIVATION OF EMPLOYEES IN PRIVATE ORGANIZATIONS" adlı tez çalışması Enstitümüz Yönetim Kurulunun 24.08.2017 tarih ve 2017/21 sayılı kararıyla oluşturulan jüri tarafından *aydın* Tezli Yüksek Lisans tezi olarak *başarılı* edilmiştir.

Öğretim Üyesi Adı Soyadı

İmzası

Tez Savunma Tarihi :25/09/2017

1) Tez Danışmanı: Yrd. Doç. Dr. Nurgün KOMŞUOĞLU YILMAZ

2) Jüri Üyesi : Yrd. Doç. Dr. İlkay KARADUMAN

3) Jüri Üyesi : Yrd. Doç. Dr. İlge KURT

Not: Öğrencinin Tez savunmasında Başarılı olması halinde bu form imzalanacaktır. Aksi takdirde geçersizdir.

DEDICATION

*To my lovely father, mother and my wife “ Safaa ”
and my children.*

*To all who encourage, support, and help me
I dedicate this research.*

FOREWORD

I would like to express gratitude to my supervisor **Yrd. Doç. Dr. NURGÜN KOMŞUOĞLU YILMAZ**, for her encouragement, valuable advice, and follow up that enriched this thesis, which I greatly appreciate. Special thanks and admiration goes to her for her guidance, direction, comments, and feedback she provided me since the early stages of my research throughout the dissertation.

As I am at the last stages of getting my degree, I would not forget my **professors**, and the teaching staff at the Department of **Business Administration**. For all of them I extend my deepest appreciation.

Finally, I convey my sincere thanks and greetings to my family members in Gaza who provided me with the moral support during period of study and research especially to my best friends and classmate in Istanbul city, who stand with and bring me all the support and help during whole thesis process and special gratitude for **Ahmed Alnajjar** and **Anas Alattar**.

October 2017

Ahmed A. A. ALDAHDOOH

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ABBREVIATIONS

BARS	: Behaviourally Anchored Rating Scale
BOS	: Behavioral Observation Scale
HRM	: Human Resource Management
MBO	: Management By Objectives
PA	: Performance Appraisal
PMS	: Performance Management System
TQM	: Total Quality Management

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PERFORMANS DEĞERLENDİRMESİNİN MOTİVASYONA ETKİSİ

ÖZEL ORGANİZASYONDA

ÖZET

Performans Değerlendirme ;çalışanların, kurum ve kuruluşların performanslarını ölçen, motivasyon kazandıran ve gelecekte doğabilecek problemleri önleyen önemli bir yöntemdir. İşletmeler performans değerlendirme metodları ile, çalışanlarının performanslarını ölçebilir ve onlara daha fazla motivasyon kazandırabilir.İşgörenlerin verimliliğine yönelik çalışma içeren bu yöntem, şirkete, yöneticilere ve astlara birçok fayda sağlamaktadır.

Personel yönetimi sürecinin önemli bir aşaması olarak kabul edilen bu yöntem, birçok değişken üzerinde geri bildirim sağlamaktadır. Terfi, eğitim ve ücret konularında alınacak kararlar üzerinde etkili olmakta ve çalışanları daha verimli çalışmaya motive etme amacı taşımaktadır. Kurum ve kuruluşlar, çalışanlarının performanslarını ölçmek için çok sayıda araç kullanabilir; ancak araştırmacılara göre Performans Değerlendirme yöntemi, astların ve birimlerin performanslarının iyileştirilmesi, çalışma ilişkilerinin iyileştirilmesi, karlılığın, verimin ve hizmet kalitesinin artırılması gibi konularda büyük katkı sağlamaktadır.

Bu araştırma, Performans Değerlendirmenin önemi ve gelecek araştırmacılar için farklı öneriler sunmaktadır. Bunların içinde, kurum ve kuruluşlar için performans değerlendirme alanlarının geliştirilmesi ve bakımının yapılmasına aynı hızda devam etmek, özellikle Türkiye’de çalışanları motive etmek için daha fazla araç tahsis etmek, seminer yaparak performans değerlendirme alanını geliştirmek ve bu konuyla ilgili çalışma alanlarının önemini açıklamak gibi birçok öneri yer almaktadır.

Anahtar Kelimeler: *performans; motivasyon; özel organizasyon*

**THE EFFECT OF PERFORMANCE APPRAISAL ON MOTIVATION
IN PRIVATE ORGANIZATION**

ABSTRACT

Performance Appraisal is one of the most critical tools in motivating and appraising employees in institutions and organizations. Through its variables, an organization can measure the performance of their employees and gain them more motivation, in addition, to know which areas need more attention at present and in the future within the organization.

Organizations can use a lot of tools to measure the performance of its employees but researchers showed that Performance Appraisal is very effective but unfortunately organization is ignoring this tool, development and improving employees is also an advantage of Performance Appraisal as a basic field to demonstrate the progress and raise the benefit of the organization. Therefore, the research aims to find the importance of this tool. Four variables are considered crucial to which we indicate the performance of an employee, these variables are fairness, appreciation, compensation, satisfaction is used to check the potential correlation between the Performance Appraisal and the motivation of employees in any organization.

The research presented several recommendations through the extracted results for Performance Appraisal importance and suggestions for future researchers. The recommendations include continuing at the same pace of developing and caring about Performance Appraisal fields for the organizations, allocate more of tools for motivating employees especially in Turkey, and enhance the field of Performance Appraisal by doing seminars and explaining the importance of any field related to this subject. And for future researchers, there is a possibility to use another motivating method enhance employees motivation through different variables.

Keywords: *performance; motivation; private organization*

1 INTRODUCTION

1.1 Background to Research

Since the efficiency of the human element and its ability and willingness were the most important components in any enterprise or institution there was a great interest in studying and measuring the efficiency and effectiveness of an employee whom is the main subject to the performance appraisal. Performane Appraisal system is considered to be periodic process which assesses the individual employee's job performance and his productivity in taking into consederation some criteria established in advance and organizational objectives.

A performance appraisal is an annual system used to collect data of employees and their jobs, three main methods are used: objective production, personnel, and judgmental evaluation. To be more precise, the most common method is judgmental evaluations, there are also a large variety of evaluation methods. Through the results of Performane Appraisal we can judge the success of the employment policies, to identify the training needs of employees in the enterprise.

Results also can be used as a basis for the disbursement of the moral and material rewards and make adjustments in the ranks of the employees according to the needs of the facility and to use these results to assist management in determining the suitability of the employee for his current job and past the possibility of success in other jobs.

As a conclusion we can say that, Performane Appraisal process is an important tool one and important function of human resource management and is also used to measure he policies of management and development of human resources in the enterprise in general. "How performance is managed in an organization determines to a large extent the success or failure of the organization. Therefore, improving performance appraisal for everyone should be among the highest priorities of contemporary" organization (Dwivedy, 2012).

1.2 Aim of the Study

This study aims to measure the employees motivation through conducting performance appraisal system upon the company or any organization, the research must show the importance of Performane Appraisal and the impact of using it between employees. Measuring motivation should be through four variables which are fairness, satisfaction, compensation and appreciation, the research should show the difference between an organization which uses this system and another which does not use the Performane Appraisal system which we should recommend at the end of the study.

1.3 Problem Statement

Processes of performance appraisal is important for measuring the performance of any staff, unfortunately, despite the importance of performance appraisal, many institutions are not using it, it is very important to study the performance appraisal effectiveness and the impact of it on employees.

Organizations have to give more attention on the effectiveness of performance appraisal to improve organizations benefit, we conclude by a question: Does Performane Appraisal motivate the employees to perform better?

There is low level of consideration to increase the efficiency of performance appraisal system can be increased by, reviewing and developing criteria and appraisal forms, feedback, appealing, performance appraisal interview, training, and motivation according to performance level.

It is very important to consider appraising the performance, to increase employer's motivation, although it is still neglected by many organizations.

If the employees are satisfied as a result of the performance appraisal, they will exert every possible effort to carry out the responsibilities and duties assigned to them.

Our research can be summarized the following question: "Does performance appraisal motivates employees at private organizations? If not what are reasons "

1.4 Research Variables

Research variables shown as the following:

1. Dependent variables (employee motivation)
2. Independent variables:
 - Fairness
 - Satisfaction
 - Appreciation
 - Compensation



Figure 1.1 Research variables

1.5 Research Objectives

The following are the research set of objectives:

- Assessing the most important factors related to performance appraisal, which may affect employee motivation.
- To recognize the reality of the process of appraising performance in private organization in Istanbul and identify challenges facing the process of performance appraisal to find solutions of scientific and practical perspective.
- To identify mechanisms and the foundations for the development of the performance appraisal process and improve its services and achievements.

- To provide appropriate recommendations to create an effective performance appraisal model to motivate employee.

1.6 Research Importance

Performance Appraisal is very important in HR management which is used to retain efficient employees and raise their performance level within the organization; accordingly, brief summary of the research in following points:

- Importance to private organizations: to enable these organizations to realize the impact on motivation regarding using effective performance appraisal also to attain growth, success for these organizations.
- Importance to Community: contribute to the development of the organization's performance appraisal, this consequently leads to service development and improvement that received by the community.
- Importance to other researchers: presenting new study inside Turkey, it could help the any researcher to benefit after this study.
- Importance to the researcher: to finish master thesis in business administration and to offer some useful information for decision maker about effective performance appraisal in organization.

1.7 Research plan

The research plan will be divided into seven chapters as follows:

Chapter 1 (General Introduction): It presents an introduction which describes the aim of study, state the research problem, definition of main research concepts.

Chapter 2 (Literature Review): It presents main concepts of Performance appraisal and its variables then will explain the importance, theories, errors of this system, the chapter also reveals how Performance Appraisal motivates employees.

Chapter 3 (The Research Methodology): This chapter explains the research methodology and how techniques work.

Chapter 4 (Data Analysis and Discussion): This chapter is devoted to the description, identification, and analysis of the Performance appraisal systems according to results of the questionnaire.

Chapter 5 (Findings and Recommendations): It shows the results of implementation the Performane Appraisal systems, the conclusions, recommendations based on analyzing results of the research.

2 LITERATURE REVIEW

2.1 Introduction

Management is trending, economy and social organization are quickened by globalization, and this led to a huge competition between organizations. Human is the most important factor is needed to help the organization. Organizations largely depends on human resources as they are the most important assets, the organizations that aware about this reality, care about the importance of their human resource techniques because it is crucial for the satisfaction of their employee.

Performance appraisal is a crucial application of any human resource system.

Performance appraisal provides the employee the needed satisfaction and continuance motivation as well as given salary. The importance of performance appraisal is that it informs the employees about their performance and acknowledges them about their work during period, so a systematic appraisal system is important for any organization to reach the top value its employees.

The literature review will provide an explanation about the topic and the importance of performance appraisal in motivating employees. the main objective of the study is finding how and why does performance appraisal motivates employees, these days performance appraisal is an important part that may help in the growth of the company, the questionable point here is whether any organization applying the process in right manner or wrong. Each field has its own way of starting up the performance appraisal, understanding that is crucial for any organization.

2.2 Performance Appraisal

Performance appraisal is an important factor in the process of human resource. Performance appraisal gives us the information of standards for recruiting and selecting new employees and training them, developing existing staff, and to keep a quality of work force. In human resource systems break down without performance

appraisal. This section includes, objectives and uses of performance appraisal, methods of performance appraisal, problems of performance appraisals, and performance appraisal interview.

2.2.1 Definition, objectives and history of performance appraisal

Overall performance appraisal is the method of obtaining, reading and recording records of an employee. Interestingly, overall performance appraisal is used to measure and improve the actual performance of any employee versus the future capability of them. the goal is to measure what an employee can do in the future if the company used performance appraisal system. Goals of performance appraisal are divided into two evaluative targets and development objectives.

2.2.2 Definition of performance appraisal

Performance appraisal is an accurate system which provides an evaluation of quality for the employees and their overall performances. In simple terms, it is understood that appraisal may be the assessment of the individual performance systematically, the performance being measured against such factors as there are factors measured against performance, such as job experience, quantity and output quality, creativity, leadership abilities, supervision, reliability, teamwork, decision, flexibility, shape. Appraisal must measure potentials of employees future performance not only past performance (Jebreel, 2015).

Performance appraisal helps in developing and functioning employees, to meet the organizations goals and targets. It is used by organizations for promotions decisions as well as training and wage adjustment. Good performance management should motivate employees and better their performance (Armstrong, 2006).

We can define a performance appraisal as following, it is interacting periodic primary structure between a raters and lower level in which it can identify the weakness and strengths of subordinate for developing and improving skills (Methods, 2005).

Also we can defined a performance appraisal as a process used to determine employees work results, one of the most important functions is justifying compensation for employees efforts. It can analyze an individual effort of employees as well as whole organization's efforts (Turk, 2007).

2.3 Objectives and Purpose of Performance Appraisal

Performance can be improved when performance appraisal used efficiently. Results of performance appraisal we can use in form of several tools such as assessment, development of human resources selecting and training programs.

Feedback assessment is essential for employees to be able to perform his / her job duties effectively. The main purpose is providing information about work performance. Which serve a several purposes (Armstrong, 2006).

- Provide a basis for reward allocation, including raises, promotions, transfers, layoffs.
- Detect a high potential for employees.
- Validate the effectiveness of employee selection procedures.
- Assess training programs.
- Simplify performance improvement in the future.
- Enhance methods of overcoming problems and performance barriers.
- Recognize opportunities for training and development.
- Create performance expectations for employees.

2.4 History of Performance Appraisal

Early 70s, there were new approaches and challenges for performance appraisal as they were presented with the effects of the managing the business based on the targets, performance appraisal was implemented to find the best system with taking into consideration that the appraisal is a must for enterprises and employees, the problem was that the performance appraisal mostly perceived as a factor of human resource departments, as compensations, wages and allowance depends on performance in human resource departments. Directors hesitate about shall they decide wages based on performance or not.

Nowadays directors sees that appraisals are very important for determining wages of the individuals with explanations being justified, although the whole system was boring, yet to come the worst features of performance appraisal, 70s and early 80s the appraisal was not accepted as a normal process, it required a special process of management mechanisms (Armstrong, 2006).

During 80s according to Dulewicz (1989) performance appraisal has been defined as a basic human who works as and evaluator for the person and the person under him, the importance of appraisal is derived from how would the organizations would review performances of their personnel as it will be reviewed casually generally and randomly. Back during 50s, USA used performance appraisal to increase motivation and self development, so we can officially say that performance appraisal was acknowledged since that decade (Jose, 2011).

2.5 The Performance Management Process

Below shows the cycle of performance management process, Figure 2.1, its starts by identifying specific performance goals, this point is important because systems cannot serve all purposes, so management should specify the most important and realistic goals. Firms views vary from each other, some of them focus on pay adjustment, others may want to stress employee development, so work places may experience failure if they used many performances appraisal systems.

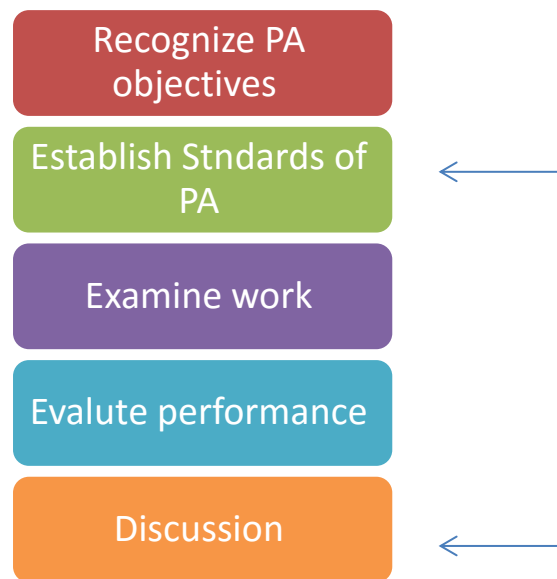


Figure 2.1: Performance Management Process

Source: Mondy, *“Human Resource Management”*, Prentice Hall, , 2012, p. 240

The process then establishes criteria of the performance and matches these expectations to the standardized, the next step is appraising the performance by supervisors, finally work performances are being reviewed and evaluated against

established performance standards by both employee and appraisers, this would help in developing a plan to correct problems that may occur, the same cycle repeats in each evaluation period (Mondy, 2012).

2.5.1 Identify key performance criteria

There are five steps for conducting performance appraisal, one of the most important steps is to decide what should be assessed, with four dimensions considered to be in the process. These four elements are: Competencies, Behaviors, Results/outcomes , organizational citizenship behaviors. Basing a performance criteria up-to date job description and developing them with cooperation of employees and appraisers is very important to ensure that the performance criteria are relevant to work (Khan, 2013).

2.5.2 Develop appraisal measure

After developing a specific performance criteria, it is the turn to decide accessing performance of the employees, structured and systematic approach are the way to assess performance. To perform the final design of an appraisal measure we need to match generic vs. individually tailored measures and so on with objectives vs. subjective measures and finally to assess the impact of work environment on performance (Khan, 2013).

2.5.3 Collect performance information from different resources

The third step involves collection of performance information, and this is important to give an inaccurate image of employees performance in systematic way during the pass of time (Khan, 2013).

2.5.3 Conduct an appraisal interview

Next step is to Conduct an interview, and the importance of this interview is to know the reflection of the past performances to define the achievements and what are the aspects that we need to develop and what barriers to overcome, while identifying goals and strategies for the future is the second aim (Khan, 2013).

2.5.4 Evaluate the appraisal process

Evaluating the process is very important in every organization, and that is done through starting up a focus groups or spreading surveys to see their satisfaction with such process, also mentioning some suggestions to improve (Khan, 2013).

2.6 Usage of Performance Process

Developing overall performance is the main purpose of performance appraisal, although the collected information by performance appraisal are used in several ways according to many organizations. Distribution of goals and the main objectives in the company is the main purpose of any performance system, the system needs to be applied correctly to ensure that the flow of information will be shared from up to down fluently and horizontally, performance appraisal serves a wide range uses for individuals and managers and helps for training and development, compensation, staffing, career planning, motivation (Guion, Assessment, Measurement, and Prediction for Personnel Decisions, First Edition, 1998).

2.6.1 Training and development

Using of performance appraisal should go us to identify the meaning of training and develops the requirements of employees. It also proposals a great opportunities for supervisors and employees to know exactly what are the main needs for the training. Skills also will be improved especially the thrown away ones, creating basis for improvement and development is another important pass, and it is done by continues cycle of feedback (Özdemir, 2006).

2.6.2 Compensation

Supervisors tend to use incentives to motivate employees, they may pay for performance programs as well, of course in return, the employees will be motivated to perform well (Towers, 1996).

Low performance lead to low wages and vise versa, but the program in general searches for success not failure, some companies do not use rising wages in this process, they would rather rely on market conditions and comparison reports to award their employees morally (Özdemir, 2006).

2.6.3 Internal staffing and personal planning

Performance appraisal flow of facts are used also for employment decisions, involving finding employees to fill more than one position and that is needed to reduce the number of employees with the same jobs, that is called down sizing. it is also important to determine promotion and identifying possible layoffs (Cowling, 1990).

2.6.4 Career Planning

For long term planning, performance appraisal is crucial, each team member will be assessed individually to identify his/her potential and discuss their aspiration and that ends by creating a plan for the companies benefits, it is also used in rotation that may be done if an employee not happy in his work and if this employee believe he/she would be more successful in different role (Langdon, 2001).

2.6.5 Motivation and satisfaction

Motivation of employees is attached directly to performance appraisal because in general performance appraisal provides motivational strategies that clear out if the employee is doing his job perfectly or not and also he/she is cooperating and participation with managers in solving the problems that may occur to reach the productivity wanted by the company at first place (Özdemir, 2006).

2.7 Appraisal Methods and Instruments

There are a lot of methods and standards used by organizations to rate a performance. The main purpose of appraising system based on choosing people for promote, training, value pay increase, old-style method such as rating scales, this type of method may be appropriate. Collaborative method, such as (MBO) management by objective, all these methods are designed to help the staff at organizations to enhance and improve their skills to become more effective in their positions evaluating performances of employees needs improvement of method. Such methods are selected suitably for each organization, as well as the quality of the employees, taking into consideration that more than one method can be used in appraisals. Comparative methods and absolute standards are two important categories of performance appraisal methods, nowadays self assessment and 360

degree are added, with a lot of aspects to be explained briefly (Guion, Assessment, Measurement, and Prediction for Personnel Decisions, First Edition, 1998).

2.7.1 Comparative method

Comparing employees is one job of comparing methods, where employees are compared between each other, and rated from best to worst. Performance is the measurement scale of them with traits, behaviors and job characteristics all involved. It is not useful to include individual statements, rating or appraisal form when employees who work for different supervisors are compared, instead, it is necessary to recognize that subjective judgment are included in these comparisons and impressions must be added anyway with no regular or known way how to add it (Özdemir, 2006).

2.7.1.1 Ranking Method

All employees are listed by appraisers in order of their performances, with high ranking employees are the first on the scale. They are matched to each other rather than comparing them to specific criteria. Trait ranking are another method to be used for evaluating employees performance. Comparing employees to each other to show the best of them and the worst of them is something easier than just to rank them randomly (Dessler, 2007).

2.7.1.2 Paired comparison method

Pairing employees based on their trait is known as paired comparison method, and then rating them by comparing these pairs to each other, and by revealing specific dimensions it can be indicated when pairs are better than others. Names are not repeated and names of employees are listed first or second in each pair no difference. For example, if there are 20 pairs, that means that 5 people are compared, ten people means 40 pairs and so on, Pairs are compared only once and every pair can be listed twice using both orders of presentation. Problems are not excluded in these method such as it become too complicated when comparing more than 10 employees and it consumes time and finally, it's so general that the comparison is done as an overall performance and not. Job-specific (Dessler, 2007).

2.7.1.3 Forced distribution

Employees are appraised according to already planned scale, an example shows that the employees performance might be divided into percentages, 80% are on average and the rest 20% are below average (Özdemir, Forced Distribution, 2006).

One disadvantage is that some employees have similar performances in specific duties which lead to incorrect appraising.

Another misleading of this method is that sometimes wages cannot be fairly distributed when differences between performances of employees are not clear enough to notice (Özdemir, Forced Distribution, 2006).

2.7.2 Absolute standards methods

Companies do measure employees performances against established standards, this method is called absolute standard methods, it is not comparing employees to each other, instead its rating performances according to criteria that are listed. This method is a key to compare employees from different departments to be compared to another. Excellent assessment is rewarded to all great performances by employees, it also avoid creating conflicts among employees. It is more appreciated than other comparing methods, although it has some disadvantages such as receiving the same evaluation by employees sometimes, another one is that some appraisals uses different and double standards to perform rating (David, 1996).

2.7.2.1 Essay Method

It is clear from its name, essay method shows the manager describing employee's performance in essay form during rating period either alone or with the employee himself. It has a huge advantages such as providing details of the performance of the employees even though it might be a reason of losing time, In general it's a method that results a qualitative information (Wayne, 1991).

2.7.2.2 Graphic rating scales

Another method is graphic rating scales, that rate employees on some standards of work, in past it concentrated on personal characteristics but these days it concerns on behavior and outputs. The scale usually conducted from 1-5 with each rate is named as a level of performance starting from low to high. It is one of the most common

methods that are used in different ways which means that the degree may be about either the categories or the individual or the performance of employees (Özdemir, 2006).

2.7.2.3 Non-Graphic rating scales

The same is done in using non-graphic rating scales, but the difference that it uses a brief description of each point instead of high and low points, because of that its more valid and common. Its more easy to understand this method because the description make it easier and clarifies each level or rating scale. But in general they are both easy to understand and use and they both uses personal traits and behaviors (Dale, 1980).

2.7.2.4 Critical incidents

Critical incident method describes how rater or supervisor rates the employee through period of performance that is done by rating behaviors positive or negative.

It does not include quantitative data, as it is qualitative. It is based on documentation as its important to establish an employment decisions and disciplinary actions. Workers critical incidents are used to develop performance appraisal instruments (Gregorio, 2006).

2.7.2.5 Weighted checklist method

In this method, it is the rater job to evaluate behaviors, altitudes and characteristics checking them according to employees. Items differs in term of weight, the more it is weighted the more it is effective to the company. It is considered to be fast method and easy to conduct, and it is a quantitative method that shows mathematical calculation total for an individual employee (Anthony, 1993).

2.7.3 Work Standards

Work standards method is a comparative method whichused to compare employees presentation to fixed standards, this standard is the expected level of the output of the performance, these standards applied to different types of jobs and used for production jobs. As usual, there are some advantages and disadvantages for each method, in this method the main advantage is that the appraisal criteria are objective,

and the drawback is the process of comparing itself because some comparison are made through different standards (Özdemir, 2006).

2.7.4 Behaviorally anchored rating scales (BARS)

BARS method is a combination of critical incidents, and quantified ratings by anchoring a quantified scale with behavioral examples of great or poor performances (Schwab, 1975).

2.7.5 Behaviorally observational scales (BOS)

BOS method appeared when drawbacks of behavioral methods shows up, it is a method that depends on critical incidents, identifying them to reach job success, identification come from the behaviors and then grouped to create a job dimension. Then these results will be matched with activities (Thomas, 1997).

2.7.6 Forced choice method

The next method is the forced choice method, in this method, rater should carry out two statements about behaviors of employees in details and choose between them which one is more positive and valuable then evaluate them according to his choice and rates given. The best advantage is that the rater does not know which statement to check in order to do so. Disadvantages circled around rater resistance, as there would not be a control, so in some cases the rater himself cannot be sure how he did rate subordinates. It's not widely used method and it's mostly used in performance appraisal interviews (David, 1996).

2.7.7 Management by objectives (MBO)

MBO is an appraisal system used to compare goals desired or targeted to the final actual results that has been achieved. It is called management by objective where the employees are considered as members of team, in short, its evaluating individuals by what did they achieve against what are the main goals. The process starts when the objectives are defined, then the employee self-audit himself / herself, locate his /her weakness and strength without relying on others, and then follow their own progress (Harvey, 1996).

2.7.7.1 Essential elements of management by objectives

A program of MBO contains mostly the same elements, with some changes in individual approaches, figure 2.2 express what it like is.

The cycle starts with the formulation of long term objectives and departmental goals and finally individual goals.

It is done by concentrating on measurable goals describing them specifically by details, mentioning deadlines and dates, accomplishment of goals. A goal stated shows the achievement desire and a plan shows the mechanism to reach the goals. Employees will achieve goals if organizations support them, with mentioning that management by objectives give an extreme motivation, commitment and achievement drive to employees.



Figure 2.2: The Management by Objectives

Source: Michael R. Carrell, Norbert F. Elbert, and Robert D. Hatfield, (1995) *Human Resource Management: Global Strategies for Managing A Diverse Workforce* , Fifth Edition, New Jersey: Prentice Hall, p. 368.

Point is that MBO concentrates on outcome and results that means if the employee exceeds the objectives settled then he/she shall be valued as an acceptable job performance employee and judged as a successful subordinate.

While disadvantages are considered to be about expectations as, they can be unrealistic and sometimes cannot be reasonably accomplished.

Because of that, supervisors as well as subordinates must have good skills to apply MBO methods during the initial stages of it (Performance Appraisal and Management , 2005).

2.7.8 Self – Assessment

Self-assessment is a self-rating done by employees; it identifies the requirements of training and development. A researcher believes that self-assessment appraisal system is one of the best ways to capture the full image of any employee performance. The main problem is that this system lead to overrating of the employees to themselves, that means they might rate themselves more than they actually deserves (Beardwell, 2001).

2.7.9 360- Degree performance appraisal

360- Degree performance appraisal is an approach that collects all details and specification all around the employee that means gathering information from subordinates, peers, customers and so on. It as well the evaluation of all these parties given to employees, then theses evaluation will be matched up with employees' self-assessment. The rating results will be clarified and then will be a basement to set specific goals around.

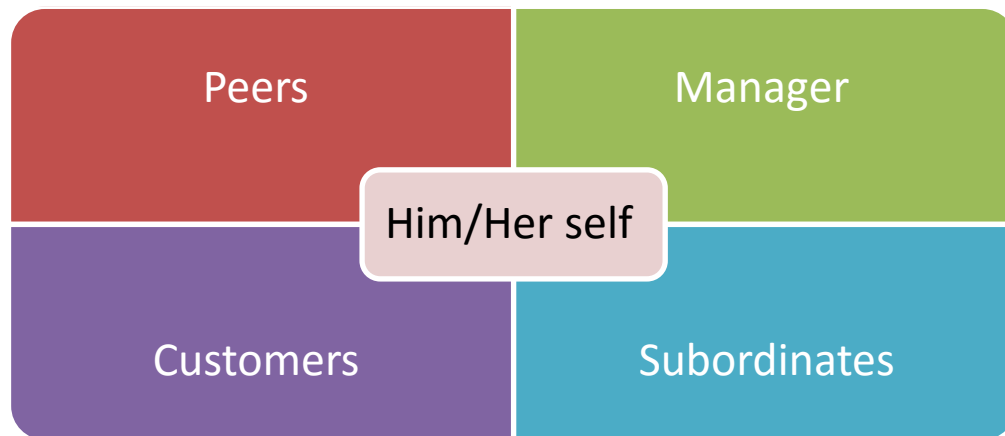


Figure 2.3: 360-degree Appraisal diagram

Source: Raymond, N. *Insan Kaynakları Eğitimi ve Gelişimi*, Translated: Canan Çetin Fifth Edition, Istanbul: Beta Yayınları, 1999, p. 263

2.7.9.1 360- Degree performance appraisal steps

The 360-degree appraisal benefits any company, because it is used to meet a specific need or support an existing system of the organization. It has steps to be done, the that phase are ready to start, determining the application method, preparing the appraisal and feedback format, and determining the employees and the raters that will participate in the application. Information must be given to raters, employees, the aim must be clear, benefits for the organization, and how the process will be applied also must be shown in order to complete a healthy process (Guion, Assessment, Measurement, and Prediction for Personnel Decisions, First Edition, 1998).

2.7.9.2 Advantages and dis advantages of 360-degree performance appraisal

There are factors of this method of appraisal

- Flatter, less hierarchical, more flexible, team-based organization structures.
- Recognition of the value of contributions from other sources.
- Maximizing the performance of the employees in different work situations.

Employees provide feedback to each other, improving the relationships between them, which help in converting the culture into a great atmosphere within the organization. While disadvantages of this system is that it costs time consuming, and its complicated in term of collecting data because of too many people involved in the process. Some negative feedbacks may occur that's because for example, peers may worry about giving negative feedback so they might give positive feedback even if he didn't deserve (Towers, 1996).

2.8 Problems of Performance Appraisal

Despite efforts done in term of time, it has been obvious that disappointing is the result of many organizations in practicing appraisals.

These disappointments are also described as problems of the performance appraisal and its illustrated as the following:

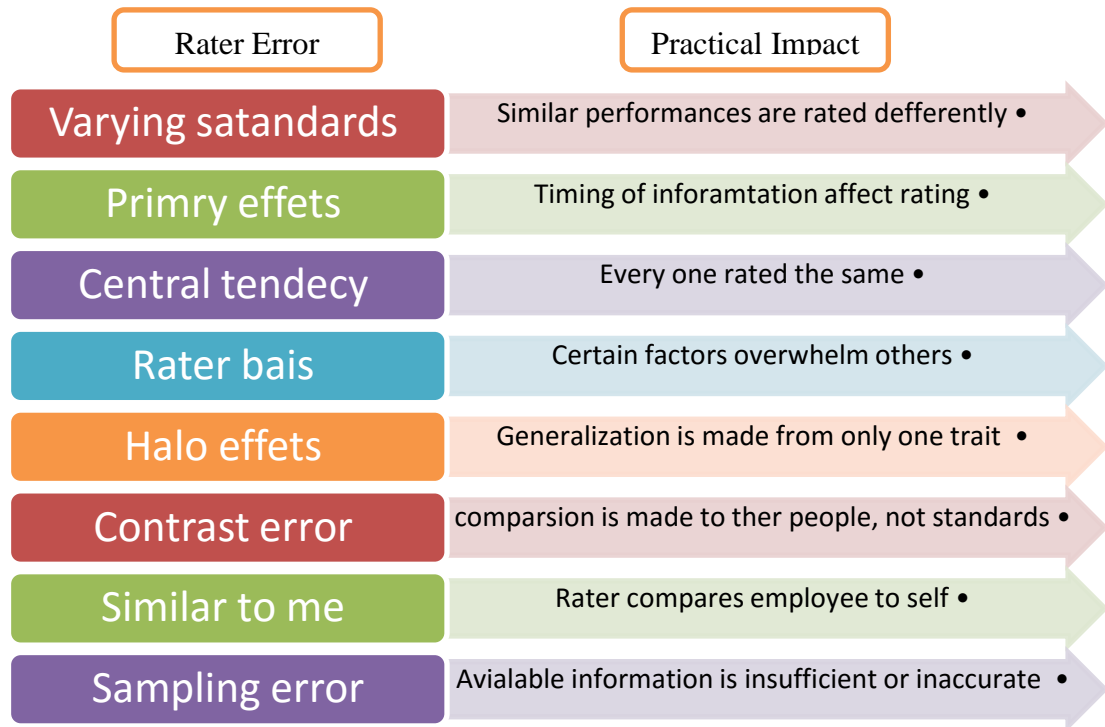


Figure 2.4: Common Performance Appraisal Errors

Source: Southwestern College Publishing, *Performance Appraisal and Management*, 2002, <http://www.shouthwesterncollege.com>, p. 27 (15 May 2005).

This affect appears when a manager see that his employee is good in one field and not as good in other field, but the manager rates the employee according to his success in the only field he is great at, so in general this generates a negative impression. It is called “horn affect”, and could be minimized through supervisory training, because training is practical process that should concentrate on weaknesses (Methods, 2005).

2.8.1 Personal Baises

A personal bias is the variety of individuals that differs from one employee to another, such as age, sex, race, this is an unfair factors that might affect the appraisals if they affect the evaluation.

There must be equity in evaluation and judgment, process throughout the company or the organization, with training in first place as the best technique to solve this problem (Özdemir, 2006).

2.8.2 Central Tendency

When the evaluator concentrate his evaluation around a breakpoint or known scale point, rating might be unpleasant because the rater try to avoid extreme rating either up or down. In this case, rating would be unfair and useless, and this can be solved by convincing raters about the importance and the values of the (PA) process through providing them meaningful information (Guion, Assessment, Measurement, and Prediction for Personnel Decisions, First Edition, 1998).

2.8.3 Strictness Error

Strictness error is a problem that occur usually because some raters rate their subordinates low point of the scale, it is something belong to humanity of supervisors that they believe that none of their employees reaches the excellence level of performance they want and it might cause a negative environment giving that it kills motivation among employees (Özdemir, 2006).

2.8.4 Leniency Error

Here is the opposite of strictness, which sees the supervisor giving all of the employees a perfect rate even if no way they deserve it. Even the poor performance employees get an average result (Hodgetts, 1992).

2.8.5 Similar to Me Error

The name of the problem talks about itself; it is the supervisor problem in this case if he/she evaluates an employee according to their similarity to him.

It could lead to discrimination too when it involve demographic characters such as race, sex and age. As the supervisor gives the high rate to employees who are similar, there are opposite problems that called “different from me” but they are both considered the same errors. This problem can be minimized by training (Hodgetts, 1992).

2.8.6 Regency Error

This error appears when the supervisor evaluate his/her subordinate according to his recent performance, neglecting the “real” performance or the past performance of the employee neither good or bad, even though its natural aspect to remember the recent activities and performance but it’s not so professional to forget or evaluate the overall performance. Appraisal as known evaluate specific period of time and not only recent activity. Avoiding this problem needs a tight follow and documented log for each employee to perform a fair and realistic evaluation correctly (Carrell, 1995).

2.8.7 Contrast Error

Contrast error occurs when the rater compare the employee to another employee rather than matching his behavior and performance to set of objectives and standards. To avoid and minimize this problem, the criteria must be developed and the performance should be matched fairly against it (Wayne, 1991).

2.9 Relations Between Fairness, Satisfaction, Compensation, Appreciation and Performance Appraisal as Used in the Research

Effectiveness of performance appraisal is affected by the following four main factors:

2.9.1 Fairness

Researches show the direct connection between performance appraisal and the four main factors of the study, one of the factors is Fairness. Fairness is attached to performance appraisal through the final satisfaction of the employees, it has been a case of study over the years by researchers, and the outcome has been very clear that this factor is the most important performance appraisal issue faced by any organization.

If the fairness does not appear, then the employees may think down of the whole system as of biased, political and irrelevant kind of system. It is shown by , Lovrich, Shaffer, Hopkins and Yale (1980), that participative performance appraisal is the fairest way of conducting systems than non-participative ones, assessment criteria are suggested to be, included impact on employee motivation, employee satisfaction

with the system, employee's perception regarding fairness and objectivity, and the degree to which it provides adequate and valuable feedback, The bottom line is considered to indicate that reactions toward performance appraisal may vary, depending on fairness and satisfaction employees may receive in the system, as these factors plays an important role in the evaluation system of a company (Lloyd, 2009).

2.9.2 Satisfaction

Satisfaction is the second factor, an employee is satisfied if he reaches some factors such as sense of achievement and competence, experiencing growth, and meeting objectives. If turnovers are reduced then this indicates that employees are feeling the satisfaction as well as feeling the less absenteeism and tardiness. Researches shows how important the satisfaction is to employees, it contributes on attitudes and behaviors of the employees, justice in the organization are very important to employees, it increases the satisfaction and therefore the commitment to the organization by employees. A study by Thurston found that the relationship between fairness in performance appraisal with organizational citizenship behavior is mediated by the satisfaction of the former (Lloyd, 2009).

2.9.3 Compensation

Activities of performance appraisal must determine if the performances of the employees are in horizontal lines with the organizational goals, and this is based primarily on performance appraisal of employees. Social and motivational aspects of appraisal process accompany performance management views performance appraisal in a way of measurement and rating that. Rewarding employees is one of the most exciting factors that is really matters for the employees, according to their work and most important their value they give to the company, compensation are distributes according to their efforts. Two different systems are used to compensate employees, that private sector organization uses skill-based or competency-based systems, while in public organizations they dominate more traditional compensation systems. Performance appraisal process can determine the result of the work of the employee, there fore determining the deserved compensation to him/her.

It's not randomly made decision; it's well-studied and done through knowing the effectiveness of him/her on an organization. The activities of Performane Appraisal

must determine whether the employees meet the company's objectives or no that means that Performance Appraisal has to be relevant, reliable and measurable, while also closely linked with the objectives of the organization and its subdivisions.

The healthier system of performance appraisal, more easily to take decision of compensation, that leads to the satisfaction of employees and great outputs of the company, performance appraisal results provide a rational decisions in future regarding pay. Adjustment, allowances and compensation in general, most managers believe that they should reward outstanding job performances pay increases. To encourage good performance, an organization should design and apply a reliable performance appraisal system and reward the most productive workers and teams according to their performances (Turk, 2007).

2.9.4 Appreciation

In an organization setting, an employee feels elated when appreciated by his or her manager for their good performance. To be appreciated is something every employee looks for, it makes him or her elated if his/her manager say good speech about him or her. Appreciation can work as magic for the company, because it motivates them to work even better and increases their morale toward their company and work. It can be done in several ways, by a note, an email, an award, or a gift or even orally or by a face expression, all of these can lead to better performance by the employee. It's not necessary to be an expensive way of appreciation, but it's more often that anyway of it may bring the benefits to the company (Jebreel, 2015):

- It improves the morale and the better performances.
- Increases loyalty of employees.
- Sticking to the organization and never thinking of leave.
- Better achieving goals.
- More participation in every activity of the organization.
- No problem of hearing some negative feedbacks because employees knows they are important and appreciated so they take it as something to make them better.
- Better general culture in the environment and overall willing.

2.10 Relationship Between Performance Appraisals and Motivation

Motivation is defined as a power that strengthens behavior and triggers the tendency to continue. It is very important to have the will of continuing something you are doing; motivation according to Chowdhury is a progression of moving and supporting goal-directed behavior. Effectiveness appears when an appraisal interaction is non-controlling, non-defensive, supportive, educative and confidential; it is matched to appraisal process to create a system in the company (Mugobo, 2013).

There is a deep relationship between appraisals and motivation, as well-designed and well-executed performance appraisals have a strong motivational impact, motivating employees came by the power of appraisals. And if the whole system works well then a lot of benefits will be gained by both the employees and the organization (Mehta, 2014).

- If it is clear what to do, then the employees will understand how to improve otherwise they will not be able to be motivated because of not understanding how they have been performing.
- Performance appraisals are an opportunity for employees to receive formal, significant, and enduring recognition from their manager.
- Personal value is made of this connection, employees feel they are important and are a part of the organization and its decisions that lead to even more motivation.
- Performance evaluations are motivational tools for employees who are looking to enhance their personal learning, growth, and development.
- If in some cases, employees perform well display, appraisals do their job, wake up the employees through feedbacks, and improve their mistakes through motivational actions, which take them back to the correct road again.
- Appraisals should meet the employees in many areas, gaining recognition, sensing achievement and competence, experiencing growth, and meeting objectives, all of these factors play a role in satisfying the employees and eliminate turnover, absenteeism, and tardiness

3. RESEARCH METODOLOGY AND FINDINGS

3.1 Introduction

This chapter is conducted to describe the methodology which we used in this research, for accomplishing this study and conducting the methodology, the following techniques were used: research design information, population (respondent selection) of the research, questionnaire design, statistical data analysis.

3.2 Methodology

The study conducted is a qualitative research supported with a survey by using SPSS, the survey was used by **Joseh Ambly** in 2006.

3.3 Research Design

In this study, survey methodology has been chosen and questionnaire has been prepared, questions were designed carefully for respondents to provide us information. The total sample of 150 questionnaires provided by hand while the. When the results of both methods of distribution were combined, 120 completed surveys were received out of 150 distributed, 30 surveys were not completed due to missing information or double selection of answers for some questions, the results can not generalized due to the sample size limit.

3.4 Data Collection Methodolgy

Data has been collected by a questionnaire, 150 questionnaires were distributed, 120 completed surveys were received out of 150 distributed, 30 surveys were not completed due to missing information or double selection of answers for some questions.

3.5 Data Collection Process

Three companies were selected, questionnaires were distributed as following:

The questionnaire were well prepared and distributed, the total sample size was 150 survey, out of them, 120 were done correctly and 30 were dismissed, this resulted in 80% rate of completion was achieved. The process started by distributing the surveys by hand to the participants (employees), and collection were much easier by hand than the electronic surveys. It took time to collect all of the surveys. Questionnaire started with an opening introduction attached and guiding instructions, demographic optional information which enhances the responses of the selection target. Quantitative data information was collected by a prepared structured questionnaire containing 15 questions. Information about the researcher and the objective of the research were attached at the starting of it to give the respondent better understanding. Questions were designed to be answered by the respondent easy as the answer, the most suitable answer for them can be chosen.

One implication from using this type of research design was limited to three chosen companies even if this model hold partially true for this individual institution, it does not necessarily hold true for other organization, individual research projects such as this is needed to replicate the findings this study has produced.

3.6 The Purpose and Scope of Research

For understanding this research starts with revealing the purpose of the research, research should clear out whether Performane Appraisal motivates employees at a workplace or not.

There are several objectives to reach:

- Evaluating employee's performance through known period is important
- Actual performance of each employee matched against desired ones

- Control of the management must be helped to be done perfectly
- Improving the relationship between employee and employer by enhancing communication system between the management and employees
- SWOT analysis must be done basely to understand what firm and the employee needs, this helps in developing every aspect of the working system in general and in employee's performance privately.
- Using feedback between level of the employees and managers is crucial to get through difficulties done in the past.
- Clear guidelines and expectations of the company must be provided before any evaluation starts.

3.7 Findings

1. Gender:

Table No. 3.1 Shows a percentage of 65.0% of the sample are "Male", and 35.0% of the sample are" Female".

Table 2.1: Gender.

Gender	Frequency	Percentages
Male	78	65.0
Female	42	35.0
Total	120	100.0

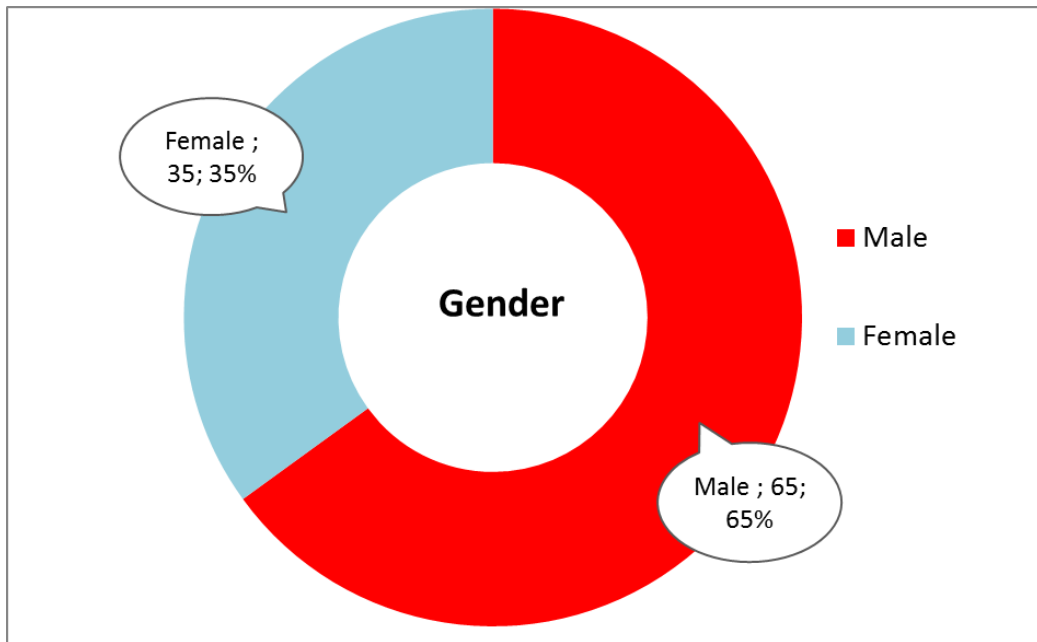


Figure 2.4: Gender.

2. Age:

Table No. 3.2 shows a percentage of 30.0% of the sample are ages are between “20-25 years“, 29.2% between “26-30 years “, 17.2% between “31-35 years, and % 23.3 between “36-40 years“

Table 2.2: Age.

Age	Frequency	Percentages
20-25 years	36	30.0
26-30 years	35	29.2
31-35 years	21	17.5
36-40 years	28	23.3
Total	120	100.0

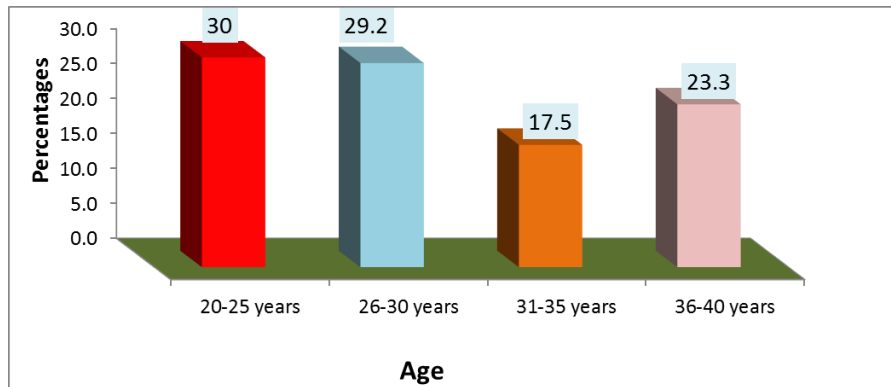


Figure 2.5: Age.

3.8 Questionnaire content

The designed questionnaire presented to the respondents, started by a covering letter, this letter explained the main purpose of the research, it also reveal the instructions of how to respond to such questions, it also provide a security of the data collected in order to recieve high rate responses. The questionnaires started with multiple choice questions, it is designed well and the questions are respects the variety in order to reach the research objectives, it also helps in collecting all the neccessary data which would support the discussion, results and recommendations in the research.

The questions and parts of the questionnaire will verify the objectives in this research related to the question "Does performance appraisal motivate employees at private organizations" as the following:

Section one: Personal information include 2 questions

Section two: consist from five fields as follows:

The first field: Fairness

The Second field: Satisfaction

Third field: Appreciation

Fourth field: Compensation

Fifth field: Employee motivation

3.9 Pilot Study

Researcher conducted a pilot study before the collection of the results data, this is done in order to provide a trial run for the questionnaire, this includes word testing questions, identifying the meaning of the questions, and the used techniques which are used for collecting the data.

3.10 Validity of the Research

The term validity of an instrument is identified as a determination of an extent to which what the instrument actually reflects the abstract. In more simple words validity is a term used to describe the to the degree to which an instrument measures what is it supposed to be measuring. It is better for the researcher to eliminate systematic errors and that is done by reaching high validity, it is said to an instrument valid when it reflects the concept which is supposed to measure, the bottom line is how to achieve a good validity, and for that, the researcher should design the research carefully and choose the respondent selection to provide the data which will be the reference in this research, questionnaire questions were designed and accepted by the supervisor as well as the researcher, the methods of analyzing this research are also agreed by all parties mentioned before. As a result, the questionnaire was valid and suitable enough to measure the main purpose of the research and which the questionnaire designed for (Eisinga,2012).

3.11 Content Validity of the Questionnaire

The content of the questionnaire must be valid as well, the researcher should test the validity of the content, we evaluated and identified whether the questions were matched by the scope of the items and the extent to which these items reflect the concept of the research problem, instruments which are used and tested must also be statistically valid, in order to provide the relations and the tests between the selected variables, researcher must design the questionnaire well, and supervisor should verify the questions and the questionnaire, finally supervisor must agree that this questionnaire is valid and qualified enough to measure the concept of the study (Eisinga,2012).

3.12 Statistical Validity of the Questionnaire

The researcher should be sure that the questionnaire is valid, two tests should be applied statistically. First test is called Criterion-related validity (Pearson test) which is used to measure the correlation coefficient between each of the items in the study, while the second test is called structure validity test (Pearson test) which used to measure the the questionnaire's structure validity, this step is done by testing the validity of each area and the questionnaire's validity as whole. The main purpose is to measure the correlation coefficient between one area (field) and all the other fields of the questionnaire which has the same level of scale (Eisinga,2012).

3.12.1 Criterion Related Validity:

1) Internal consistency:

Questionnaire's internal consistency is been measured by a scouting sample, achieving this consistency can be by measuring the correlation coefficients between each of the questions in one area of the questionnaire and the rest of the areas. In other words it is done by analyzing one question versus all the other, Table No. (3.3) Below shows the correlation coefficient and p-value for each of the items. as shown in the table, p- Values are no more than 0.05 or 0.01, this result shows that the correlation coefficients of this field are significant at $\alpha = 0.01$ or $\alpha = 0.05$, so the contents of this area or field are consistent and valid to measure what it supposed to measure (Eisinga,2012).

Table 2.3: The correlation coefficient between each question in the field and the whole field.

No.	Pearson coefficient	p-value	No.	Pearson coefficient	p-value
1	0.414	0.023	8	0.714	0.000
2	0.645	0.000	9	0.598	0.000
3	0.785	0.000	10	0.669	0.000
4	0.566	0.001	11	0.717	0.000
5	0.630	0.000	12	0.662	0.000
6	0.667	0.000	13	0.412	0.024
7	0.600	0.000	14	0.498	0.005

3.12.2 Structure Validity of the Questionnaire

The second test is called structure validity and it is used for testing the validity of questionnaire's structure by testing the validity of each area of the questionnaire and for the questionnaire as a whole. It measures the correlation coefficient between one area and all other areas of the questionnaire which have the same level of liker scale. Table No. 3.4 shows the significance values less than 0.01, so the correlation coefficients of areas of the questionnaire are significant at $\alpha = 0.01$, the result is that the areas are valid to measure the main purpose of the research (Eisinga,2012).

Table 2.4: Structure Validity of the Questionnaire.

No.	Section	Pearson correlation coefficient	p-value
1	Fairness	0.792	0.000
2	Satisfaction	0.863	0.000
3	Appreciation	0.920	0.000
4	Compensation	0.608	0.000
5	Employee motivation	0.716	0.000

3.13 Reliability of the Research

To conduct an understandable research, researcher must check the reliability of the research, this term is defined as the degree of consistency which measures what it is supposed to be measuring, it is one test which will be repeated to the same sample or population selected two times, after conducting the test two times, comparing the results is required by using reliability coefficient, reliability coefficient which scores 0.70 and above is considered satisfying (Ritter, 2010).

- **Half Split Method**

Half Split Method rely on finding Pearson correlation coefficient between two important terms, the odd rank questions and the even rank questions of each area of the designed questionnaire. By using spearman correlation, researcher can eliminate errors and correct the pearson correlation coefficients, The (consistency coefficient)

is computed according to the following equation : Consistency coefficient = $2r/(r+1)$, in which r is considered to be the Pearson correlation coefficient, while the normal range of corrected correlation coefficient $2r/(r+1)$ is between 0.0 and + 1.0 As shown in Table No 3.5. (Ritter, 2010).

General reliability for all items equals 0.8588, while significant (α) is less than 0.05 so all the corrected correlation coefficients are significance at $\alpha = 0.05$. as a result, dispute causes are considered reliable according to the usage of Half Split Method (Ritter, 2010).

Table 2: Split-Half Coefficient method.

No.	Section	person- correlation	Spearman-Brown Coefficient
1	Fairness	0.712	0.831
2	Satisfaction	0.735	0.848
3	Appreciation	0.712	0.831
4	Compensation	0.817	0.899
5	Employee motivation	0.706	0.827
	All items	0.753	0.859

- **Cronbach’s Coefficient Alpha**

The importance of using this method is measuring the reliability of any questionnaire, between every area or question of the questionnaire in one hand and the mean of the whole areas and questions on the other hand, the fixed normal range of CCA value is between 0.0 and + 1.0, higher values are better as these values reflects a better and higher degree of internal consistency. Table No. 3.6 shows the Cronbach’s coefficient alpha which was calculated.

General reliability for all of the items of the questionnaire equals 0.9174. as a result, This is considered high, therefore ensures the questionnaire’s reliability (Ritter, 2010).

Table 2: for Reliability Cronbach's Alpha.

No.	Section	Cronbach's Alpha
1	Fairness	0.8475
2	Satisfaction	0.8607
3	Appreciation	0.8582
4	Compensation	0.8721
5	Employee motivation	0.8924
	All items	0.8721

- **Statistical Manipulation:**

For achieving the objectives of the research, statistical orders and tests provided by statistical program called (SPSS) must be applied to our data. These data should be manipulated and analyzed to be able to see the final results and recommendations of the study (Ritter, 2010).

- **Statistical methods are as follows:**

- 1- Frequency and percentile
- 2- Column graphs
- 3- Alpha-Cronbach
- 4- Spearman –Brown Coefficient
- 5- One sample K-S for normality test
- 6- Independent sample t test

3.14 Ethics

It is understood that conducting this kind of researchers may lead to influencing desired result by the researcher, so ethical considerations must be proved, that is done by the some applied stages the researcher go through while doing the research.

Information were gathered from known and reliable sources, and selective observation as well as our instrument (data survey) done previously and already gained academics credit.

Researcher job is to eliminate any possible error can be created during the design, measurement, sampling, procedure, or choice of problem studied. Because this could lead to can skew data, distort the truth; affect the validity and reliability of findings of the research.

Questions were selected carefully, and only concentrated on the issue without asking about any personal or something may lead to misunderstanding of the participant.

4 RESEARCH RESULTS

4.1 Tests of Normality

To test the normality through analysis, researcher must identify if the data collected follows the normal distribution or not, that is done by a test called One Sample K-S, when a sample population is greater than or equals 50, this test is considered necessary.

Table 4.1 shows the results of the test, it clears out that the calculated p-value is greater than the significant level which is equals 0.05 (p-value. > 0.05), results shows that data follows normal distribution, as a result, parametric Tests must be used.

Table 4.1: One sample K-S test.

No.	Section	Statistic test	P-value
1	Fairness	1.096	0.181
2	Satisfaction	1.108	0.172
3	Appreciation	1.069	0.203
4	Compensation	1.025	0.244
5	Employee motivation	0.666	0.767
	All items	1.047	0.228

1. Discussion and hypotheses test

Were you notified about the performance appraisal when you joined the company?

Table No. 4.2 clears that 52.5% of the sample notified about the performance appraisal when you joined the company, but 47.5% are not notified.

Table 4.2: Were you notified about the performance appraisal when you joined the company?

Were you notified about the performance appraisal when you joined the company?	Frequency	Percentages
Yes	63	52.5
No	57	47.5
Total	120	100.0

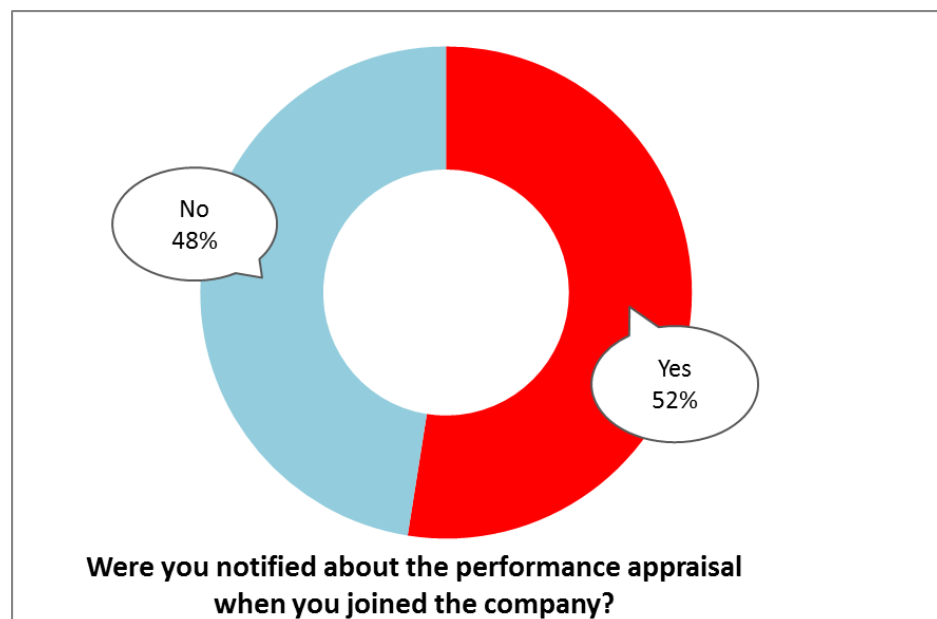


Figure 4.1: Were you notified about the performance appraisal when you joined the company?

1. Do you think Performance Appraisal should be conducted in an organization?

Table No. 4.3 declares that 6% of the sample think Performance Appraisal should be conducted in an organization regularly, 53.3% think Performance Appraisal should be conducted in an organization once a year.

Table 4.3: Do you think Performance Appraisal should be conducted in an organization?

Do you think Performance Appraisal should be conducted in an organization?	Frequency	Percentages
Yes regularly	56	46.7
Yes, once a year	64	53.3
No	0	0.0
Total	120	100.0

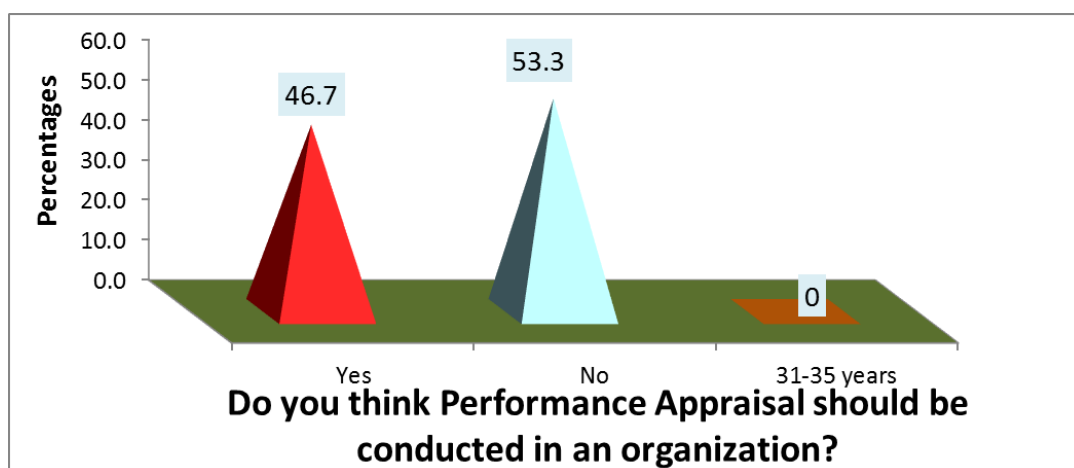


Figure 4.2: Do you think Performance Appraisal should be conducted in an organization?.

2. How will you rate the Performance Appraisal method in your organization?

Table No. 4.4 declares that 6% of the sample thinks that the rate the Performance Appraisal method in your organization is Easy, 25.8% is Complicated, 32.5% is Efficient, and 33.3% is inefficient.

Table 4.4: How will you rate the Performance Appraisal method in your organization?

How will you rate the Performance Appraisal method in your organization?	Frequency	Percentages
Easy	10	8.3
Complicated	31	25.8
Efficient	39	32.5
Inefficient	40	33.3
Total	120	100.0

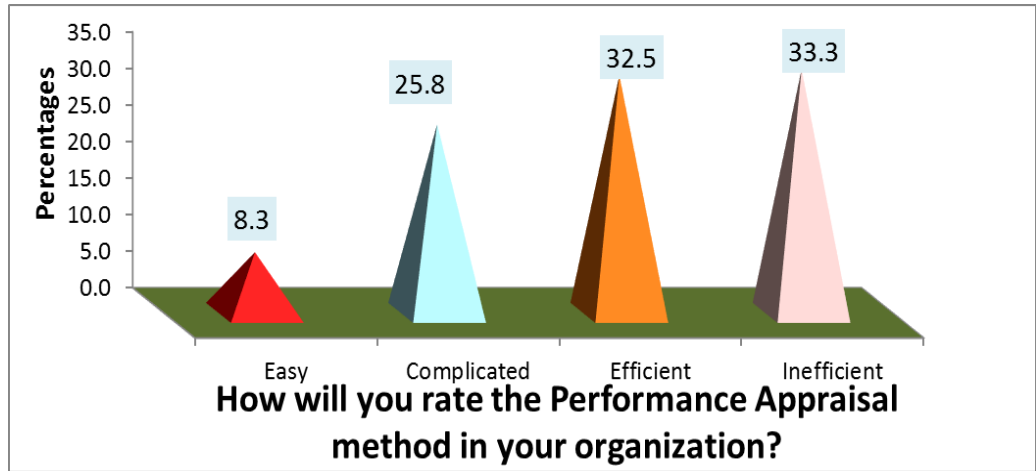


Figure 4.3: How will you rate the Performance Appraisal method in your organization?

4. How often Performance Appraisal is conducted in your department?

Table No 4.5 clears that 28.3% of the sample think that the Performance Appraisal is conducted in department “Monthly “, 21.7% “Quarterly (every 3 months) “, 15.0% “Half-yearly (every 6 months) “and 35.0% Yearly basis (once in a year).

Table 4.5: How often Performance Appraisal is conducted in your department?

How often Performance Appraisal is conducted in your department?	Frequency	Percentages
Monthly	34	28.3
Quarterly (every 3 months)	26	21.7
Half-yearly (every 6 months)	18	15.0
Yearly basis (once in a year)	42	35.0
Total	120	100.0

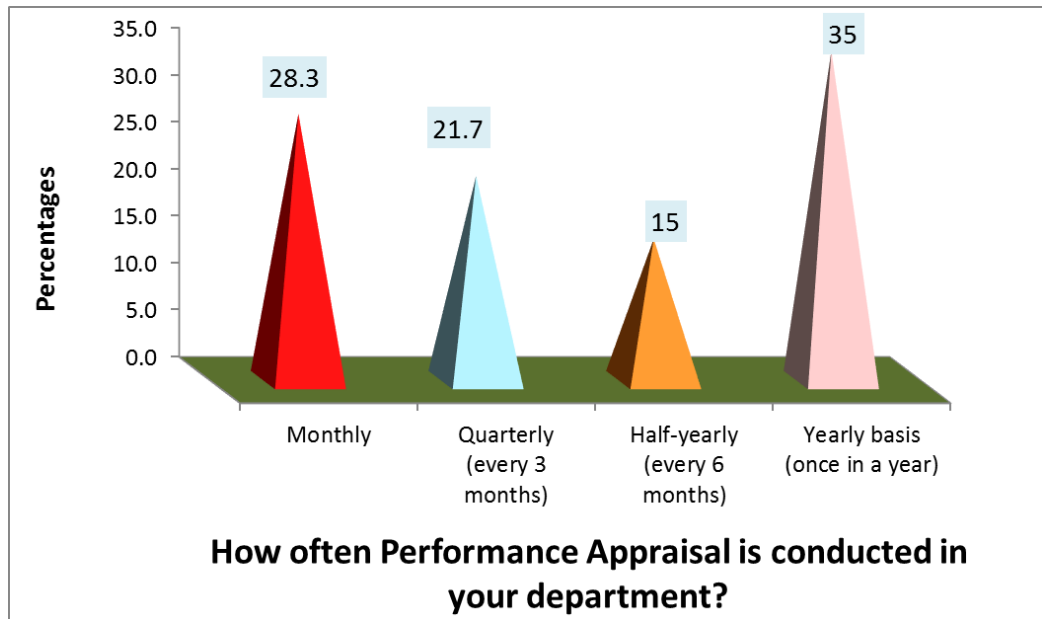


Figure 4.4: How often Performance Appraisal is conducted in your department?

5. Does Performance Appraisal motivates you or de-motivates you?

Table No 4.6 declares that 65.0% of the sample think that Performance Appraisal motivates, 28.3% is “Ineffective “, and 6.7% “De-motivates “.

Table 4.6: Does Performance Appraisal motivates you or de-motivates you?

Does Performance Appraisal motivate you or de-motivates you?	Frequency	Percentages
Motivates	78	65.0
Ineffective	34	28.3
De-motivates	8	6.7
Total	120	100.0

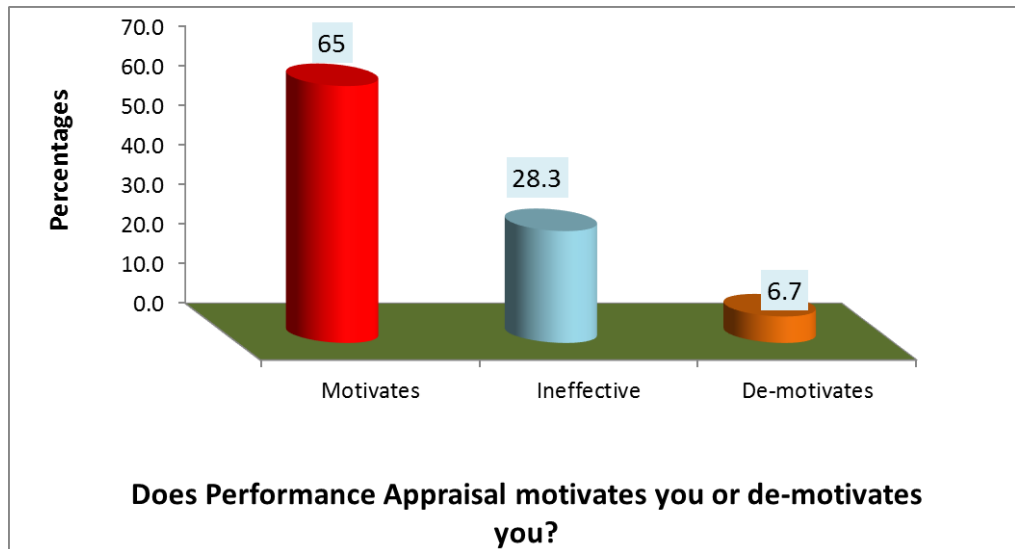


Figure 4.5: Does Performance Appraisal motivates you or de-motivates you.

6. Do you have one on one session with your department head to discuss the performance appraisal?

Table No. 4.7 clears out that 37.5% of the sample have one on one session with your department head to discuss the performance appraisal, but 62.5% are not.

Table 4.7: Do you have one on one session with your department head to discuss the performance appraisal?

Do you have one on one session with your department head to discuss the performance appraisal?	Frequency	Percentages
Yes	45	37.5
No	75	62.5
Total	120	100.0

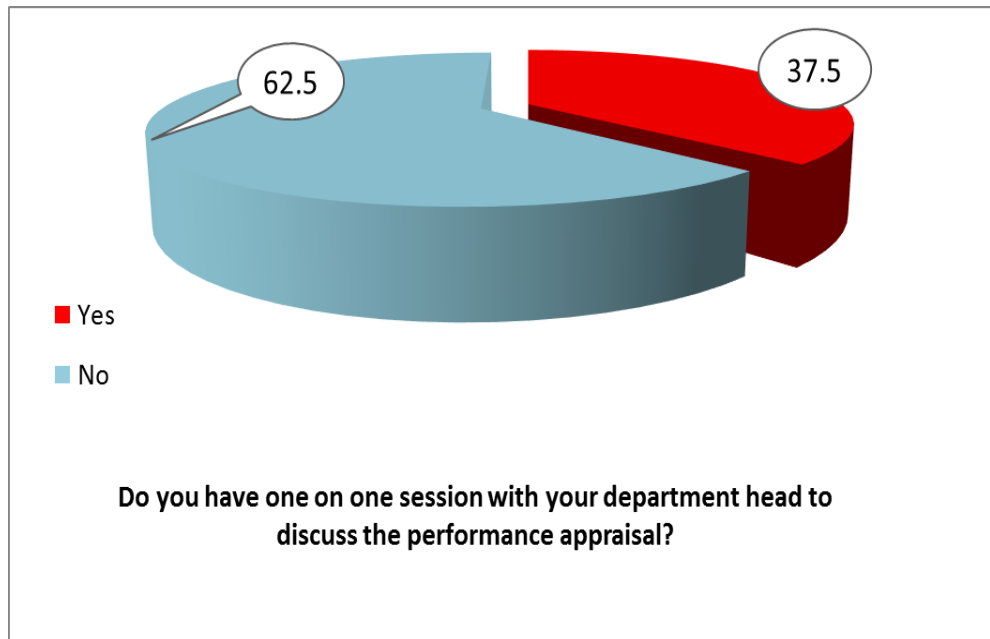


Figure 4.6: Do you have one on one session with your department head to discuss the performance appraisal?

7. According to you, was your last performance review

Table No 4.8 clears that 34.2% of the sample the last performance review is “Inspiring “, 20.8% is “Constructive “, 38.3% is “Ineffective “, and 6.7% is “De-motivating “

Table 4.8: According to you, what was your last performance review like?

According to you, was your last performance review	Frequency	Percentages
Inspiring	41	34.2
Constructive	25	20.8
Ineffective	46	38.3
De-motivating	8	6.7
Total	120	100.0

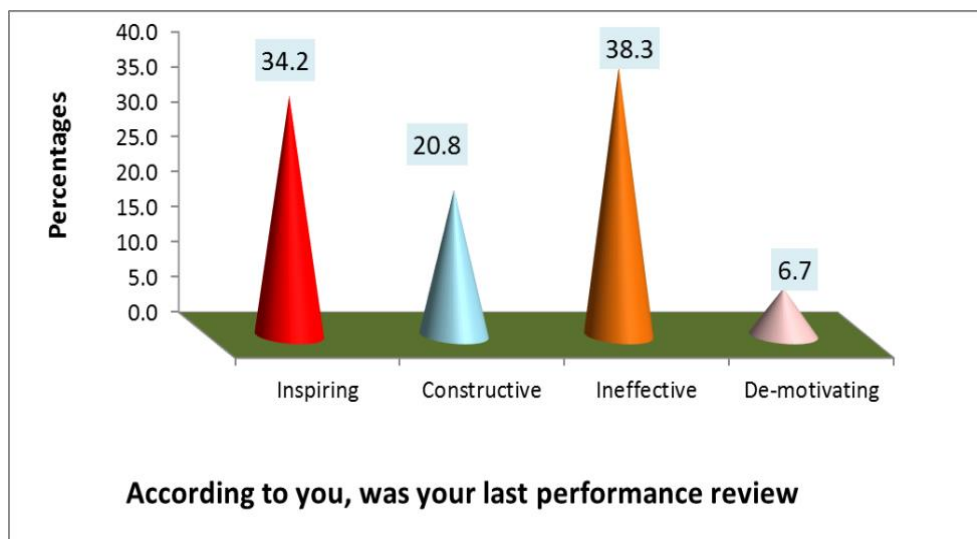


Figure 4.7: According to you, what was your last performance review like?

8. According to you, do you think performance appraisal should be there in a company or not?

Table No 4.9 clears out that 31.7% of the sample Strongly agree that performance appraisal should be there in a company, 43.3 % “Agree “, 24.2% “Neither agree or disagree “, and 0.8% “Disagree “.

Table 4.9: Do you think performance appraisal should be there in a company or not?

Do you think performance appraisal should be there in a company or not?	Frequency	Percentages
Strongly agree	38	31.7
Agree	52	43.3
Neither agree or disagree	29	24.2
Disagree	1	.8
Strongly disagree	0	0.0
Total	120	100.0

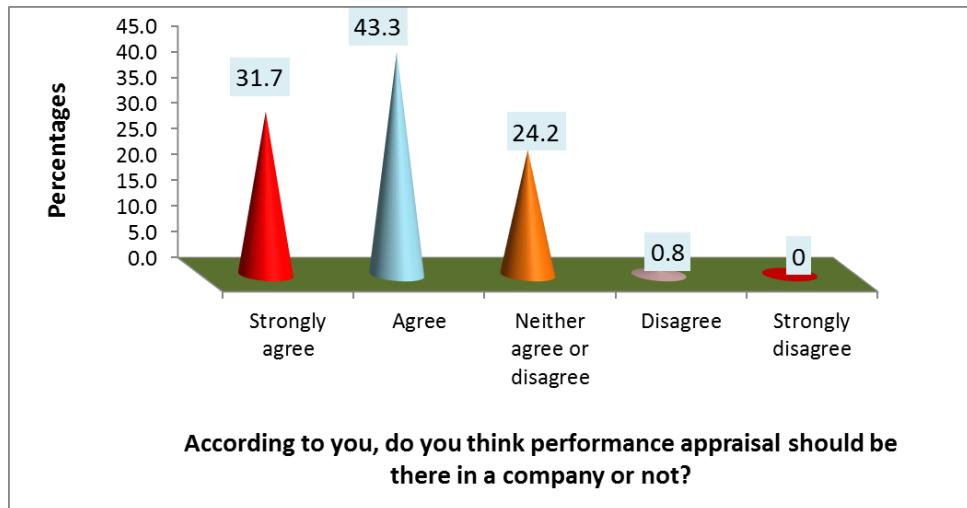


Figure 4.8: Do you think performance appraisal should be there in a company or not.

9. Does Performance Appraisal motivate you to perform well in the company?

Table No 4.10 clears that 30.0% of the sample think that the Performance Appraisal motivate you to perform well in the company “Strongly agree “, 52.5% is Agree “, 12.5% is “Neither agree or disagree “, and 5.0% is “Disagree “.

Table 4.10: Does Performance Appraisal motivate you to perform well in the company.

Does Performance Appraisal motivate you to perform well in the company	Frequency	Percentages
Strongly agree	36	30.0
Agree	63	52.5
Neither agree or disagree	15	12.5
Disagree	6	5.0
Strongly disagree	0	0.0
Total	120	100.0

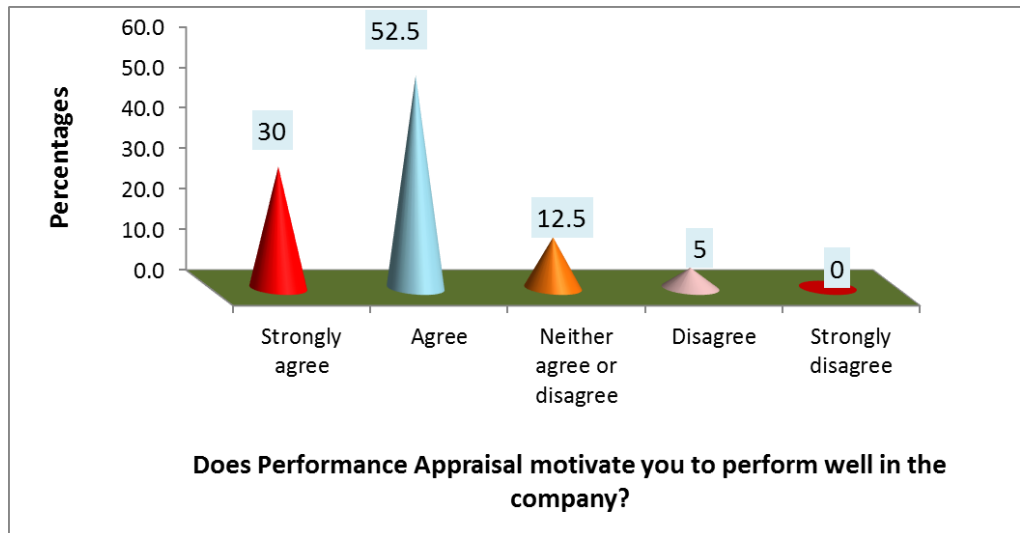


Figure 4.9: Does Performance Appraisal motivate you to perform well in the company.

10. Do you think Performance Appraisal is an integral part of the company's success?

Table No 4.11 clears that 31.7% of the sample think that Performance Appraisal is an integral part of the company's success "Strongly agree", 53.3% "Agree", 6.7% "Neither agree or disagree", and 8.3% "Disagree".

Table 4.11: Do you think Performance Appraisal is an integral part of the company's success?

Do you think Performance Appraisal is an integral part of the company's success?	Frequency	Percentages
Strongly agree	38	31.7
Agree	64	53.3
Neither agree or disagree	8	6.7
Disagree	10	8.3
Strongly disagree	0	0.0
Total	120	100.0

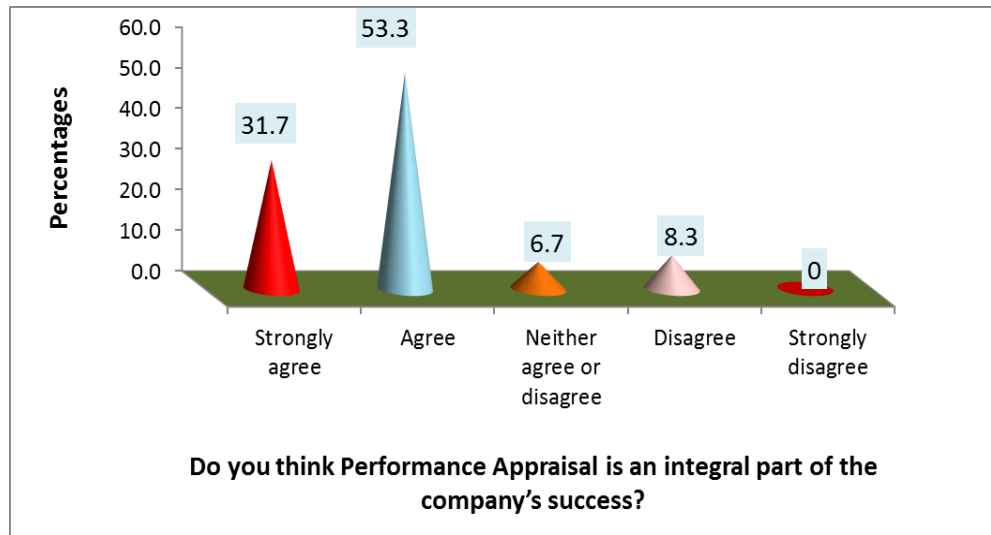


Figure 4.10: Do you think Performance Appraisal is an integral part of the company's success?

11. Does your performance appraisal provide you a fair reflection of your performance?

Table No 4.12 declares that 7.5% of the sample have performance appraisal provide you a fair reflection of your performance “Strongly agree “, 55.8% have performance “Agree “, 13.3% have performance “Neither agree or disagree “, and 23.3% have performance “Disagree “.

Table 4.12: Does your performance appraisal provide you a fair reflection of your performance?

Does your performance appraisal provide you a fair reflection of your performance?	Frequency	Percentages
Strongly agree	9	7.5
Agree	67	55.8
Neither agree or disagree	16	13.3
Disagree	28	23.3
Strongly disagree	0	0.0
Total	120	100.0

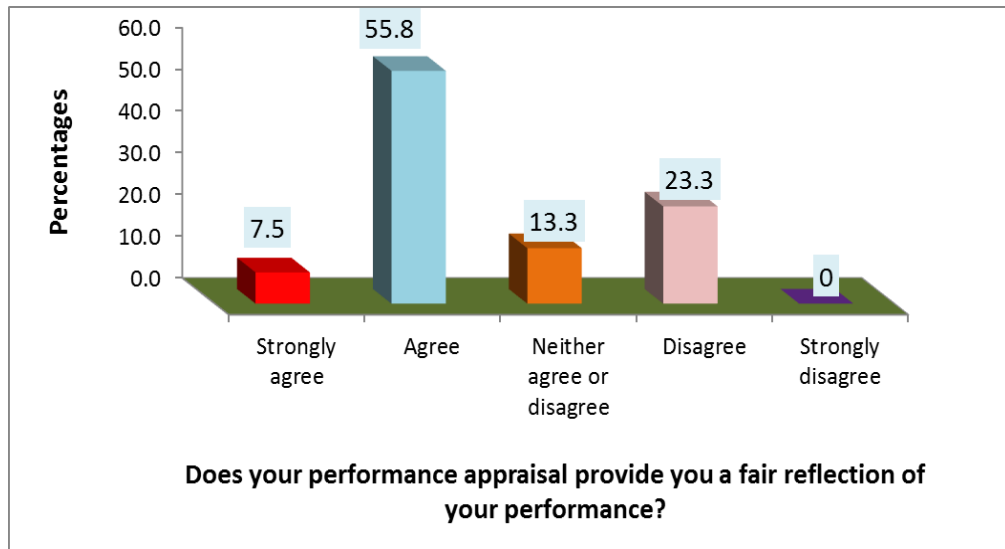


Figure 4.11: Does your performance appraisal provide you a fair reflection of your performance?

12. Does your department head provide you with adequate training that enables you to do your job well?

Table No 4.13 clears that 7.5% of the sample think that the department head provide you with adequate training that enables you to do your job well “Strongly agree “, 18.3% “, 27.5% “, 44.2 % “, and 2.5% “disagree “.

Table 4.13: Does your department head provide you with adequate training that enables you to do your job well?

Does your department head provide you with adequate training that enables you to do your job well?	Frequency	Percentages
Strongly agree	9	7.5
Agree	22	18.3
Neither agree or disagree	33	27.5
Disagree	53	44.2
Strongly disagree	3	2.5
Total	120	100.0

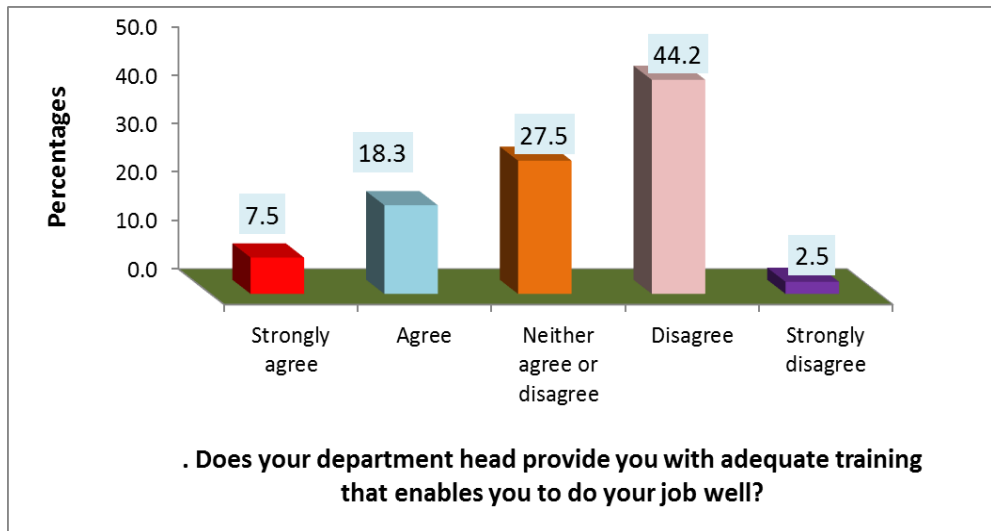


Figure 4.12: Does your department head provide you with adequate training that enables you to do your job well?

13. What do you think motivates you the most in improving your performance towards your job?

Table No. 4.14 clear out the **most motivates improving performance towards job as follows:**

- (Financial rewards (increase pay or bonuses)) with percent 39.2%.
- (Career advances (job progression, challenging work)) with percent 39.2 %.
- (Intrinsic rewards (responsibility, recognition, personal satisfaction, feeling of well-being)) with percent 20.0 %.
- (Good relationship with department manager) with percent 1.7%.

Table 4.14: What do you think motivates you the most in improving your performance towards your job?

What do you think motivates you the most in improving your performance towards your job?	Frequency	Percentages
Financial rewards (increase pay or bonuses)	47	39.2
Career advances (job progression, challenging work)	47	39.2
Intrinsic rewards (responsibility, recognition, personal satisfaction, feeling of well-being)	24	20.0
Good relationship with department manager	2	1.7
Good working conditions	0	0.0

Total	120	100.0
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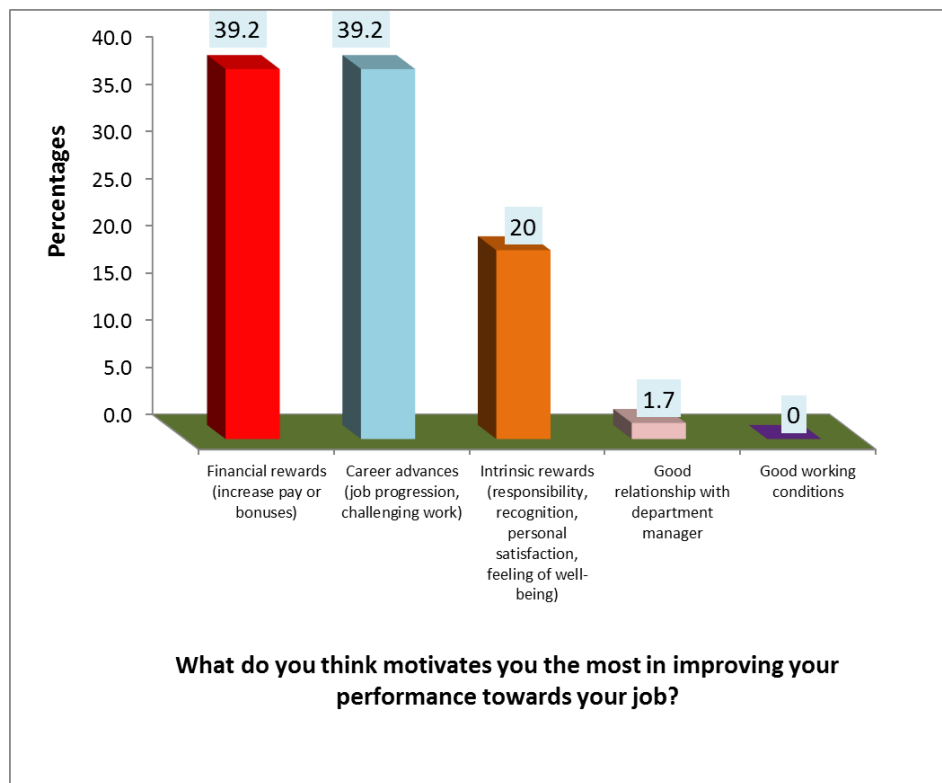


Figure 4.13: What do you think motivates you the most in improving your performance towards your job?

14. Do you think you have been rewarded for your hard work?

Table No 4.15 declares that 26.7% of the sample rewarded for hard work “completely agree “, 13.3% “think so “, 15.0% “Not sure “, 40.8% “don’t think so and 4.2% “completely disagree “

Table 4.15: Do you think you have been rewarded for your hard work?

Do you think you have been rewarded for your hard work?	Frequency	Percentages
Yes, I completely agree	32	26.7
Yes, I think so	16	13.3
Not sure	18	15.0
No, I don’t think so	49	40.8
No, I completely disagree	5	4.2
Total	120	100.0

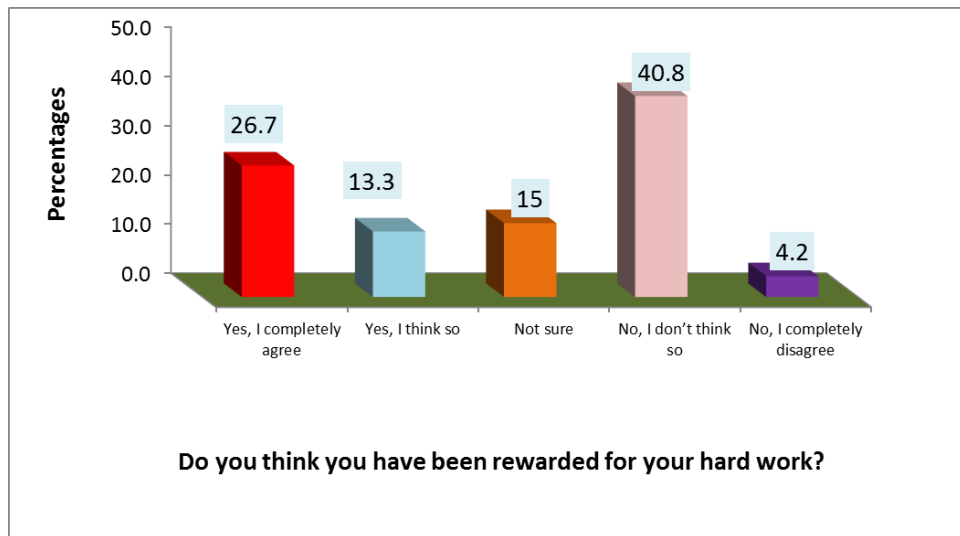


Figure 4.14: Do you think you have been rewarded for your hard work?

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This main concern of this research is summarized in following question: “Does performance appraisal motivate employees at a private organization? The research objectives are achieved and this chapter consists of the main results of the previous chapters. Finally, brief recommendations about the most important factors related to performance appraisal that may affect employee motivation and this research are advised towards private organizations.

5.2 Results

The research aims to find out to recognize the reality of the process of appraising performance in private organization in Istanbul and identify challenges facing the process of performance appraisal to find solutions of scientific and practical perspective and the important results as follows:

- a) 52.5% from the sample notified about the performance appraisal but 47.5% were not notified.
- b) 6% from the sample thought Performance Appraisal should be conducted in an organization regularly, 53.3% thought Performance Appraisal should be conducted in an organization once a year.
- c) 6% from the sample think that the rate the Performance Appraisal method in organization is Easy, 25.8% is Complicated, 32.5% is Efficient, and 33.3% is Inefficient.
- d) 28.3% from the sample think that the Performance Appraisal is conducted in department “Monthly “, 21.7% “Quarterly (every 3 months) “, 15.0% “Half-yearly (every 6 months) “and 35.0 % Yearly basis (once in a year).

- e) 65.0% from the sample think that Performance Appraisal motivates, 28.3% is “Ineffective “, and 6.7% “De-motivates “
- f) 37.5% from the sample have one on one session with a department head to discuss the performance appraisal, but 62.5% are not.
- g) 34.2% from the sample the last performance review is “Inspiring “, 20.8% is “Constructive “, 38.3% is “Ineffective “, and 6.7% is “De-motivating “.
- h) 6% from the sample Strongly agree that performance appraisal should be there in a company, 43.3 % “Agree “, 24.2% “Neither agree or disagree “, and 0.8% “Disagree “.
- i) 30.0% from the sample think that the Performance Appraisal motivate the perform well in the company “Strongly agree “, 52.5% is Agree, 12.5% is “Either agree or disagree “, and 5.0% is “Disagree “.
- j) 31.7% from the sample think that Performance Appraisal is an integral part of the company’s success “Strongly agree “, 53.3% “Agree”, 6.7%” Neither agree or disagree”, and 8.3% “Disagree “.
- k) 7.5% from the sample have performance appraisal provide a fair reflection of general performance “Strongly agree “, 55.8% have performance “Agree “, 13.3% have performance “Neither agree or disagree “, and 23.3% have performance “Disagree “.
- l) 7.5% from the sample think that the department head provide employee with adequate training that enables you to do your job well “Strongly agree “, 18.3% “, 27.5% “, 44.2 % “, and 2.5% “Strongly disagree “
- m) The most motivates improving performance towards job as follows:
- (Financial rewards (increase pay or bonuses)) with percent 39.2%.
 - (Career advances (job progression, challenging work)) with percent 39.2 %.
 - (Intrinsic rewards (responsibility, recognition, personal satisfaction, feeling of well-being)) with percent 20.0 %.
 - (Good relationship with department manager) with percent 1.7%.
- n) 26.7% from the sample rewarded for hard work “completely agree “, 13.3% “think so “, 15.0% “Not sure “, 40.8% “don’t think so “, and 4.2% “completely disagree “.

- o) There is a statistical significant correlation between performance appraisal fairness and employee motivation at ($\alpha \leq 0.05$) levels.
- p) There is a statistical significant correlation between satisfaction on performance appraisal and employee motivation at ($\alpha \leq 0.05$) levels
- q) There is a statistical significant correlation between compensation and employee motivation at ($\alpha \leq 0.05$) levels
- r) There is no correlation between performance appraisal appreciation and employee motivation at significance level ($\alpha \leq 0.05$)
- s) The most significant effect at the level ($\alpha \leq 0.05$) for performance appraisal on employee motivation are Fairness, Satisfaction, Compensation variables, and the others variables has weak effectiveness.

5.3 Conclusion

The main objective of the research is to prove that performance appraisal motivates employees at a private organization by analyzing the questionnaire which was distributed to the respondent selection (population); results were achieved, Under some limitations, performance appraisal faces some challenges because it has been neglected by most of the organizations, this research proved that performance appraisal is very important for the benefit of the company as well as employees, the main issue is motivating the employees to perform better for the good of their company. In this research, quantitative and qualitative questions were among the questionnaire, helped the researcher to find out that performance appraisal is a step forward for every organization, and it should be one of the basics in any organization in yearly basis, future researchers can also use this research and the results of it to prove that this technique is very important for motivating employees in any organization, it is not generalize because of the small sample size but it is useful to build on it, the bottom line is that performance appraisal is not only important for the employee's motivation, it is also used as a measurement for their efforts and improvement in their work, which will affect the whole company positively as well.

5.4 Recommendations

Based on the results that have been reached, the researcher recommends the following:

- a) Performance appraisal process is one of the most important functions of human resources management is a measure not only of the individual but of the policies of management and development of human resources in the enterprise in general. “How performance is managed in an organization determines to a large extent the success or failure of the organization. Therefore, improving performance appraisal for everyone should be among the highest priorities of contemporary” organizations.
- b) Private organization must be disbursement of the moral and material rewards and make adjustments in the ranks of the employed according to the needs of the facility
- c) Private organization must assist management in determining the suitability of the employee for his current job and past the possibility of success in other jobs.
- d) It was important to study the effectiveness of the performance appraisal system and its impact on the motivation of employees in private organization.
- e) Private organizations in Istanbul must be look forward to regulate the rational and the realistic stability between employee’s promise, motivation and the organization’s performance.
- f) Private organizations in Istanbul must highlight the short comings of the system and propose better techniques and procedures to evaluate the performance of the staff efficiently and effectively where Appraisals are one of the most problematic and challenging modules of human resource management.
- g) Private organizations in Istanbul must recognize the reality of the process of appraising performance in private organization in Istanbul and identify challenges facing the process of performance appraisal to find solutions of scientific and practical perspective.
- h) Private organizations in Istanbul must identify mechanisms and the foundations for the development of the performance appraisal process and improve its services and achievements

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APPENDICES

SURVEY QUESTIONNAIRE

Does Performance Appraisal Motivate Employees at a Workplace?

Name: (optional)

Sex:

Department:

Age:

Joining Year:

Please tick () the option which you feel is right.

1. Were you notified about the performance appraisal when you joined the company?

a) Yes

b) No

2. a) Do you think Performance Appraisal should be conducted in an organization?

i. Yes regularly

ii. Yes, once a year

iii. No

If yes, regularly

b) Why do you think performance appraisal is conducted in a company?

3. How will you rate the Performance Appraisal method in your organization?

- a) Easy
- b) Complicated
- c) Efficient
- d) Inefficient

4. How often Performance Appraisal is conducted in your department?

- a) Monthly
- b) Quarterly (every 3 months)
- c) Half-yearly (every 6 months)
- d) Yearly basis (once in a year)

5. Does Performance Appraisal motivates you or de-motivates you?

- a) Motivates
- b) Ineffective
- c) De-motivates

6. Do you have one on one session with your department head to discuss the performance

appraisal?

- a) Yes
- b) No

7. According to you, was your last performance review

- a) Inspiring
- b) Constructive
- c) Ineffective
- d) De-motivating

8. According to you, do you think performance appraisal should be there in a company or

not?

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) Disagree
- e) Strongly disagree

9. Does Performance Appraisal motivate you to perform well in the company?

- a) Strongly agree
- b) Agree
- c) Neither agree nor disagree
- d) Disagree
- e) Strongly disagree

10. Do you think Performance Appraisal is an integral part of the company's success?

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) Disagree
- e) Strongly disagree

11. Does your performance appraisal provide you a fair reflection of your performance?

- a) Strongly agree
- b) Agree
- c) Neither agree nor disagree
- d) Disagree
- e) Strongly disagree

12. Does your department head provide you with adequate training that enables you to do your job well?

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) Disagree
- e) Strongly disagree

13. What do you think motivates you the most in improving your performance towards your job?

- a) Financial rewards (increase pay or bonuses)
- b) Career advances (job progression, challenging work)
- c) Intrinsic rewards (responsibility, recognition, personal satisfaction, feeling of

Well-being)

d) Good relationship with department manager

e) Good working conditions

14. Do you think you have been rewarded for your hard work?

a) Yes, I completely agree

b) Yes, I think so

c) Not sure

d) No, I don't think so

e) No, I completely disagree

15. Any Suggestions?

Resource: Joseh, A., Does performance appraisal motivate employees at workplace, 2011, National college of Ireland.

Sayın Çalışanlar,

Bu anket, işletme yönetiminde yüksek lisans derecesinin gerekliliklerini yerine getirmek üzere özel olarak tasarlanmış bir araştırma aracıdır. **"Performans Değerlendirme Yöntemleri İşverinde Çalışanları Motive Ediyor mu ?"**. Amacı, etkin performans değerlendirmesinin önemini ve çalışanın motivasyonu üzerindeki etkisini bilmektir. İstedığınız veriyi, seçtiğiniz cevapta (/) işaretini işaretleyerek anketi doldurmanızı umuyoruz. Toplanan verilerin yalnızca araştırma amaçlı kullanılacağını bilmenizi isteriz.

İşbirliğiniz için teşekkürler

Araştırmacı

AHMED ALDAHDOOH

ARAŐTIRMA SORULARI

Performans Deęerleme yöntemleri İőyerinde alıőanları motive eder

Adı ve soyadı: (isteęe baęlı)

Cinsiyet:

Bölüm:

Yaő:

Katılım Yılı:

Lütfen haklı hissettięiniz seçeneęi iőaretleyin (/).

1. Őirkete katıldıęımızda performans deęerleme hakkında bilgilendirildiniz mi?

- a) Evet
- b) hayır

2. a) Performans Deęerleme'nin bir organizasyonda yapılması gerektięini düşünüyor musunuz?

- i. Evet düzenli olarak
- ii. Evet, yılda bir
- iii. Yok hayır

Evet ise, düzenli olarak.

b) Neden bir Őirkette performans deęerlendirme yürütölmektedir, ne düşünöyorsunuz?

3. Kuruluşunuzdaki Performans Değerlendirme yöntemini nasıl buluyorsunuz?

- a) Kolay
- b) Karışık
- c) Verimli
- d) Verimsiz

4. Bölümünüzde Performans Değerlendirmesi ne sıklıkta yapılmaktadır?

- a) Aylık
- b) Üç ayda bir (her 3 ayda bir)
- c) Yarım yıllık (her 6 ayda bir)
- d) Yıllık bazda (yılda bir kez)

5. Performans Değerlendirme sizi motive mi ediyor, yoksa demotive mi ediyor?

- a) Motive eder.
- b) Etkisiz
- c) De-motive eder

6. Performansı tartışmak için bölüm başkanınızla hiç görüşmeniz oldu mu?

Değerlendirmeni nedir?

- a) Evet
- b) hayır

7. Size göre, son performans incelemenin sizde yaptığı etkiler;

- a) İlham verici
- b) Yapıcı
- c) Etkisiz
- d) De-motive edici

8. Bir şirkette performans değerlendirmesinin yapılması gerekir. Ne düşünüyorsunuz ?

- a) Kesinlikle katılıyorum
- b) Katılıyorum
- c) Ne katılıyor ve ne de katılmıyorum
- d) Katılmıyorum
- e) Kesinlikle katılmıyorum

9. Performans Değerleme sizi şirkette iyi bir performans göstermeye motive ediyor mu?

- a) Kesinlikle katılıyorum
- b) Katılıyorum
- c) Ne katılıyor ve ne de katılmıyorum
- d) Katılmıyorum
- e) Kesinlikle katılmıyorum

10. Performans Değerleme'nin şirketin başarısının ayrılmaz bir parçası olduğunu düşünüyor musunuz?

- a) Kesinlikle katılıyorum
- b) Katılıyorum
- c) Ne katılıyor ve ne de katılmıyorum
- d) Katılmıyorum
- e) Kesinlikle katılmıyorum

11. Performans değerlendirme size performansınızın adil bir şekilde yansımaları sağlıyor mu?

- a) Kesinlikle katılıyorum
- b) Katılıyorum
- c) Ne katılıyor ve ne de katılmıyorum
- d) Katılmıyorum
- e) Kesinlikle katılmıyorum

12. Bölüm başkanı size işinizi iyi yapmanız için yeterli eğitimi size sağlayacak mı?

- a) Kesinlikle katılıyorum
- b) Katılıyorum
- c) Ne katılıyor ve ne de katılmıyorum
- d) Katılmıyorum
- e) Kesinlikle katılmıyorum

13. İşinize yönelik performansınızı geliştirmede size en fazla motive eden şey nedir? Bu konuda ne düşünüyorsunuz?

- a) Parasal ödüller (ücreti veya ikramiyeyi artırmak)
- b) Kariyer gelişmeleri (işin geliştirilmesi, karmaşık işler)
- c) Dahili ödüller (sorumluluk, tanıma, kişisel tatmin, duygu refah)
- d) Bölüm müdürüyle iyi ilişkiler
- e) İyi çalışma koşulları

14. Çok çalışmanın karşılığı ödül verilir, bu konuda ne düşünüyorsunuz?

- a) Evet, tamamen katılıyorum
- b) Evet, sanırım öyle
- c) Emin değilim
- d) Hayır, sanmıyorum
- e) Hayır, tamamen katılmıyorum.

15. Herhangi Öneriniz var mı?

Bvrak Tarih ve Sayısı: 29/05/2017-3265



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-044-3265
Konu : Ahmed A. A. ALDAHDOOH'un Etik
Onay İlk.

29/05/2017

Sayın Ahmed A. A. ALDAHDOOH

Enstitümüz Y1412.130045 numaralı İşletme İngilizce Anabilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans programı öğrencilerinden Ahmed A. A. ALDAHDOOH'un "DOES PERFORMANCE APPRAISAL METHODS MOTIVATE EMPLOYEES AT WORK PLACE" adlı tez çalışması gereği "Does Performance Appraisal Methods Motivate Employees At A Private Organisation" ile ilgili anketi 11.05.2017 tarih ve 2017/10 İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir. Bilgilerinize rica ederim.

Prof. Dr. Özer KANBUROĞLU
Müdür

29/05/2017 Enstitü Sekreteri

NESLİHAN KUBAL

Evrakın Doğrulması İçin : <https://evrakidogrulama.yildiz.edu.tr/da/Vision/Doğrula/Bolge/Deyimler.aspx?V=RE3F776K>

Adres: Sosyal Mah. İnönü Cad. No:38 Sefiye/Şişli, 34295 Kağıthane/İstanbul
Telefon: 444 1 428
Elektronik Ağ Sayfası: www.aydin.edu.tr/

Bilgi için: NESLİHAN KUBAL
Lisans: Etik Sekreteri



RESUME



Name Surname: Ahmed Aldahdooh

Place and Date of Birth: Saudi Arabia (8/7/1988)

E-Mail: aaldahdooh@gmail.com

EDUCATION:

- **Bachelor:**2010, Islamic University, Faculty of the commerce, Business administration with English.
- **Master:**2017, Aydin University, Institute of Social Science, Business Department, Business administration.