



The Effect of Performance Appraisal Systems on Employees and Organizations in Omani Private and Governmental Institutions

Nouf Al-Habsi, Araby Madbouly*

Department of Business and Accounting, Muscat College, Sultanate of Oman

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ABSTRACT

The aim of the research is to identify the impacts and outcomes of employee appraisal system on both employees and institutions for the Omani public and private organizations. The quantitative research method has been implemented via a survey approach for employees in both Omani public and private institutions. Data was collected from employees in Omani private and public sector companies. Data was analyzed using SPSS version 25.0. The investigation found that Omani employees are at above medium level of satisfaction towards the “used appraisal techniques” and the “duration of appraisal process” while they have less satisfaction towards the “Methods of appraisal reports” and “The responsible for the preparation of performance reports”. The investigation found high effectiveness of the appraisal systems implemented in their institutions towards the development of personal career of employees and the achievement of the organizations’ objectives. No significant difference found for the impact of implemented performance appraisal system different. This study is important for the management of Omani organizations, as it pays the attention to the need to make some improvements in different sides of the currently implemented appraisal systems even in private or public sector organizations.

1. Background and Research Problem

Human resource management is one of the important functions in the business, as it plays a vital role in the achievement of the goals of the organization (Arrowsmith & Parker [4]). The strategy of managing human resources is the method of linking the company through its’ most valuable human assets and community and in a way that allows it to improve the quality of its services (Boxall [6]).

Measuring the performance of each individual via assessment the amount of work performed over a certain period has made a significant contribution to the development of the employee’s performance and to the more effective identification and use of the determinants of moral performance to achieve the work duties (Rafiq & Ahmed [38]). The problems created by dividing labor and deepening specialization in it have placed new responsibilities on the management of individuals that requires resolution and treatment, such as: meeting the need for a sense of achievement, self-realization and self-esteem (Kane & Palmer [22]).

Employee’s appraisal has both positive and negative implications on the workers’ performance. In a way Employee appraisal motivates and encourages the workers in performing better in the job. However, in lots of cases

* *Corresponding author.*

Email(s): n.al7bsi@hotmail.com (N. Al-Habsi); araby@muscatcollege.edu.om (A. Madbouly)

Orcid(s): 0000-0002-7981-4191 (A. Madbouly)

employee appraisal creates conflicts between the employees as they feel the decisions biased and unfair. Such conflicts would degrade the progress of a company as employees would be gaged in thinking deeply in their issues instead of focusing on their tasks and also hampers the performance of employees (Underwood *et al.* [46]).

Therefore, organizations, even public or private sector, should work on minimize the back draws of the appraisal system to be able to get the maximum performance of employees. In addition, the performance of each worker needs to be carefully evaluated to avoid any conflict and enhance the performance and would also form a positive working environment (Liu *et al.* [32]).

Performance management provides a framework for the organization to implement performance-driven methodologies, standards, processes and systems to maximize the performance of its' financial, human, material and other resources. Performance management programs and tools include a systematic and integrated approach that links the enterprise strategy to its core operations and activities. On this basis, the quality and efficiency of the performance of staff who are followed up and carefully observed become better than that of staff who are not subject to a strict control system.

All the above sheds the light on the importance of investigate the effect of performance appraisal on the employees' performance. The aim of the research is to identify the impacts and outcomes of employee appraisal and differentiate between its' effectiveness in both the public and private sectors in Oman. In this regard, the research has four main questions:

- (i) How satisfied are employees in Oman's public and private sector with the current implemented appraisal systems?
- (ii) What is the impact of performance appraisal system on employees in Omani organizations?
- (iii) What is the impact of performance appraisal system on the achievement of the Omani company's objectives?
- (iv) To what extent the impact of implemented performance appraisal system different from Public to private sector?

This research consists of five sections. Section 1 is followed by the literature review in Section 2. The research methodology is discussed in Section 3. Section 4 demonstrates the results of the analysis have reach results related to the job appraisal system in Sultanate. Finally, the discussion and conclusion are given in Section 5.

2. Literature Review

2.1. Performance Appraisal and Its' Techniques

Performance is the actions, consequences (Pichler [36]) and Behavior emerge from the determinant factors. Behaviors are not only result; it is also a product of intellectual and corporal effort applied to tasks and can be evaluated independently. The performance needs to be assessed to determine whether the targeted performance has been achieved, or not. Here, there is a need to have assessment methods for the performance, where it must be linked to achievement of certain *Key Performance Indicators* (KPIs). Here, there the need for having employee appraisal system to be developed in implemented in the organization. This system provides feedback based upon the job performance of the employee. The employee appraisal is considered one of the most important tools to assess the employee's performance (Pichler [36]). It contributes in advancing the supervisor-employee understanding enhancing the organizational value. Appraisal, if well found, plays a significant role in measuring the efficiency of workers in different entities, identifying and strengthening strengths and addressing deficiencies and weaknesses, if any, among employees (Saeed *et al.* [40]).

There is a wide range of methods of employees' appraisal. However, these methods can be categorized into traditional or modern methods of appraisal. The traditional methods of appraisal includes:

- (i) the simple arrangement method (Ellickson and Logsdon [15]);
- (ii) Double comparison method (Dieleman *et al.* [12]);
- (iii) Gradient method (Budworth *et al.* [7]);

- (iv) Chart gradient method (Lam *et al.* [31]);
- (v) The method of weighted lists (Abdulkadir *et al.* [1]);
- (vi) Compulsory selection method (Ellickson and Logsdon [15]);
- (vii) The method of critical mode list (Rusu *et al.* [39]).

Modern methods of appraisal includes:

- (i) The method of scale of gradient on a behavioral basis (Alessandri *et al.* [3]);
- (ii) The method of measuring behavioral observations (Alessandri *et al.* [3]);
- (iii) The method of perform of goals (Lam *et al.* [31]);
- (iv) The method of the evaluation centers (Ellickson and Logsdon [15]).

2.2. Performance Appraisal Systems

Performance assessment goals that aim to communicate clear goals can improve employee insight about the mechanism of been assessed individually, in teams, and as an argument for social exchange (Kim and Park [23]). However, one of the very necessary aspects in the implementation of the assessment system is it provides companies with feedback. These comments, exchanges or communications can provide indicator for the workers about the extent of valuing them in the organization. The performance assessment is a system includes rules enables managers to “discuss and plan performance” (Saeed *et al.* [40]). Performance appraisal activities provide management or supervisors and their subordinates with important opportunities to provide advice on how to use these methods frequently, to discuss how employees make progress and what types of measures can be taken to overcome their weaknesses and to use their strengths to perform well in their work

In addition, the entire process of determining expected performance results or goals helps employees to understand the goals of the organization and the department (Hoole and Hotz [20]) which promotes the internal communication between management and employees. The performance review system in each organization helps improve the effectiveness of extensive communication within that company. The performance evaluation goals, which aim to communicate coordinated goals, provide an opportunity for employee to know his/her the appraisal of his work even individually or in teams (Zeb and Saeed [51]).

The performance appraisal system enables managers to “discuss and plan performance”. Performance appraisal activities provide management or supervisors and their subordinates with important opportunities to consult on their business activities (Safiullah [41]). These methods are often used to discuss how employees are making progress, to identify the types of measures that can be taken to overcome their weaknesses and to use their strengths to perform well in their work (Aguinis *et al.* [2]). The goal of employee performance reviews is to “improve the planning and delivery of services at a general level, but also to provide feedback to individual officials” (Kim and Park [23]). This makes them feel like a larger part of the company or organization. In addition, the entire process of determining expected performance results or goals helps employees understand the performance goals expected from their organization or manager. This is a result that promotes internal communication between management and employees. In this sense, “If the employee doesn’t know their decision-making skills, what they are likely to achieve and how they are judged, they will be reluctant to make decisions and you will be there yourself” (Saeed *et al.* [40]).

Performance appraisal systems are important for businesses or organizations because their use reflects the amount of work done and the position or characteristics of employees from time to time. Performance appraisal systems can be used to create reward systems that highlight the combined contributions of senior managers and their subordinates to achieve team goals. The articles recognize that in many organizations, performance reviews are used to determine reward results, directly or indirectly. In other words, the assessment results can be used to determine the top performing employees who should receive the highest development, bonuses and promotions available.

2.3. Measuring of Employee Performance

Measuring effective performance and feedback enhances employees' motivation and productivity, facilitates strategic planning and change, and ensures compliance with laws and justice (Susanty and Miradipta [43]). The job satisfaction seen by many researchers is in the foremost curiosity of the worker overall performance and employment. One study confirms that the performance assessment system is good enough to satisfy almost all employees, and that there is an affirmative and important human relationship between performance testing systems and employee satisfaction (Swiercz *et al.* [44]).

Performance assessments are conducted regularly (Yearly or semi-annually) or in ad-hoc bases according to the formal interaction between the subject and the manager (White *et al.* [50]). Many, but not all, organizational results are used to directly or indirectly evaluate diagnostic results (Molleman & Terman [33]). In other words, assessment results are used to determine which employees perform best and who should receive most available benefits, bonuses and offers. Diagnostic results are obtained because the poor who need advice are identified, or in many cases.

Dismiss or reduce salaries (Organizations must recognize that the laws of their country limit their ability to kill workers or reduce wages) (Davishmotali *et al.* [11]).

The literature found that performance appraisal is considered an important guidance for company in the area of taking some certain decisions related to employees. Many studies support the notion that honesty performance tests are linked to employees' involvement in their organization (Payne *et al.* [34]). If the employee feels that the decision is right, he or she returns to their great concept and be more prepared toward achieving the organization's goals. Therefore, it is important for businesses to understand and improve employees' performance assessments, as performance assessment plays a vital role in predicting employees' attitudes and changing emotional attitudes. Hence, it can be concluded that awareness of employees' performance assessment activities are important as they determine employees' acceptance of participation and convenience.

2.4. The Impact of Performance Appraisal System on Employees and Organizations

Organizational involvement is a trend for employees to participate in certain activities related to their organization (Kadiresan *et al.* [21]). This is the result of workers who invest in the organization and fear that they will lose their jobs if they are not connected to their work. Organizational engagement is seen as a tool that not only connects employees with the goals of their organization, but also creates a feeling of appreciation and acceptance of these specific goals, becomes a member of the organization and supports them. Prepare for your great efforts (González-Morales and Neves [17]). Becoming a member of a psychological perspective involves organizational participation. In this sense, it has been described as a psychological way of connecting people to their organization, motivating them to do more serious work, encouraging them to use the organization's values, productivity, and effectiveness with positive effects.

The performance of the people involved in their work was important for both organizations and researchers (Payne *et al.* [34]). Researchers have been looking for different ways to improve the performance of their employees. Because of its simple definition, recruitment is the behavior of employees in relation to the goals of the organization (Hamukwaya and Yazdanifard [19]). Performance is defined as a variable with many dimensions, elements and characteristics.

The execution assessment scheme and employee appraisal processes are critical to the overall success of the company (Carefoot [8]). This because employee participation in performance reviews, constant comment from superiors, and clarity of goals can all make important positive contributions to successfully achieving the company's overall goals. When used correctly in organizations, the performance appraisal system helps identify heroes for identification and poor performance of encouragement (Vasset *et al.* [47]). Institutions may only perform well if they implement policies or mechanisms that distinguish between hard-working and experienced employees. The right distinction between good and bad performance can improve organizational effectiveness. An effective and efficient classification system can bring significant benefits for both the employee and the entire organization. If the

manager consistently evaluates his performance, he gets insight into the anticipation and the actual performance (Carefoot [8]). This, in turn will, improve the working relationship between superiors and their subordinates and generate new and innovative ideas.

Although performance evaluation systems implementation has been popular in this millennium, it is important to note that the performance appraisal concept is not new. Indeed, the issue of performance assessment has attracted researchers' attention for more than seven decades. As a result, many performance evaluation topics have been explored by many authors (Balyi and Hamilton [5]). For example, most pre-1980s experimental and theoretical research centered on improving the psychometric properties of the system of assessment to minimize bias in performance assessments. In the 1960s and 1970s, studies focused on harmonizing the classification scale. This led to the development of some contemporary forms. Some of these modern formats include "Behavior Monitoring Scale (BOS), Behavior Based Classification Scale (BARS)" and a mixed scale. Other relevant research areas include expert training to reduce valuation bias (Vinesh [49]).

2.5. Research Gap

Recently, the performance evaluation and organizational effectiveness of authors have received attention. Most of literature show that performance evaluation contributes positively to the success or effectiveness of companies (Salas and Cannon-Bowers [42]). However, there are few studies on the specific applications of performance appraisal systems and actual mechanisms, or how performance appraisals contribute to business success. As a result, the specific applications of performance assessment systems in organizations need to be further explored to improve them (François *et al.* [16]).

Understanding of the mechanisms by which performance reviews add value to the entire company. Against this background, this study examines the regulatory uses of classification systems (Grossman and Salas [18]).

In the study of Dipboye and Dipboye [13], the relationship between and organizational performance of the Private organization and practices of HRM has not been tested in the many countries, like Oman. In this study, researches try to overcome this gap in the literature by examining the relationship between HRM pattern and organizations execution in the Oman's Sultanate (Dokuka *et al.* [14]).

It is generally accepted that organizational performance depends at least on employee behavior and that this behavior can be a source of a sustainable competitive advantage. Performance testing methods affect a company's performance by influencing employee development and behavior (François *et al.* [16]). If employees find new and better ways to use these methods determine the types of employees identified their skills and incentives, and the opportunities and incentive. This set of HRM training that improve skills development, motivation and appreciation are often classified as current human resource management practices (Velada *et al.* [48]).

3. Research Methodology

Quantitative method has been implemented to achieve the aim of this research via using survey approach. Structured questionnaire has been designed and distributed to collect the data from employees working in Omani public and private institutions. This technique has been used because 'questionnaire' is the most widely used method for data collection within the survey strategy (Krosnick [28]). The questionnaire has been used in this research to assess many of the desires, attitudes, values, habits and accurate details for. The quantitative analysis also allows the causality to be measured; through this the researcher may explain the factors (variables) influence the others (Cymbala and Owczarczuk [10]).

To assess all items related to effectiveness of appraisal systems, the 5-point Likert Scale questions have been designed. The questionnaire has been distributed on workers in both private and public sectors in Omani organizations. 400 questionnaires were distributed and 174 responses received. Unfortunately, 20 questionnaires were not completed properly or in time. Hence, the 154 responses were collected (38.5% of the total distributed questionnaire). The collected data were analyzed using the SPSS version 25.0. Frequencies, descriptive statistics and ANOVA test used to analyze the data and have the findings.

4. Analysis and Results

4.1. Analysis of Demographic Data

The frequencies of demographic variables are demonstrated in Table 1-3.

Table 1

Gender distribution of respondents

Gender	Frequency	Percent	Valid percent	Cumulative percent
Male	84	54.5	54.5	54.5
Female	70	45.5	45.5	100.0
Total	154	100.0	100.0	

Table 2

Age distribution of respondents

Age	Frequency	Percent	Valid percent	Cumulative percent
Less than 25	43	27.9	27.9	27.9
26-35	77	50.0	50.0	77.9
36-45	29	18.8	18.8	96.8
Above 45 years	5	3.2	3.2	100.0
Total	154	100.0	100.0	

Table 3

The sector which the employer belonged to

The sector	Frequency	Percent	Valid percent	Cumulative percent
Private sector	94	61.0	61.0	61.0
Public sector	60	39.0	39.0	100.0
Total	154	100.0	100.0	

The analysis of the general data of respondents reflected that majority of them are males (55%), while 45% are females. 50% of respondents are in age between 26 and 35 years old and the other 50% are distributed on the other age periods. Majority of respondents (61%) are working in private companies.

4.2. Frequency Analysis

The employees' satisfaction towards the implemented appraisal techniques

The overall satisfaction towards the implemented appraisal techniques is demonstrated Table 4.

Table 4

The overall satisfaction towards the implemented appraisal techniques

	N	Minimum	Maximum	Mean	Std. Deviation
Appraisal techniques	154	1.00	5.00	3.7597	.87861
The responsible for the preparation of performance reports	154	1.00	2.00	1.5649	.49738
Methods of appraisal reports	154	1.00	2.00	1.5779	.49550
Duration of appraisal process	154	1.00	5.00	3.5649	1.03485

Overall, respondents reflected the level of their satisfaction towards the "used appraisal techniques" and the "duration of appraisal process" in their institutions is above medium and less than high, as they get scores 3.76

and 3.56 (out of 5.0) sequentially. On the other hand, respondents reflected low level of satisfaction towards the "Methods of appraisal reports" and "The responsible for the preparation of performance reports" where they get score 1.58 and 1.56 (out of 5.0) sequentially.

The implemented appraisal system and employees in Omani institutions

Table 5 demonstrates the role of the implemented appraisal system in the development of personal career.

Table 5

The role of the implemented appraisal system in the development of personal career

	N	Minimum	Maximum	Mean	Std. Deviation
Helps to get the review about the performed job	154	1.00	5.00	3.549	.98965
Understands the feedback of his/her supervisor on the performance	154	1.00	5.00	3.7987	.95233
Getsthe reviews about the performed job	154	1.00	5.00	3.9545	1.05000
Understandsthe position of the employee in his/ her career	154	1.00	5.00	3.6104	.97224
Readiness for the next job appraisal in the career	154	1.00	5.00	3.8052	.97738

Overall, respondents reflected almost high effectiveness of the appraisal systems implemented in their institutions in the development of personal career. The highest factor here is "Get the reviews about the performed job" with score 4.00 out of 5.00. The lowest factor is the "Help to get the review about the performed job" with score 3.55.

The implemented appraisal system and Omani organizations

The impact of implemented appraisal system on the Omani public and private organizations is presented in Table 6.

Table 6

The role of implemented appraisal systems in Omani organizations

	N	Minimum	Maximum	Mean	Std. Deviation
Motivates employees to perform better	154	1.00	5.00	3.8247	1.02984
Enables the institution to survive	154	1.00	5.00	3.7597	.87861
Enables the institution to achieve its' goals	154	1.00	5.00	3.5909	.94705
Has accountability for employees which control them	154	1.00	5.00	3.5455	.97075
Creates a culture of employees to have high level of commitment	154	1.00	5.00	3.5649	1.03485
Improves the overall performance	154	1.00	5.00	3.7857	.91440

Again, respondents reflected almost high effectiveness of the appraisal systems implemented in their institutions towards the company. "Motivates employees to perform better" is the highest factor here with score 3.83, followed by "Improves the overall performance" with score 3.79. The lowest factor here is "Has accountability for employees which control them" with score 3.55.

4.3. Variance Analysis

The difference between the appraisal systems implemented in the public and private sectors have been analyzed using ANOVA test. Table 7 demonstrates the difference between the two group in the role of the implemented appraisal system in the development of personal while Table 8 presents the results of One-way ANOVA of private sector with effectiveness of performance.

Table 7

The implemented appraisal system and the development of personal career – ANOVA test

		Sum of squares	Df	Mean square	F	Sig.
Helps to get the review about the performed job	Between Groups	.000	1	.000	.000	1.000
	Within Groups	127.929	152	.842		
	Total	127.929	153			
Understands the feedback of his/her supervisor on the performance	Between Groups	.158	1	.158	.160	.690
	Within Groups	149.693	152	.985		
	Total	149.851	153			
Gets the reviews about the performed job	Between Groups	.115	1	.115	.126	.724
	Within Groups	138.645	152	.912		
	Total	138.760	153			
Understands the position of the employee in his/her career	Between Groups	.037	1	.037	.033	.856
	Within Groups	168.645	152	1.110		
	Total	168.682	153			
Helping to understanding the position in which the employee is standing in his or her career	Between Groups	.195	1	.195	.205	.651
	Within Groups	144.429	152	.950		
	Total	144.623	153			
Readiness for the next job appraisal in the career	Between Groups	.753	1	.753	.788	.376
	Within Groups	145.402	152	.957		
	Total	146.156	153			

Table 8

The role of implemented appraisal systems in Omani organizations – ANOVA test

		Sum of squares	Df	Mean square	F	Sig.
Motivates employees to perform better	Between Groups	.002	1	.002	.002	.966
	Within Groups	162.264	152	1.068		
	Total	162.266	153			
Enables the institution to survive	Between Groups	.037	1	.037	.047	.828
	Within Groups	118.074	152	.777		
	Total	118.110	153			
Enables the institution to achieve its' goals	Between Groups	.182	1	.182	.202	.654
	Within Groups	137.045	152	.902		
	Total	137.227	153			
Has accountability for employees which control them	Between Groups	.458	1	.458	.484	.488
	Within Groups	143.724	152	.946		
	Total	144.182	153			
Create a culture of employees to have high level of commitment	Between Groups	.313	1	.313	.291	.591
	Within Groups	163.538	152	1.076		
	Total	163.851	153			
Improves the overall performance	Between Groups	.000	1	.000	.000	1.000
	Within Groups	127.929	152	.842		
	Total	127.929	153			

Results presented in Tables 7 and 8 shows no significant difference between the employees working in the private sector and the public sector about the effectiveness of the implemented appraisal systems even in the development of personal career or towards the institution.

5. Discussion and Conclusion

The aim of the research is to identify the impacts and outcomes of employee appraisal system on both employees and institutions for the Omani public and private organizations. The research has four main questions, as follows:

- (i) How satisfied are employees in Oman's public and private sector with the current implemented appraisal systems?
- (ii) What is the impact of performance appraisal system on employees in Omani organizations?
- (iii) What is the impact of performance appraisal system on the achievement of the Omani company's objectives?
- (iv) To what extent the impact of implemented performance appraisal system different from Public to private sector?

Respondents reflected above medium level of satisfaction towards the "used appraisal techniques" and the "duration of appraisal process" and low level of satisfaction towards the "Methods of appraisal reports" and "The responsible for the preparation of performance reports". This highlights the need to significantly improve the methods of appraisal reports and revisit the systems related to the responsibility of for the preparation of performance reports, also, there is a need to make a bit improvement for the implemented appraisal techniques and the duration of the appraisal processes. This matter is considered crucial as having high level of employees' satisfaction towards the different perspectives of the implemented appraisal system is essential part of having high level of employee's satisfaction towards the job management as a whole (Kim [24]; Cotton et al. [9]).

Respondents reflected almost high effectiveness of the appraisal systems implemented in their institutions towards the development of personal career. Respondents agreed that the implemented appraisal system enables employees to "Get the reviews about the performed job", "Be more Ready for the next job appraisal in the career", "Understands the feedback of his/her supervisor on the performance", "Understands the position of the employee in his/ her career" and "Helps to get the review about the performed job". This matches the literature, as performance of the people involved in their work was important for both organizations and researchers (Payne *et al.* [34]). Organizations and researchers have been looking for different ways to improve the performance of their employees (Hamukwaya and Yazdanifard [19]).

Again, respondents reflected almost high effectiveness of the appraisal systems implemented in their institutions towards the company. Respondents agreed that the implemented appraisal system enables companies to "Motivates employees to perform better", "Improves the overall performance", "Enables the institution to survive", "Enables the institution to achieve its' goals", "Creates a culture of employees to have high level of commitment" and "Has accountability for employees which control them". This result is in the same line of the literature where the appraisal not only connects employees with the goals of their organization, but also creates a feeling of appreciation and acceptance of these specific goals, becomes a member of the organization and supports them. Prepare for your great efforts (González-Morales and Neves [17]). The participation in appraisal is extended towards the organization's success and goals achievement

When used correctly in organizations, the performance appraisal system helps identify heroes for identification and poor performance of encouragement (Vasset *et al.* [47]).

Finally, the statistical test reflected no significant difference between the impact of implemented performance appraisal system different between the public to private sector.

This study is important for the management of Omani organizations, as it pays the attention to the need to make some improvements in different sides of the currently implemented appraisal systems even in private or public sector organizations. The outcomes of the study might lead to have better appraisal systems which lead to have better performance of employees and also the achievement of the organization's objectives.

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