

**PERFORMANCE APPRAISAL SYSTEM AS BASIS FOR
PROMOTION AND REWARDS AT THE
UNIVERSITY OF BAHRAIN**

By

Mahmood Asad Mohammed Ali

*A thesis submitted in partial fulfillment of the requirements
for the Degree of Master of Business Administration
in the School of Graduate Studies,
AMA International University,
Kingdom of Bahrain*

December, 2005



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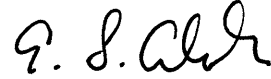
Title of Thesis: **Performance Appraisal System as Basis for
Promotion and Rewards at the University of
Bahrain**


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ABSTRACT

Title : PERFORMANCE APPRAISAL SYSTEM AS BASIS FOR PROMOTION AND REWARDS AT THE UNIVERSITY OF BAHRAIN

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Adviser : DR. EDUARDO P. MALAGAPO

Date : December 2005

Statement of the Problem

This study aimed to assess the adequacy of the Performance Appraisal System at the University of Bahrain as basis for promotion and rewards among administrators and employees. Specifically, it provided answers to the following queries:

1. As perceived by the employees, what is the degree of adequacy of the Performance Appraisal System at the University of Bahrain as a measure of the following: work awareness, productivity and performance, interpersonal relationships, personal attributes, and work commitments?
2. As perceived by the administrators, what is the degree of adequacy of the Performance Appraisal System at the University of Bahrain as a measure of the following: work awareness, planning and development skills, managerial and leadership attributes, financial and Human Resource Management skills, and negotiation skills?
3. As perceived by the employees and administrators, what is the overall level of adequacy of the Performance Appraisal System at the University of Bahrain to be used as basis for promotions and rewards?
4. What are the implications of the findings of the study to Human Resource Management?

Assumptions

The following assumptions were made in conducting the study:

1. The Performance Appraisal System at the University of Bahrain can adequately measure employees' work awareness, productivity and performance, interpersonal relationship, personal attributes, and work commitment.

2. The Performance Appraisal System at the University of Bahrain can adequately measure the administrators' work awareness, planning and development skills, managerial and leadership attributes, financial and Human Resource Management skills, and negotiation skills.

3. The Performance Appraisal System at the University of Bahrain is an adequate and valid basis for promotions and rewards.

Scope and Limitation of the Study

This study assessed the adequacy of the Performance Appraisal System at the University of Bahrain as perceived by the administrators and employees as basis for promotion and rewards. It was conducted within the university campus, with consideration of outside information from the Civil Service Bureau and other government institutions in certain circumstances.

There were some limitations in the conduct of the study since its coverage was only the administrative managers and employees in the university.

This study was exclusively conducted to suit the University of Bahrain's quality employment needs and requirements in the areas of promotion and rewards.

Methodology

The descriptive survey method of research was used. A total of 53 administrators and 53 employees at the University of Bahrain were randomly chosen as respondents. Questionnaire was used as data collection instrument. Data were processed through the computer software Excel and analysis was done using weighted means and standard deviation, and chi square. Interpretation and discussion were done based on the results.

Major Findings

The following are the major findings of the study:

1. Based on the employees' assessment, the Performance Appraisal System at the University of Bahrain was a Very Adequate measure of their

work awareness (4.28), productivity and performance (4.19), interpersonal relationship (4.42), and personal attributes (4.38). It was a Highly Adequate measure of work commitment (4.52).

2. Based on the administrators' assessment, the Performance Appraisal System at the University of Bahrain was a Very Adequate measure of their work awareness (4.10), planning and development skills (3.94), managerial and leadership attributes (4.28), and financial and Human Resource Management skills (4.08). It was a Highly Adequate measure of negotiation skills (4.51).

3. The administrators' overall assessment of the Performance Appraisal System as basis for promotions and rewards was Very Adequate (4.19). It was also assessed as Very Adequate by the employees (4.05).

4. The following are the implications of the findings of the study to Human Resource Management:

4.1. The Highly Adequate assessment of the administrators on negotiation skills implies that the system provides Highly Adequate measures of the administrators' ability to negotiate with people in the organization on matters relating to the improvement of organizational performance.

4.2. The employees' Highly Adequate assessment on work commitment has the implication that the system provides Highly Adequate measures of the employees' sense of commitment and dedication to their jobs. This can serve as a sound basis for the selection of employees to be given rewards as a form of motivation so that they will continue doing well in their jobs.

4.3 Overall, the Very Adequate assessment on the system by both the administrators and the employees imply that it provides Very Adequate measures of the different skills, abilities, and competencies of both the administrators and the employees of the University of Bahrain.

4.4 The Performance Appraisal System at the University of Bahrain must be further scrutinized in terms of its strength and weaknesses to serve its strategic and developmental purposes. The Human Resource Department of the University of Bahrain may initiate necessary steps to devise a strategic performance management system in order to utilize results of performance appraisal for further development of its staff.

4.5 The Human Resource Department of the University of Bahrain may coordinate with the Research Department for purposes of establishing an Information system wherein necessary data/information on the performance university's staff may be stored and accessed for various purposes such as further development of employees for enhanced effectiveness and productivity, evaluation of employees' accomplishments, provision of rewards and incentives, compensation adjustment.

4.6 The results of the study also imply that both the administrators and employees can initiate steps towards keeping communication networks within the university more open for purposes of improving performance.

Conclusions

The following conclusions were drawn based on the findings:

1. The Performance Appraisal System at the University of Bahrain generally provides very adequate measures of the administrators' work awareness, planning and development skills, managerial and leadership attributes, and financial and Human Resource Management skills, and Highly Adequate measure of negotiation skills.
2. The Performance Appraisal System at the University of Bahrain generally provides Very Adequate measures of the employees' work awareness, productivity and performance, interpersonal relationship, and personal attributes, and Highly Adequate measure of work commitment
3. Overall, the Performance Appraisal System at the University of Bahrain can be used as a Very Adequate basis for promotion and rewards.
4. The results of the study carry the general implication that for effective Human Resource management, a well-designed and highly objective performance appraisal system must be used in measuring employees' performance and eventually become the valid basis for promotions and rewards.

Recommendations

Based on the significant findings and the conclusions drawn from the findings, the following are highly recommended:

1. The Performance Appraisal System should be fully implemented in the university since it provides very adequate measures of the different aspects of the administrators' and employees' job performance. Undoubtedly, it can measure performance with maximum accuracy and objectivity.
2. The system should be utilized in making decisions relating to promotion of administrators and employees to higher positions. Likewise, it should be utilized in determining who among the administrators and employees should be given rewards for very good performance.
3. Since the system provides very adequate measures of different skills, abilities, and competencies of the administrators and employees, results of particular performance evaluation can also be linked with the design

and implementation of faculty and staff development programs aimed at further enhancing skills and competencies of administrators and employees who fail to meet performance standards.

4. The University of Bahrain can design its own Performance Appraisal System that best suits its needs, goals and objectives, and performance standards instead of relying on what the Civil Service Bureau has developed. Contextualizing such a system can help the university greatly in terms of streamlining its strategies, processes, policies, and guidelines for better performance.

5. Follow-up studies should be done to look into the other aspects/dimensions of the system such as the following:

- 5.1 Further analysis of the strengths and weaknesses of the system and their implications to effective performance management.
- 5.2 Factors affecting the validity of the instrument.

Chapter 1

INTRODUCTION

Performance appraisal serves a number of purposes for organizations. According to Robbins (2005), performance appraisal is used by management for general human resource decisions. It provides input into important decisions such as promotions, transfers, terminations, rewards, etc. Through an effective performance appraisal system, employee skills and competencies as well as needs and inadequacies can be identified and such can be used as basis in designing training and development programs. It can also be used as a criterion against which selection and development programs are validated. It also fulfills the purpose of providing feedback to employees on how the organization views their performance. Further, performance appraisal is used as the basis for reward allocations. Decisions as to who gets merit pay increases and other rewards are frequently determined by performance appraisal.

In the educational setting, performance appraisal is used for the same purposes as stated by Robbins. In most cases, promotion to higher academic ranks with corresponding pay increases and other rewards, especially in universities, is based on performance appraisal. Thus, it is essential that universities, like the University of Bahrain, develop an and effective and adequate performance appraisal system for specific

administrative purposes, particularly as basis for promotion and rewards of university administrative and academic staff.

It is quite interesting to note that since the establishment of the University, little has been done regarding administrative rules and policies, which include the performance appraisal procedures and practices. Thus, it became compulsory to modify the current system and consider performance appraisal as one of the important parts. This will entail in the enhancement of the existing performance appraisal system in the University of Bahrain. The performance appraisal system is expected to standardize the correct method in the system of promotion, and giving incentives and rewards to the administrative officers and employees in the University of Bahrain on a yearly basis. Thus, this research study was conducted to determine the level of adequacy of the present performance appraisal system as basis of promotion and rewards in the University of Bahrain.

Statement of the Problem

This study aimed to assess the adequacy of the Performance Appraisal System at the University of Bahrain as basis for promotion and rewards among employees and administrators.

Specifically, it provided answers to the following queries:

1. As perceived by the employees, what is the degree of adequacy of the Performance Appraisal System at the University of Bahrain as a measure of the following:

- 1.1. work awareness;
- 1.2. productivity and performance;
- 1.3. interpersonal relationships;
- 1.4. personal attributes; and
- 1.5. work commitments?

2. As perceived by the administrators, what is the degree of adequacy of the Performance Appraisal System at the University of Bahrain as a measure of the following:

- 2.1. work awareness;
- 2.2. planning and development skills;
- 2.3. managerial and leadership attributes;
- 2.4. financial and Human Resources Management skills; and
- 2.5. negotiation skills?

3. As perceived by the employees and administrators, what is the overall level of adequacy of the Performance Appraisal System at the University of Bahrain to be used as basis for promotions and rewards?

4. What are the implications of the findings of the study to Human Resource Management?

Assumptions

The following assumptions were made in conducting the study:

1. The Performance Appraisal System at the University of Bahrain can adequately measure employees' work awareness, productivity and performance, interpersonal relationship, personal attributes, and work commitment.

2. The Performance Appraisal System at the University of Bahrain can adequately measure the administrators' work awareness, planning and development skills, managerial and leadership attributes, financial and Human Resource Management skills, and negotiation skills.

3. The Performance Appraisal System at the University of Bahrain is an adequate and valid basis for promotions and rewards.

Significance of the Study

This study is significant to all the levels of the organization, namely, the top and middle level managers and lower level employees.

The top and middle level managers that comprised all the directors, heads of departments, specialists, and supervisors are the beneficiaries of this study because it can give them insights particularly in highlighting the needs of this particular level and how the system can help them evaluate and improve their subordinates.

The lower level employees can identify the factors that can help them in enhancing their skills, and qualifications in order for them to know the mechanics in getting promotions and rewards on a yearly basis. This can inspire them to move forward with the university in their career development plan.

In general, it can help evaluate all aspects affecting all levels of employees – regardless of their positions in the organization.

Scope and Limitation of the Study

This study assessed the adequacy of the Performance Appraisal System at the University of Bahrain as perceived by the administrators and employees as basis for promotion and rewards. It was conducted within the university campus, with consideration of outside information from the Civil Service Bureau and other government institutions in certain circumstances.

There were some limitations in the conduct of the study since its coverage was only the administrative managers and employees in the university.

This study was exclusively conducted to suit the University of Bahrain's quality employment needs and requirements in the areas of promotion and rewards.

Definition of Terms

The terms as defined in this section were used operationally throughout the study.

Administrative Managers. These refer to the executive employees of the University of Bahrain who have the duties and responsibilities in the administrative operations of the university. They are the frontline managers in charge of the day-to-day operations other than the academics and they support the academic requirements of the University..

Administrative Employees. These are the employees who are assigned with the administrative functions such as the secretary, clerk, administrative assistant, accounting clerk, human resource staff, janitor, other staff and skilled personnel.

Civil Service Bureau (CSB). This term refers to one of the Government Agencies in charge of preparing the performance appraisal system form to be used by all government agencies. It is the bureau's intention to let this performance appraisal form be the uniform tool in appraising the manager and employees' performance.

Performance Appraisal System. It refers to the assessment of the employee's over-all job knowledge and skills about his/her assigned task with reference to the criteria and scales integrated in the performance appraisal form.

Performance Evaluation. This term refers to the process that begins on the day the employees are hired and is done each and every day that they report to their university supervisor, and does not end until, through transfer, promotion, or termination, they are moved out of the supervisor's responsibility.

Promotion. It refers to the process of giving the employee a certain accession in grade in accordance with the evaluation done by the university to its people on a yearly basis.

Rewards. It is the result of the employee's outstanding or excellent performance throughout the year, testified by the employee's supervisor and his/her actual performance.

University of Bahrain (UOB). This refers to the university located in Bahrain, which is the place of the study and where the selected respondents are its permanent employees.

Chapter 2

REVIEW OF LITERATURE

This chapter deals with the review of literature in the areas of performance appraisal, promotion, and rewards which eventually was the basis in the development of the theoretical and conceptual frameworks and constructing the questionnaire. Further, such body of literature has helped the researcher in discussing the results of the study.

Definition and Purposes of Performance Appraisal

Noe et al (2000) views the formal performance appraisal system as the primary means of managing employee performance. The authors further state that performance appraisal is an administrative duty performed by managers and is primarily the responsibility of the human resource function. According to the same authors, managers view performance appraisal as an annual ritual, e.g., they quickly complete the form and use it to catalog all the negative information they have collected on an employee over the previous year.

Kleiman (2000) asserts that performance appraisals should accurately assess the quality of employees' job performance. The author assures that this system should be linked to competitive advantage by complying the following initiatives: (1) improving job

performance, (2) making correct employment decisions, (3) ensuring legal compliance, and (4) minimizing job dissatisfaction and turnover.

Kleiman (2000) observes that there are standard guidelines to be considered for effective performance appraisal systems which in the long run can greatly benefit an organization. The author claims that developing and implementing such a system takes a long time and requires the joint cooperation of HR professionals and company managers. The same author suggests some legal and technical standards for performance appraisal systems and the problems associated with achieving these standards namely; (1) the quality of the rating form, (2) accuracy of the ratings, (3) legal standards, and (4) types of rating instruments.

Noe et al (2000) cited Schuler et al (1987), regarding the six menus of HR practices from which companies can choose the ones that are most appropriate to implementing the strategy to a particular functional area of HRM, namely: job analysis/design, recruitment/selection, training and development, performance management, pay structure/incentives benefits, and labor/employee relations. The same authors state that performance management is used to ensure that employees' activities and outcomes are congruent with the organization's objectives. It entails specifying those activities and outcomes that will result in the firm's successfully implementing the strategy. It means that companies that are in steady state i.e., not

diversified, tend to have evaluation systems that call for subjective performance assessments of managers. This stems from the fact that those above the first-level managers in the hierarchy have extensive knowledge about how the work should be performed. On the other hand, diversified companies are more likely to use quantitative measures of performance to evaluate managers because top managers have less knowledge about how work should be performed by those below them in the hierarchy. Similarly, executives who have extensive knowledge of the behaviors that leads to effective performance use performance management systems that focus on the behaviors of their subordinate managers. However, when executives are unclear about the specific behaviors that lead to effective performance, they tend to focus on evaluating the objective performance results of their subordinate managers.

Moreover, Noe et al (2000) cited Commings (1987) who state that managers should provide feedback on a daily basis which ought to emphasize the positive aspects of an employee's performance. The same authors cited Guest and Kenny (1983) who say that the most effective approach to employee's performance is to appraise a combination of feedback and goal setting. Diverse appraisal styles are needed for different organizations. The bureaucratic stable organization might adopt a relatively formal appraisal form, yearly appraisal and a considerable degree of central control. On the other

hand, an organization operating in a fast changing environment might undergo rapid changes in the development of staff and in its internal structure. Here, appraisal would need to be more flexible both in content and timing and be more subject to local control.

Performance appraisal is a key managerial activity of strategic importance to any organization. The performance appraisal process, when properly applied, is a highly effective management tool designed to improve employee's job performance and to bring about a more efficient, effective, and economical organization (Civil Service Bureau, 1986).

Performance appraisal can be defined as the process by which a manager evaluates an employee's work behavior by measurement and comparison with previously established standards, records the results of this evaluation, and communicates the results to the employee (Moorhead and Griffin, 1989).

Bratton and Gold (2005) cited Schuler (1984) who states that the purposes of performance appraisal are often condensed into two general categories: evaluative and developmental. The evaluative purposes include decisions on pay, promotion, demotion, lay-off and termination. The development purposes include research, feedback, management and career development resources planning, performance improvement, and communications. To explain further, the following are the specific purposes of performance appraisal.

1. Management development. It provides a framework for future employee development by identifying and preparing individuals for increased responsibilities.

2. Performance measurement. It establishes the relative value of an individual's contributions to the company and helps evaluate individual accomplishments.

3. Performance improvement. It encourages successful performance and strengthens individual weaknesses to make employees more effective and productive.

4. Compensation. It helps determine appropriate pay for performance and equitable salary and bonus incentives based on merit or results.

5. Identification of potential. It identifies candidates for promotion.

6. Feedback. It outlines what is expected from employees against performance level.

7. Training. It provides data showing both the need for and the effectiveness of training programs.

8. Human Resource Planning. It audits management talent to evaluate the present supply of human resources for replacement planning.

9. Communications. It provides a format for dialogue between superior and subordinates and improves understanding of personal

goals and concerns. This can also have the effect of increasing the trust between the rater and ratee.

Performance Management

Noe et al (2000) observe that for many years, researchers in the field of HRM and industrial-organizational psychology have focused on performance appraisal as a measurement technique. The goal of these performance appraisal systems was to measure individual employee performance reliably and validly.

The authors add that the perspective, however, tended to ignore some very important influences on the performance management process. They design a model of performance management in organizations which define an organizational strategy and situational constraints as shown in the figure that follows.

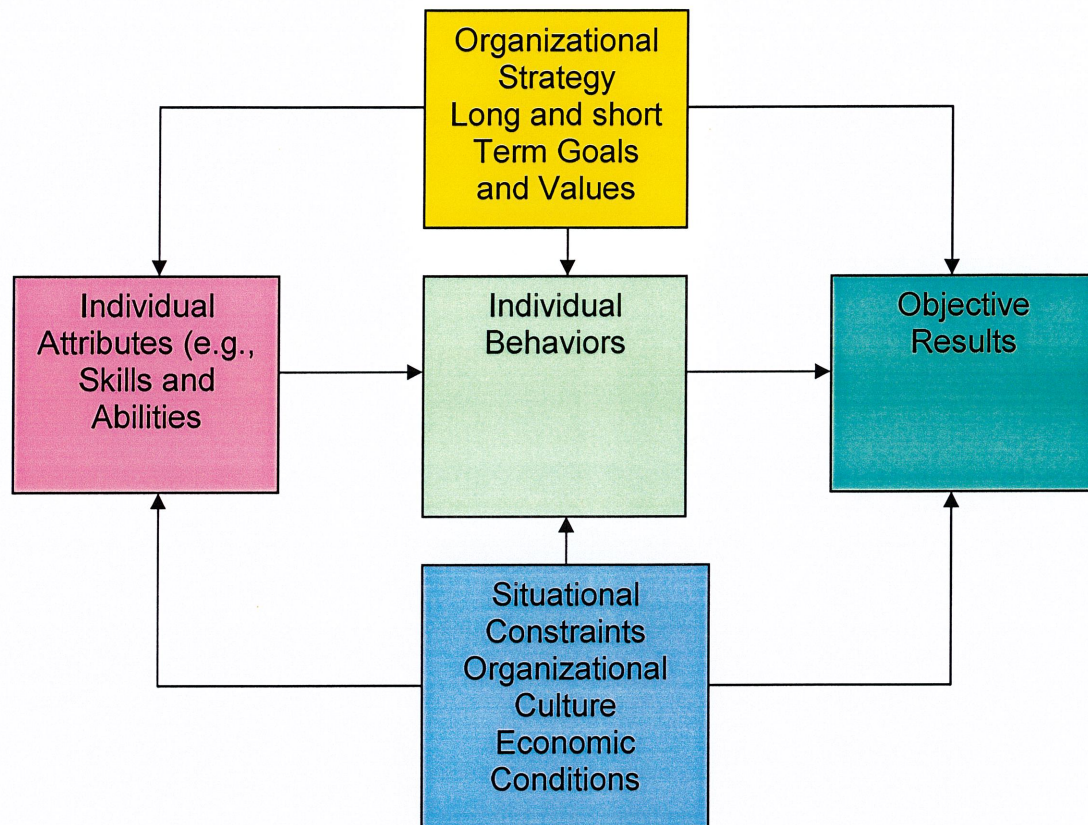


**Figure 2.1 Performance Management in Organization Model
(Noe et al, 2000)**

The same authors explain that the model shows the individual's attributes like skills, and abilities among others are the raw materials of performance. An example of this is in the sales job, wherein an organization wants someone who has good interpersonal skills and knowledge of the products. These raw materials are transformed into objective results through the employee's behavior. Employees can exhibit behaviors only if they have the necessary knowledge, skills, abilities, and other characteristics. Thus, employees with good product knowledge and

interpersonal skills can talk about the advantage of various brands and can behave in friendly, helpful manner (not that they necessarily display those behaviors, only that they can display them). On the other hand, employees with little product knowledge or interpersonal skills cannot effectively display those behaviors. The objective results are the measurable, tangible outputs of the work, and they are the consequence of the employee's or the work group's behavior. In the above example as shown by the authors, if the salesperson displays the correct behaviors, he will likely make a number of sales.

The authors also emphasize the importance of the organizational strategy. The link between the performance management and the organization's strategies and goals is often neglected. Most companies pursue some type of strategy to attain their revenue, profit, and market-share goals. Their contention is that those department, divisions, sections, units, work groups, and individuals within the company must align their activities with these strategies and goals. If such scheme is not aligned, then the likelihood of achieving the goals becomes small.

The author explains that in any organizations, the link has to be made primarily by specifying what needs to be accomplished and what behaviors must be exhibited for the company's strategy to be implemented. This link is recognized as necessary more and more often, through the increasing popularity of performance planning and

evaluation (PPE) systems. These systems link the formal performance appraisal process to the company's strategies by specifying at the beginning of the evaluation period the types and level of performance that must be accomplished to achieve the strategy. Then, at the end of the evaluation period, individuals and groups are evaluated based on how closely their actual performance meets the performance plan. In an ideal world, performance management systems would ensure that all activities support the organization's strategic goals (Noe, et al 2000).

Einstein and Walter (1989) observe that most managers have distaste to performance appraisals and many lack the essential skills in evaluating performance. The authors further state that the use of systematic approach to appraisals based on a clear, mutually understood contract between the employee and the supervisor can turn this problem into a constructive process. Effective performance appraisal starts with written job descriptions that identify organizational roles, define job purposes and classify job content in terms of key measurable scopes.

The Civil Service Bureau is responsible for developing and maintaining an effective employee performance appraisal system for the government of Bahrain and for prescribing the procedures and actions to be followed annually in evaluating government employees' performance (Civil Service Bureau, 1990).

Heller and Hindle (1998) explain that in the evaluation of individual's performance, result alone will not necessarily reveal what is needed. There should be more accurate indicators to be gathered from a feedback sessions with the employees and other personal observations. The same authors further state that if something cannot be measured, it cannot be improved upon. Thus this basic principle applies to any job by defining individual and team standards that they always meet deadlines, such as giving a targeted objective by which performance can be judged.

Performance Standards

Performance standards, as defined in the Employee Performance Appraisal Manual issued by the Civil Service Bureau, are specific, measurable and obtainable goals that an employee should reach in a designated period of time. They represent the level of performance to which both employee and supervisor are committed during an appraisal period. Performance standards should specify the expected quality or quantity of work to be performed and the manner in which duties are to be performed for satisfactory or acceptable work.

Performance standards are the benchmark against which performance is measured. To be effective, they should relate to the desired results of each job. From the duties and standards listed in the job description, the analysts can decide which behaviors are critical

and should be evaluated. When this information is lacking or unclear, standards are developed from observation of the job or discussion with the immediate superior (Werther, 1985).

Standards must be identified to evaluate how well employees are performing. By using standards, performance criteria take on a range of values. For example, selling 100 units per month may be defined as excellent performance and selling 80 units may be defined as average. Standards can be established by using historical records of how well employees have performed before motion studies and work sampling. Many organizations evaluate how well their managers do by how well or how many goals are attained (Schuler, 1985). It became progressively more expensive and more difficult to derive standards for indirect work such as maintenance or administration, and for this reason, it is hardly ever used in these jobs. Individual or group standards can be expressed in profit or value added terms. Standards can be based on contributions which turn out the desired output (Thomason, 1988).

In setting standards of performance in the public sector, as stated in the Civil Service Regulation No. 410 of 1981 (Appendix 3), each employee who is newly hired or moved to a different position or assigned new duties and responsibilities in connection with his current position, will be informed by his supervisor about the performance standards he is expected to meet in accomplishing the work of his

position. The standards established by the supervisor will represent the minimum accepted level of performance and behavior expected from an employee. The standards will be related to the specific duties and responsibilities of the employee's position. They will also include the standards of conduct established for employees of the government of Bahrain. Standards will be discussed with the employee in sufficient detail for him to have a full understanding of what is to be expected from him, and to enable him to measure his own progress towards meeting the standards. The standards will include, as appropriate for the position, the following:

1. The quantity of the work to be produced.
2. The quality of the work anticipated.
3. The manner in which duties are to be carried out.
4. The results and outcome to be achieved.
5. The conduct and behavior expected from a government employee.

Common Errors in the Appraisal Process

Milkovich and Newman (2005) present the following errors in the appraisal process:

1. Halo error. It is an error where appraiser is giving favorable ratings to all job duties based on impressive performance in just one job function. For example, a rater who hates tardiness rates a prompt

subordinate high across all performance dimensions exclusively because of this one characteristic.

2. Horn error. It is the opposite of a halo error where downgrading of an employee is being done across all performance dimensions exclusively because of poor performance on one dimension.

3. First impression error. This pertains to developing a negative or positive opinion of an employee early in the review period and allowing that to negatively or positively influence all later perceptions of performance.

4. Recency error. It is the opposite of first impression error. It allows performance, either good or bad, at the end of the review period to play too large a role in determining an employee's rating for the entire period.

5. Leniency error. It consistently rates someone higher than he/she deserves.

6. Severity error. It is the opposite of leniency error which rates someone consistently lower than he/she deserves.

7. Central tendency error. It is one process of error that avoids extremes in ratings across employees.

8. Clone error. It is a process which gives better ratings to individuals who are like the rater in behavior and/or personality.

9. Spillover error. It is a kind of error that continues to downgrade an employee for performance errors in prior rating periods.

Measuring Better Performance

Milkovich and Newman (2005) cited R. Arvey and K. Murphy (1998) who say that efforts to improve the performance rating process take several forms. First, researcher and compensation people alike devote considerable energy to defining job performance. Managers can be grouped into one of three categories, based on the types of employee behavior they focus on. One group looks strictly at task performance, how the employees perform the responsibilities of their jobs. The same authors cited Gwynne (2002) who states that a second group looks primarily at counterproductive performance, evaluating based on the negative behaviors employees show. The final group looks at both these types of behavior. Another citation by the same authors on Bourman and Brush (1993) revealed that there are studies that examine more specific factors focusing on such performance dimensions as planning and organizing, training, coaching, developing subordinates, and technical proficiency.

Milkovich and Newman (2005) cited Coleman (1998) who explains that a second direction for performance research notes that the definition of performance and its components is expanding. Jobs are becoming more dynamic, and the need for employees to adapt and

grow is increasingly stressed. This focus on individual characteristics, or personal competencies, is consistent with the whole trend toward measuring job competency.

Milkovich and Newman (2005) add that a third direction for improving the quality of performance ratings centers on identifying the best appraisal format. If only the ideal format could be found, raters would use it to measure job performance better, that is, make more accurate ratings. Recent attention has focused less on the rating format and more on the raters themselves. This fourth direction identifies possible groups of raters (supervisors, peers, subordinates, customers, self) and examines whether a given group leads to more or less accurate ratings. The fifth direction attempts to identify how raters process information about job performance and translate it into performance ratings. Such information, including an understanding of the role irrelevant information plays in the evaluation of employees, may yield strategies for reducing the flaws in the total process. Finally, data also suggest that raters can be trained to increase the accuracy of their ratings.

The same authors suggest four approaches to better understanding and measuring performance: improving the format, selecting the right raters, understanding the way raters process information, and training raters to improve rating skills.

Performance Appraisal Techniques

Davis, (1985) and Miner, (1977) present the performance appraisal techniques into groups that focus on past performance and those that are future oriented.

Post Oriented Appraisal Method. Most of the post oriented methods are a direct attempt to minimize some problems found in other approaches. Each has its advantages and disadvantages. The post oriented approach measures past performance that has already occurred. However, past performance cannot be changed. It can just give feedback about employees' efforts, which may lead to improved future performance. The most widely used appraisal techniques that have a past orientation include:

1. **Rating Scale.** It requires the rater to provide a subjective evaluation of an individual's performance on a long scale from low to high. But the problem with subjective measures is opportunity for bias. It usually is caused by raters who fail to remain emotionally unattached while rating employee performance.

2. **Checklist.** It requires the rater to select statements that describe the employee's performance and characteristics. The result is called a weightier checklist. This method is inexpensive, easy, and standardized and it needs a limited training of raters. But it is also affected by rater's biases, use of personality criteria instead of

performance criteria, and sometimes the use of improper weights by the personnel department.

3. Forced Choice Method. It requires the rater to choose the most descriptive statement in each pair of statements about employees. This method is the one applied for the public sector in Bahrain. The Civil Service Bureau designs the performance appraisal form which consists of a number of statements to be selected by superiors in government ministries and agencies. This method reduces rater bias and is easy to administer.

4. Critical Incident Method. These incidents usually are recorded by the supervisor during the evaluation period for each subordinate. This method requires the rater to record statements that describe extremely good and bad employee's performance.

5. Behaviorally Anchored Rating Scales. This method attempts to reduce the subjectivity and biases of subjective performance measures because it focuses on behaviors that are related to specific dimensions of work performance.

6. Field Review Method. In this method, the personnel department sends a skilled representative to the field to assist the supervisors with their ratings.

7. Performance Tests and Observations. This method is based upon a test of knowledge or skills. It must be reliable and validated in order to be useful.

8. Group Evaluation Method. It is a ranking of employees from the best to worst by using some techniques such as ranking method. It is also called the forced distributions and point allocations method.

Future Oriented Appraisal. It focuses on future performance by evaluating employee potential or setting future performance goals. Here are the four techniques used:

1. Self appraisal. It is a useful method of stimulating managers and employees to change and improve their performance. It seems clear that self appraisal cannot be substituted for other approaches when the evaluation is desired for purposes other than development. Obviously, self appraisal can be used with any evaluation approach past or future oriented. But the important dimension of self appraisal is the employee's involvement and commitment to the improvement process (Davis, 1985, Miner, 1977) as cited by Noe et al (2000).

2. Management by Objectives (MBO). Kleiman (2000) cited Bernardin and Beatty (1984), Carroll (1986) who claim that MBO is a management system designed to achieve organizational effectiveness by steering each employee's behavior toward the organization's mission. The MBO process includes goal setting, planning, and evaluation. In goal setting, individual goals are mutually set by employees and their supervisors, at which time they also set specific performance standards and determine how goal attainment will be measured. In planning, employees and supervisors work together to

identify potential obstacles to reaching goals and devise strategies to overcome these obstacles. The two parties periodically meet to discuss the employee's progress to date and to identify any changes in goals necessitated by organizational circumstances. In evaluation as the final phase, the employee's success at meeting goals is evaluated against the agreed-on performance standards. The final evaluation, occurring annually in most cases, serves as a measure of the employee's performance effectiveness.

3. Psychological Appraisal. These appraisals usually involve extensive interviewing coupled with the individual psychological interviewing in addition to individual psychological testing. The psychologist attempts to get a clear understanding of the fundamental intellectual, emotional, and motivational characteristics of individual, and then converts it into a picture of how such a person might be expected to behave. Evaluations of this kind are particularly helpful when decisions must be made regarding promotion or transfer (Miner, 1977) as cited by Noe et al (2000).

4. Assessment Centre Technique. Assessment Centers are a standardized form of employee appraisals that rely on multiple types of evaluation and multiple raters. It is usually applied to groups of middle level managers, who have a higher degree of responsibility after the members in the group first met at the centre. During their stay they are individually evaluated. The process subjects selected employees to in-

depth interviews, psychological tests, personal background histories, peer ratings by other attendees, leaderless group discussion ratings by psychologists and managers and simulated work exercises to evaluate future potential. These activities usually are concentrated during a few days at a location physically removed from the job site. During this time, the psychologists and managers simulate work exercises to evaluate future potential. These activities usually are concentrated during a few days at a location physically removed from the job site. During this time, the attempts to estimate the strengths, weaknesses and potential should be carried out of each one of the centre. They pool their estimates to arrive at some conclusions about each member of the group (Davis, 1985) as cited by Noe et al (2000).

Job Performance Assessment

Noe et al (2000) cited Hoffman (1995) that assessing job performance will help in making administrative or personnel decisions such as compensation, promotions, discipline, terminations or layoffs, providing developmental feedback, recognize achievement, and identifying areas for improvement or training needs, and component of performance management. It will also help in documenting administrative decisions like employee work history, legal requirements and defense. It will also aid in personal research on job performance.

The authors further state that the people responsible in the assessment of job performance are the supervisors, peers or coworkers, subordinates, customers/clients/simulated clients, consultants, and self. The more people to evaluate the better for the company since 360-degree appraisal is a gathering of performance information from multiple raters at different organizational levels. Supervisors are more likely to see maximum performance rather than typical performance as compared to their subordinates since the supervisors may be aided by technology, such as computer monitoring.

Things to be Assessed

The things to be assessed are the criterion problems that determine what constitutes effective performance of a job. The job performance criteria include (1) ultimate criterion such as what the management wants to measure, based on job analysis, a theoretical construct or ideal; (2) actual criterion like available information sources and measures job performance; and (3) what measure should be maximized.

Correct Way of Assessing Performance

The correct way of assessing performance includes the following: (1) types of performance data or “actual criteria” for measuring how well workers do their jobs; (2) objective task performance based on quantitative measures (e.g., counting) of “focal”

job performance; (3) subjective task performance based on qualitative judgments (e.g., ratings of behavior or traits) of “focal” job performance; (4) contextual performance that includes discretionary activities beyond focal task requirements that contribute to the organization; and (5) organizational citizenship behaviors.

360 Degree Appraisal

The US Office of Personnel Management provides some interesting information on a concept called 360 degree appraisal, which helps to incorporate many perspectives into evaluations. It places the performer being appraised at the center of a circle, and solicits input from all directions around the performer (everyone that he/she deals with, e.g. supervisors, co-workers, internal and external customers, etc.) It often also includes self-evaluation. People who provide ratings are granted anonymity, so that they are free to be honest. This provides a broad spectrum of input, providing the most accurate portrayal possible of the person's performance. Government agencies using this technique have often found that it enhances motivation, and also provides a great opportunity to recognize people for what they are doing right. Some agencies that use this technique have de-linked the ratings from the reward system, and used it for development purposes in order to improve organizational

and personal performance. The result of this made it less threatening for the performer. (<http://www.opm.gov/perform/rate.htm#360Degree%>) (20 Appraisals).

Incentive Programs

Noe et al (2000) observe that in compensating employees, an organization does not have to choose one program over another. Instead, a combination of programs is often the best solution. The authors cite an example that one program may foster teamwork and cooperation but not enough individual initiative. Another may do the opposite. Used in conjunction, a balanced may be attained.

The authors present the programs for recognizing employee contributions that share a focus on paying for performance which differ according to four design features such as: (1) payment method, (2) frequency of payout, (3) ways of measuring performance, and (4) choice of which employees are covered. The authors also suggest that there might be potential consequences such programs for (1) performance motivation of employees, (2) attraction of employees, (3) organization culture, and (4) costs. Finally, the authors state that there are three contingencies that may influence whether each pay program fits the situation: (1) organization structure, management style, and (3) type of work.

Noe et al (2000) explain the different programs and some of their potential consequences as follows:

1. Merit pay. In this program, annual pay increases are usually linked to performance appraisal ratings. Some type of merit pay program exists in almost all organizations (although evidence on merit pay effectiveness is surprisingly scarce). Indeed, given the pervasiveness of merit pay programs, most companies devote a good deal of attention to these programs. Many merit programs work off of a merit increase grid like the size and frequency of pay increases which are determined by two factors. The first factor is the individual's performance rating (because better performers should receive higher pay). The second factor is position in range (i.e., an individual's comparison).

2. Individual Incentives. Like merit pay, individual incentives reward individual performance, but with two important differences. First, payments are not rolled into base pay. They must be continuously earned and re-earned. Second, performance is usually measured as physical output (e.g., number of water faucets produced) rather than by subjective ratings. Individual incentives have the potential to significantly increase performance.

Nevertheless, individual incentives are relatively rare for a variety of reasons. First, most jobs (e.g., those of managers and professionals) have no physical output measure. Instead, they involve what might be described as “knowledge work.” Second, there are many potential administrative problems (e.g., setting and maintaining acceptable standards) that often prove intractable. Third, individual incentives may do such a good job of motivating employees that they do whatever they get paid for and nothing else. Fourth, as the name implies, individuals typically do not fit well with a team approach. Fifth, they may be inconsistent with the goals of acquiring multiple skills and proactive problem solving. Learning new skills often requires employees to slow or stop production. If the employees are paid based on production volume, they may not want to slow down or stop. Sixth, Some incentive plans reward output volume at the expense of quality or customer service.

Therefore, although individual incentives carry potential advantages, they are not likely to contribute to a flexible, proactive, problem solving work force. In addition, such programs may not be particularly helpful in the pursuit of total quality management objectives.

3. Profit Sharing and Ownership. Under the profit sharing plan, payments are based on a measure of organization performance (profits), and the payments do not become part of the base salary. Profit sharing has two potential advantages. First, it may encourage employees to think more like owners, taking a broad view of what needs to be done to make the organization more effective. Thus, the sort of narrow self-interest encouraged by individual incentive plans (and perhaps also by merit pay) is presumably less of an issue. Instead, increased cooperation and citizenship are expected. Second, because payments do not become part of base pay, labor costs are automatically reduced during difficult economic times, and wealth is shared during good times. Consequently, organizations may not need to rely on layoffs as much to reduce costs during tough times.

In summary, although profit sharing may be useful as one component of a compensation system (e.g., to enhance identification with broad organizational goals), it may need to be complemented with other pay programs that more closely link pay to outcomes that individuals or teams can control (or “own”). In addition, profit sharing runs the danger of contributing to employee resistance and higher labor costs, depending on how it is designed.

Employee ownership is similar to profit sharing in some key respects, such as encouraging employees to focus on the success of

the organization as a whole. In fact, with ownership, this focus may be even stronger. Also, like profit sharing, ownership may not result in motivation and high individual performance. Because employees may not realize any financial gain until they actually sell their stock (typically upon leaving the organization), the link between pay and performance may be even less obvious than under profit sharing. Thus, from a reinforcement theory standpoint (with its emphasis on actually experiencing rewards), performance motivation may be especially low.

One way of achieving employee ownership is through stock options, which give employees the opportunity to buy stock at a fixed price.

4. Gain sharing, Group Incentives, and Team Awards. Gain sharing programs offer a means of sharing productivity gains with employees. Although sometimes confused with profit sharing plans, gain sharing differs in two key respects. First, instead of using an organization-level performance measure (profits), the programs measure group or plant performance, which are likely to be seen as more controllable by employees. Second, payouts are distributed more frequently and not deferred. In a sense, gain sharing programs represent an effort to pull out the best features of organization-oriented plans like profit sharing and individual-oriented plans like merit pay and individual incentives.

Whereas gain sharing plans are often plant wide, group incentives and team awards typically pertain to a smaller work group. Group incentives (like individual incentives) tend to measure performance in terms of physical output, whereas team award plans may use a broader range of performance measures (e.g., cost savings, successful completion of product design, meeting deadlines). As with individual plans, these plans have a number of potential drawbacks. Competition between individuals may be reduced, but it may be replaced by competition between groups or teams. Also, as with incentive plan, a standard setting process must be developed that is seen as fair by employees, and these standards must not exclude important dimensions such as quality.

Related Studies

Kikoski's (1999) research study on effective communication in the performance appraisal interview: face-to-face communication for public managers in the culturally diverse workplace explained that more effective interpersonal communication in any organizational situation, especially in the performance appraisal interview, is possible if public managers recognize and adopt the proven and tested micro skills approach. Moreover, the widespread use of performance appraisals throughout all levels of public administration, specifically

mandated in the federal sector, makes improvements in face-to-face communication particularly important to public managers.

Furumoto (2004) undertook a master's thesis regarding the effect of use of impression management on the performance rating of affirmative action beneficiaries. The purpose of this research study was to investigate how affirmative action status affects performance appraisal ratings. Furthermore, the current research was also interested in how the use of impression management strategies improves or worsens performance ratings when the strategies are used by affirmative action beneficiary.

The results indicated no significant main effect for the affirmative action status on the performance appraisal rating and no significant interaction between the affirmative action status and the impression management strategies. However, the significant main effect was found for the impression management strategies and the performance appraisal rating. The research participants rated the employees who used ingratiation significantly higher than employees who used self-handicapping strategy.

Po-Doai (1998) indicated in a comparative study of personnel management of Thai and foreign commercial banks in Bangkok that most of the employees working in Thai and foreign commercial banks and participated in this study were 25- 30 years old, more female than male, with bachelor's degrees and had more than 5 years working

experience. Their monthly incomes were between 10,000-20,000 Baht.

In testing the hypothesis of this study the results revealed the following

1. Differences in age and sex of the respondents did not significantly correlate with recruitment and selection, training and human resource development, performance appraisal, transfer, promotion and compensation.

2. Differences in education of the interviewed subjects showed significant correlation with recruitment and selection, but not with training and human resource development, performance appraisal, transfer, promotion and compensation had been investigated.

3. Working experience significantly correlated with training and human resource development but not with recruitment and selection, performance appraisal, transfer, promotion and compensation.

4. Supervision correlated significantly with training and human resource development, performance appraisal, transfer, promotion and compensation, but not with recruitment and selection was obtained.

5. Monthly income did not significantly correlate with training and human resource development, performance appraisal, transfer, promotion but correlated significantly with recruitment and selection and compensation.

It is well recognized that human resource is the most important and valuable asset of organization. Effective and successful human resource management could lead to the achievement of organizational

goal. Therefore, if an organization such as Thai or foreign commercial banks in Bangkok has a good system for recruitment and selection, the organization will obtain qualified employees to accomplish the job. In addition, appropriate performance appraisal as well as transfer and promotion will motivate the employees to work efficiently. They can also create good atmosphere and environment at the working place and among the employees themselves. Suitable supervision and training will make the employees work more efficiently and have good vision. Lastly, suitable compensation program will give the employees good quality of life and security. Therefore, effective strategy of human resource management will make all organizations, including banking sector to achieve their business mission, since the employees of that organization will have good morale and motivation to work and overcome all of difficulties and problems that might exist in the organization.

Chapter 3

MATERIALS AND METHODS

This chapter presents the theoretical and conceptual frameworks, flow of research process, research design, research instruments, research locale, samples and sampling techniques, research instruments, data gathering, data processing and other tools and methods through which the research will be conducted.

Theoretical/Conceptual Framework

The theory as devised by Noe et al (2000) discusses the three purposes of performance management systems such as strategic, administrative, and developmental. They explain that a performance management system should link employee activities with the organization's goals. To achieve this strategic purpose, the system must be flexible, because when goals and strategies change, the results, behaviors, and employee characteristics usually need to change correspondingly. The performance management information is used by organizations in many administrative decisions. This theory lies on the administrative aspect involving salary administration (pay raises), promotions, retention or termination, layoffs, and rewards (recognition of individual performance).

Noe et al (2000) cited Schuler (1984) that the purposes of performance appraisal are often condensed into two general categories: evaluative and developmental. The evaluative purposes include decisions on pay, promotion, demotion, lay-off and termination. The development purposes include research, feedback, management and career development resources planning, performance improvement and communications.

Noe et al observe that performance management systems make clear to employees what is expected of them and ensure line managers and strategic planners that employee behavior will be in line with the company's goals. The authors also assure that reward systems similarly benefit all customers (line managers, strategic planners, and employees). These systems ensure line managers that employees will use their skills for organizational benefit, and they provide strategic planners with ways to ensure that all employees are acting in ways that will support the strategic plan. Obviously, reward systems provide employees with an equitable return for their investment of skills and effort.

The present study assessed the level of adequacy of the performance appraisal of the University of Bahrain as perceived by administrators and employees. Figure 3.1 shows the conceptual framework of the study. .

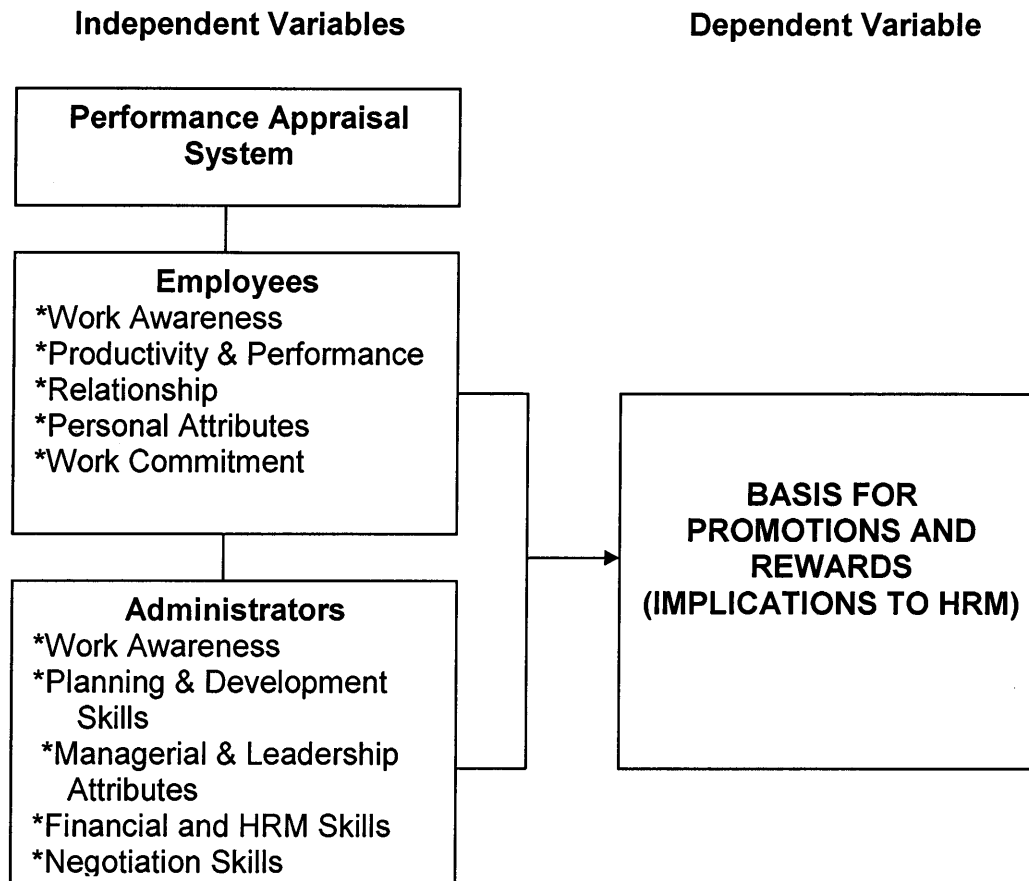


Figure 3.1
Conceptual Framework of the Study

As shown in the above figure, the independent variables investigated were work awareness, productivity and performance, relationship, personal attributes, and work commitment with employees as respondents. With administrators, the independent variables included

work awareness, planning and development skills, managerial and leadership attributes, financial and HRM skills, and negotiation skills. The dependent variable is promotion and reward.

Research Environment

The study was conducted in the University of Bahrain, a government institution of higher learning in the Kingdom.

The University of Bahrain was established on May 24, 1986. The roots of the university go back to the late sixties when the Higher Institutes for male and female teachers was established. These institutes later developed into the University of College of Arts, Science, and Education in 1978. The Gulf Technical College was established in 1968 and later was renamed the Gulf Polytechnic in 1981. These two colleges then merged to establish what is known today as the University of Bahrain which is made up of the College of Arts, College of Business Administration, College of Education, College of Science, College of Engineering, and the recently established College of Information Technology and College of Law.

Respondents of the Study

The research was conducted from March 2005 to April 2005 at the Sakhir Campus in the University of Bahrain. A total of 106 executives and employees from the college and administration departments were selected

to answer the prepared questionnaire. Distribution of the questionnaires was done as follows: 53 administrators composed of executives and middle managers and 53 lower level employees.

All of the participants in the study have experienced the appraisal system and have adequate knowledge about it. Table 3.1 shows the respondents of the study.

Table 3.1
Respondents of the Study

Respondents	Number	Percentage
Administrators	53	50
Employees	53	50
Total	106	100

Flow of the Research Process

The process involved the descriptive-survey method. Questionnaires were used as instrument of data collection. The questionnaires were formulated, subjected to dry run, and finalized. Respondents received copies through e-mail or through the postal system or personal approach. Filled in questionnaires were collected and the responses were tallied. Data were processed, tabulated, and analyzed. The output of the research work was the promotion and rewards of the

executives and employees of UOB. Figure 3.2 shows the research flow of the study.

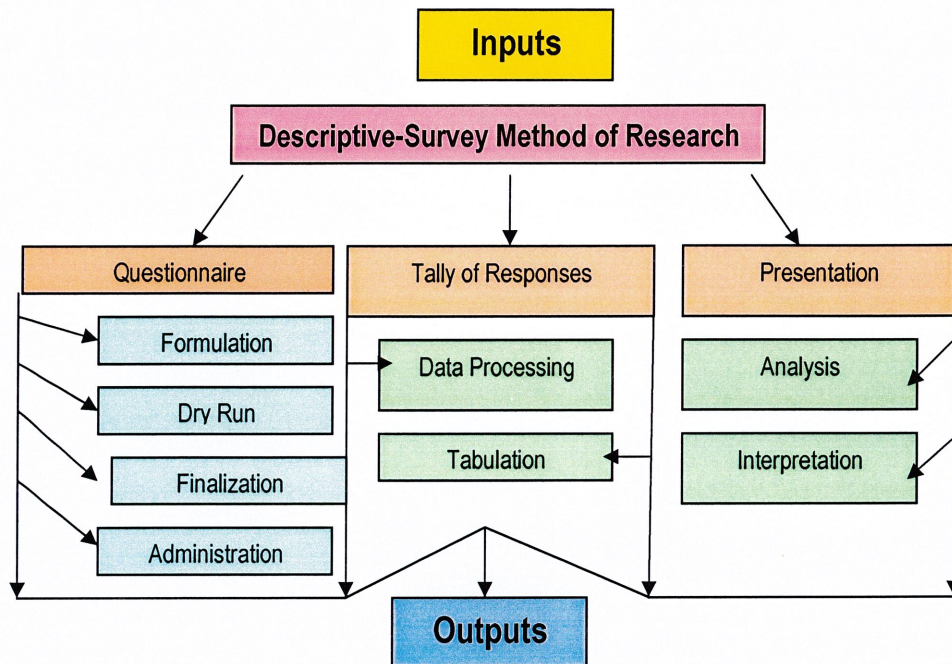


Figure 3.2 – Research Flow (Zulueta & Costales, 2003)

Data Gathering

The researcher asked permission and visited all those listed in the respondents list in order to get their feedbacks including interviews where clarifications were made. The researcher also explained to the participants the purposes and intents of the study. Since there were only a total of 106 participants, it gave them some allowance for the researcher to sit down with them and discussed each query when necessary. Getting

back to them was scheduled in order to get their replies. Follow-ups through telephone calls or by email were done. Other ways and means in getting their feed back were exercised by the researcher.

Research Instrument

Shim et al (2004) emphasize that a decision maker may encounter many situations in which large volumes of data need to be analyzed. These data could be used for a variety of purposes, including risk analysis, financial decisions and research work. Effective use of statistics and forecasting techniques will prove necessary to a good research work.

This section was based on the authors' observation. It gave detailed descriptions of the instruments used in collecting data, and how they were implemented. It utilized the descriptive method to gather information about one or more variables. It answered different types of questions using quantitative and qualitative methods.

Data Analysis

The researcher collected the data. Responses to the questions were tallied by the researcher after its collection. The weighted mean was first considered in the computation and the following formula, adapted Zulueta and Costales (2003), were used.

$$\mu = \frac{\sum f\chi}{N}$$

Where:

μ = weighted mean

$\sum$ = summation

f = number of responses under each scale

χ = the weight assigned to each scale

N = number of respondents

The standard deviation was calculated to determine the variability of responses to the different questions in each variable. The following formula adapted from Zulueta and Costales (2003) was used:

$$SD = \sqrt{\frac{\sum (X - \bar{x})^2}{n}}$$

where

x = an observation

$\bar{x}$ = the mean

n = the total number of observations

$\sqrt{}$ = the square root

$\sum$ = the sum of

In order to attain a definite interpretation of each item in the questionnaires, the researcher assigned the following hypothetical mean range to the scales with reference to Guilford (1973):

Range	Scale
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

SPSS system and Microsoft excel were used to analyze the questionnaire results and assess the respondents' perceptions.

Chapter 4

RESULTS AND DISCUSSION

This chapter presents the findings of the study with regards to the perceptions of the administrators and employees on the adequacy of the Performance Appraisal System currently used at the University of Bahrain as basis for promotion and rewards. Such presentation is followed by analysis and interpretation as well as brief discussion of the results.

Employees' Perceptions on the Adequacy of the Performance Appraisal System as Basis for Promotion and Rewards at the University of Bahrain

This section presents the perceptions of the employees on the adequacy of the Performance Appraisal System as basis for promotion and rewards at the University of Bahrain in terms of work awareness, productivity and performance, interpersonal relationship, personal attributes, and work commitment.

Work Awareness

Presented in Table 4.1 are the data on the employees' perceptions on the adequacy of the Performance Appraisal System as basis for promotion and rewards at the University of Bahrain in terms of work awareness.

Table 4.1

Employees' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Work Awareness

Item	$\bar{X}$	SD	Interpretation
1. Awareness of the requirements of the job.	4.34	0.800	Very Adequate
2. Clear understanding of the scope of duties and responsibilities.	4.36	0.780	Very Adequate
3. Knowledge and understanding of the means by which tasks can be completed.	4.19	0.800	Very Adequate
4. Clear understanding of the content of the job itself.	4.08	0.820	Very Adequate
5. Clear understanding and awareness of certain work schedule to follow.	4.43	0.940	Very Adequate
Average	4.28	0.130	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

As presented in Table 4.1, the Performance Appraisal System was rated Very Adequate by the employees in terms of measurement of work awareness as indicated by the weighted mean of 4.28 with a standard deviation of 0.130. This denotes that the system provides Very Adequate data on the employees' awareness of their jobs. Noe et al (2000) observes that employees' awareness is one behavioral approach to performance management. It attempts to define the behaviors an employee must exhibit to be effective in the job. This finding conforms to the arguments of Noe, et.al. (2000) and Kleiman (2000) stating that performance appraisals should accurately assess the quality of employees' performance. This conforms to the argument of Schuler (1987) and Keiman (2000) that a well-designed performance

appraisal is an accurate measure of how well employees know their jobs and how well they do their duties and responsibilities.

Detailed findings indicate that item 5 (Clear understanding and awareness of certain work schedules to follow) had the highest mean rating of 4.43 with a standard deviation of 0.940 while item 4 (Clear understanding of the content of the job itself) had the lowest mean rating of 4.08 with a standard deviation of 0.820

The above findings suggest that the system provides very adequate data on the degree of work awareness among the employees in terms of job requirements, contents, work schedules, means of completing tasks, and scope of their duties and responsibilities. Through the instrument, the employees' degree of awareness and understanding of their respective jobs can be assessed very well. This can be used as one of the bases for the formulation of certain policies relating to effective performance.

The highest mean rating on item that the Performance Appraisal System of the University of Bahrain provides very adequate data on employees' knowledge, understanding, and awareness of work schedules they should follow in performing certain tasks. The system very accurately gauges if employees' finish certain jobs on time or not. This can be an effective basis for making certain decisions to be considered in promoting and rewarding employees.

Based on the above findings, it can be concluded that the system can be used as Very Adequate basis for promotion and rewards among the employees since it provides Very Adequate measure of their degree of work awareness.

Productivity and Performance

Presented in Table 4.2 are the data on the employees' perceptions on the adequacy of the Performance Appraisal System as basis for promotion and rewards at the University of Bahrain in terms of productivity and performance.

Table 4.2

Employees' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Productivity and Performance

Item	$\bar{X}$	SD	Interpretation
1. Successful completion of certain tasks within a given time frame.	4.53	0.570	Highly Adequate
2. Skill in using time wisely and productively for maximum effectiveness.	3.96	0.890	Very Adequate
3. Accuracy in doing assigned tasks.	4.34	0.970	Very Adequate
4. Innovativeness in the performance of jobs.	4.36	0.750	Very Adequate
5. Creativity in carrying out certain tasks.	3.77	0.960	Very Adequate
6. Acceptance of challenges and opportunities for improved performance.	4.17	0.820	Very Adequate
Average	4.19	0.260	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

It can be seen in Table 4.2 that the employees' overall assessment of the system was Very Adequate as indicated by the weighted mean of 4.19 with a standard deviation of 0.260. This means that the system provides Very Adequate data on employees' productivity and performance. This corroborates the claim of Bratton and Gold (2005) that an effective appraisal system should adequately measure productivity and performance.

Specifically, the findings indicate that item 1 (Successful completion of certain tasks within a given time frame) was rated the highest as indicated by the mean rating of 4.53 (Highly Adequate) with a standard deviation of 0.570 while item 5 (Creativity in carrying out certain tasks) was given the lowest mean rating of 3.77 with a standard deviation of 0.960.

These findings imply that the Performance Appraisal System currently applied at the University of Bahrain provides Very Adequate measures of the employees' ability to successfully accomplish certain tasks within set time limits, skill in managing and using time wisely and productively, accuracy in getting assigned tasks done, creativity, innovativeness, and acceptance of challenges and opportunities for improved performance.

The Highly Adequate assessment on item 1 suggests that the instrument can be highly accurate in determining the employees' ability to successfully complete their assigned tasks on time. Further, the

instrument can reveal the employees' ability to manage their time wisely and use it productively in order to achieve something for the organization.

Based on the above findings, it can be concluded that the system can be used as Very Adequate basis for promotion and rewards among the employees because it provides a Very Adequate measure of their productivity and performance.

Interpersonal Relationship

Shown in Table 4.3 are the data on the employees' perceptions on the adequacy of the Performance Appraisal System as basis for promotion and rewards at the University of Bahrain in terms of interpersonal relationship.

Table 4.3
Employees' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Interpersonal Relationship

Item	$\bar{X}$	SD	Interpretation
1. Willingness and ability to react positively to feedback from students and co-workers.	4.66	0.640	Highly Adequate
2. Ability to establish smooth relationship with colleagues	4.74	0.550	Highly Adequate
3. Ability to work well with others discuss work-related issues with them professionally.	4.53	0.600	Highly Adequate
4. Ability to cope with group and organizational norms and work productively and effectively with groups or teams.	4.28	0.860	Very Adequate
5. Ability to communicate effectively with superiors and co-employees.	3.87	0.970	Very Adequate
Average	4.42	0.310	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

As shown in Table 4.3, the employees' overall perception on the adequacy of the system in measuring interpersonal relationships was Very Adequate as indicated by the weighted mean of 4.42 with a standard deviation of 0.310. This means that generally, the system provides a Very Adequate measure of the employees' ability to establish smooth working relationships with their superiors and fellow employees. This result conforms with the argument of Commings (1987) and Noe (2000) which states that performance appraisal is an effective measure of communication. It provides a format for dialog between superior and subordinates, improves understanding of personal goals and interpersonal relationships, and increases trust and confidence between them.

It is significant to note that item 2 (Ability to establish smooth relationship with colleagues), item 1 (Willingness and ability to react positively to feedback from superiors and co-workers), and item 3 (Ability to work well with others and discuss work-related issues with them professionally), were rated Highly Adequate as indicated by their respective mean ratings of 4.74, 4.66. and 4.53 and standard deviations of 0.550, 0.640, and 0.600. However, the highest was on item 2. The lowest mean rating of 3.87 and standard deviation of 0.970 was on item 5 (Ability to communicate effectively with superiors and co-employees).

The above findings have the implication that the Performance Appraisal System is a Very Adequate means of measuring the employees' ability to relate and work well with superiors and subordinates, react positively to feedback from superiors and other people in the university, discuss work-related issues with superiors and fellow workers professionally, cope with group and organizational norms and work effectively with groups and teams, and communicate effectively with superiors and co-workers.

The highest mean rating on item 2 implies that the Performance Appraisal System can perfectly provide data on employees' willingness and ability to view feedback on their performance with the highest degree of objectivity. The instrument can reveal how the employees react to both positive and negative feedback on their performance.

It can be said, based on the above findings, that the system can be used as a Very Adequate basis for promotion and rewards since it provides Very Adequate measures of the employees' interpersonal relationship.

Personal Attributes

Presented in Table 4.4 are the data on the employees' perceptions on the adequacy of the Performance Appraisal System as Basis for Promotion and Rewards at the University of Bahrain in terms of personal attributes.

Table 4.4

Employees' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Personal Attributes

Item	$\bar{X}$	SD	Interpretation
1. Ability and skill to solve and address work-related problems.	4.25	0.750	Very Adequate
2. Ability to cope with work conditions.	4.36	0.870	Very Adequate
3. Ability to adjust to people and work with them as teams.	4.40	0.810	Very Adequate
4. Willingness to welcome and accept new ideas for improved performance and effectiveness.	4.53	0.770	Highly Adequate
5. Willingness and interest to take part in functional training and development programs.	4.36	0.930	Very Adequate
Average	4.38	0.090	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

As presented in Table 4.4, the employees' overall perception on the adequacy of the system in measuring personal attributes was Very Adequate as indicated by the weighted mean of 4.38 with a standard deviation of 0.090. This means that the system provides a Very Adequate measure of the personal traits/attributes required of the employees in order to perform well on their jobs. This is in conformity with what Noe, et al (2000) state that performance appraisal should adequately measure individual attributes such as skills and abilities as well as specific forms of behavior expected from them.

Detailed findings indicate that item 4 (Willingness to welcome and accept new ideas for improved performance and effectiveness)

was given the highest mean rating of 4.53 (Highly Adequate) with a standard deviation of 0.770 while item 1 (Ability to solve work-related problems effectively) was given the lowest mean rating of 4.25 with a standard deviation of 0.750.

These findings carry the implication that the Performance Appraisal System provides a Very Adequate means of measuring the employees' problem solving ability, flexibility with people and working conditions, openness in accepting new ideas for improved performance and effectiveness, and willingness to be a part of functional training and development programs.

The highest mean rating on item 4 suggests that the instrument is highly accurate and adequate in providing data concerning the employees' willingness to welcome new ideas for enhancing performance and organizational effectiveness. As a criterion in rating employees on this aspect for purposes of promotion and reward, this particular personal attribute should really be one of the highly important items to be evaluated using the instrument.

Thus, it can be concluded that the Performance Appraisal System can be used as a Very Adequate basis for promotion and rewards among employees since it provides Very Adequate measure of their personal attributes which are believed to be necessary for effective performance.

Work Commitment

Table 4.5 shows the data on the employees' perceptions on the adequacy of the Performance Appraisal System as basis for promotion and rewards at the University of Bahrain in terms of work commitment.

Table 4.5

Employees' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Work Commitment

Item	$\bar{X}$	SD	Interpretation
1. Conformance with work guidelines and university policies and procedures.	4.49	0.770	Very Adequate
2. Willingness and interest to protect the confidentiality of university documents and other classified sources of information.	4.57	0.810	Highly Adequate
3. Determination to work within set time frame for successful task completion	4.47	0.960	Very Adequate
4. Close observance of instructions and special procedures or guidelines related to the effective accomplishment of tasks.	4.53	0.660	Highly Adequate
Average	4.52	0.600	Highly Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

As shown in Table 4.5, the employees perceived the Performance Appraisal System as Highly Adequate in measuring work commitment as indicated by the weighted mean of 4.52 with a standard deviation of 0.600. This denotes that the system provides highly adequate data on work commitment of the employees. This supports what Davis (1985) claims that performance appraisal measures the

employee's involvement and commitment to work improvement process.

It is very important to note that item 2 (Willingness to protect the confidentiality of university documents and other classified sources of information) had the highest mean rating of 4.57 with standard deviations of 0.810. Item 4 (Determination to work within set time frame for successful task completion) had the lowest mean rating of 4.47 with a standard deviation of 0.770.

The above findings imply that the Performance Appraisal is a Highly Adequate measure of the employees commitment to their work as manifested in their willingness to maintain confidentiality of important documents and highly classified sources of information, strict observance of general university policies and guidelines and those relating to effective accomplishment of tasks, and the willingness and determination to work within set time frame for successful completion of tasks.

The highest mean rating on item 2 and the lowest on item 3 suggest that the Performance Appraisal System data on employee's willingness to observe confidentiality of university documents and classified information are provided Very Adequately by the instrument while data on the employees' determination to accomplish certain tasks in accordance with a definite time frame are provided Very Adequately.

Based on the above findings, it can be concluded that the system can be used as basis for promotion and rewards among employees because it provides highly adequate data on their work commitment.

Summary of the Employees' Perceptions on the Adequacy of the Performance Appraisal System as Basis for Promotion and Rewards at the University of Bahrain

Presented below in Table 4.6 is the summary of the perceptions of the managers on the adequacy of the Performance Appraisal System as basis for promotion and rewards.

Table 4.6

Summarized Data on the Employees' Perceptions of the Adequacy of the Appraisal System as Basis for Promotion and Reward at the University of Bahrain

Item	$\bar{X}$	SD	Interpretation
1. Work Awareness	4.28	0.130	Very Adequate
2. Productivity and Performance	4.19	0.260	Very Adequate
3. Interpersonal Relationship	4.42	0.310	Very Adequate
4. Personal Attributes	4.38	0.090	Very Adequate
5. Work Commitment	4.52	0.600	Highly Adequate
Average	4.05	0.278	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

It can be gleaned from table 4.6 that the employees' overall perception on the adequacy of the Performance Appraisal System was Very Adequate as indicated by the overall weighted mean of 4.05 with a standard deviation of 0.278. This denotes that overall, the system can be applied in determining who among the employees can be given rewards and be promoted to higher positions since it was found to measure Very Adequately certain skills and abilities attributed to effective performance of employees' jobs.

The Highly Adequate assessment on work commitment (4.52) reflects the employees' strong agreement on the adequacy of the system in providing accurate measures of the different aspects of their commitment and dedication to their jobs. Very Adequate assessment was given to interpersonal relationship (4.42), personal attributes (4.38), work awareness (4.28) , and productivity and performance (4.19)

Therefore, it can be concluded that the Performance Appraisal System currently applied at the University of Bahrain can be used as a Very Adequate basis for promotion and rewards because they provide very adequate data on the employees' work awareness, productivity and performance, interpersonal relationship, personal attributes, and work commitment.

Administrators' Perceptions on the Adequacy of the Performance Appraisal System as Basis for Promotion and Rewards

Presented in the following section are the data on the administrators' perceptions on the adequacy of the Performance Appraisal System as basis for promotion and rewards at the University of Bahrain in terms of work awareness, planning and development skills, managerial and leadership attributes, financial and Human Resources Management skills, and negotiation skills.

Work Awareness

Presented in Table 4.7 are the perceptions of the administrators on the adequacy of the Performance Appraisal System as basis for promotion and rewards in terms of work awareness.

Table 4.7
Administrators' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Work Awareness

Item	$\bar{X}$	SD	Interpretation
1. Awareness of the requirements of managerial and leadership job	4.13	0.912	Very Adequate
2. Knowledge and understanding of the scope of duties and responsibilities.	4.23	0.816	Very Adequate
3. Clear understanding of the nature of your job.	4.02	0.942	Very Adequate
4. Clear understanding of how the job should be done.	3.96	0.91	Very Adequate
5. Clear understanding of certain work schedule to follow	4.08	0.887	Very Adequate
6. Clear understanding of the content of your job.	4.19	0.953	Very Adequate
Average	4.01	0.090	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

As presented in Table 4.7, in terms of measuring work awareness among the administrators, the Performance Appraisal System was rated Very Adequate as indicated by the weighted mean of 4.01 with standard deviation of 0.090. This denotes that the system provides very adequate data on the administrators' awareness and understanding of their jobs. This supports the argument of Schuler (1987) and Keiman (2000) that a well-designed performance appraisal should accurately measure employees' knowledge of their jobs specifically their duties and responsibilities as stated in the job description.

Item 2 (Knowledge and understanding of the scope of duties and responsibilities) got the highest mean score of 4.23 with a standard deviation of 0.816 while item 4 (Clear understanding of how the job should be done) got the lowest mean rating 3.96 with a standard deviation of 0.910.

The above findings indicate that the instrument provides a very adequate measure of knowledge, understanding, and awareness of the requirements of managerial and leadership jobs, scope of duties and responsibilities, nature and content of the job, the means by which certain tasks can be accomplished and work schedule to follow.

The highest mean rating on item 2 further implies that the Performance Appraisal System, although perceived very adequate in

all the items, had the most emphasis on the measurement of the administrators' knowledge of their duties and responsibilities which is crucial to effective job performance. Indeed, as perceived by the administrators themselves, the instrument was a very accurate measure of this aspect of their knowledge of their job.

Hence, it can be concluded that the Performance Appraisal System of the University of Bahrain used as a valid basis for promotion and rewards since it measures administrators' awareness of their jobs Very Adequately.

Planning and Development Skills

Table 4.8 shows the administrators' perceptions on the adequacy of the Performance Appraisal System as basis for promotion and rewards in terms of planning and development skills.

Table 4.8

Administrators' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Planning and Development Skills

Item	$\bar{X}$	SD	Interpretation
1. Skill in designing work plans and schedules.	3.98	0.961	Very Adequate
2. Ability to prepare skills development and competence enhancement programs	3.83	1.041	Very Adequate
3. Ability to put performance mechanism in place for purposes of continuous periodic evaluation and feedback.	3.94	0.878	Very Adequate
4. Ability to solicit suggestions from concerned employees for the development of work measures and standards.	4.21	0.832	Very Adequate
5. Competence in implementing programs for continuous improvement of work performance.	3.74	0.974	Very Adequate
Average	3.94	0.16	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

As shown in Table 4.8, the Performance Appraisal System was evaluated Very Adequate by the administrators in terms of measurement of planning and development skills. This is indicated by the weighted mean of 3.84 with a standard deviation of 0.160. This means that the system provides very adequate data on the administrators' planning and development skills. This corroborates what Noe, et.al. (2000) and Commings (1987) claim that performance appraisal provides a framework for future employee development.

Planning and development of training programs is the responsibility of the management, especially the Human Resource Department. Such skills must be accurately measured by the performance appraisal system of any company.

Detailed findings on this variable show that item 4 (Ability to solicit suggestions from concerned employees for the development of work measures and standards) had the highest weighted mean of 4.21 with a standard deviation of 0.832 while item 5 (Competence in implementing programs for continuous improvement of work performance) had the lowest mean rating of 3.74 with a standard deviation of 0.974.

The above findings imply that the Performance Appraisal System provides a Very Adequate measure of the administrators' skills and abilities to solicit the expertise of employees for the development and enhancement of work standards and performance, and design and implement work plans and schedules, continuous periodic evaluation and feedback on employees' performance, and in-service training and skills development and competence enhancement programs.

The highest mean rating on item 4 further implies that the Performance Appraisal System can very accurately assess the administrators' ability to solicit and consider other employees' suggestions in enhancing work measures and standards. It can be

used for purposes of determining whether the administrators are skilled in this particular aspect of planning and development skills

Therefore, the system can be used as a basis for promotion and rewards since it measures the administrators' planning and development skills Very Adequately.

Managerial and Leadership Attributes

Presented in Table 4.9 are the perceptions of the administrators on the adequacy of the Performance Appraisal System as basis for promotion and rewards in terms of managerial and leadership attributes.

Table 4.9

Administrators' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Managerial and Leadership Attributes

Item	$\bar{X}$	SD	Interpretation
1. Ability to direct efforts towards accomplishment of work targets.	4.49	0.903	Very Adequate
2. Ability to influence subordinates towards task accomplishment	4.17	0.818	Very Adequate
3. Willingness to accept additional duties and responsibilities.	4.28	0.939	Very Adequate
4. Ability to make decisions on matters relating to effective job performance.	4.30	0.815	Very Adequate
5. Ability to take necessary measures for effective evaluation and monitoring of performance.	4.13	0.891	Very Adequate
Average	4.28	0.13	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

It can be seen in Table 4.9 that the overall weighted mean of 4.28 and standard deviation of 0.130 indicates the respondents' Very Adequate assessment of the Performance Appraisal System in terms of measurement of managerial and leadership attributes. This means that that system provides very adequate data on the administrators' qualities relating to their managerial and leadership roles. This finding supports the idea of Milkovich and Newman (2005) that leadership qualities can be adequately measured by a well-designed performance appraisal.

Specific findings reveal that item 1 (Ability to direct efforts towards accomplishment of work targets) had the highest mean score of 4.49 with a standard deviation of 0.903 while item 5 (ability to take necessary measures for effective evaluation and monitoring of performance) had the lowest mean score of 4.13 and standard deviation of 0.891. This denotes that the instrument can very accurately assess the administrators' competence at directing their efforts towards goal accomplishment. As such, it can reveal such specific aspects as sense of direction, goal setting skill, determination to achieve, commitment to job, etc.

The above findings imply that the system provides a Very Adequate measure of the respondents' skills, abilities, and willingness to direct employees' efforts towards the accomplishment of organizational goals and objectives, lead and influence others towards

successful accomplishment of tasks, accept other duties and responsibilities, make significant decisions relating to effective job performance, and implement effective performance evaluation and monitoring program.

The highest mean rating on item 1 further suggests that the instrument provides the most accurate measure of the administrators' skill and ability to be self-directed towards the accomplishment of organizational goals. It can be used for purposes of assessing the administrators' skills and abilities to set goals for the organization and focus their efforts on the achievement of such goals.

Thus, the system can be used as a basis for promotion and rewards since it measures the administrators' managerial and leadership attributes Very Adequately.

Financial and Human Resources Management Skills

The data on the perceptions of the administrators on the adequacy of the Performance Appraisal System as basis for promotion and rewards in terms of financial and Human Resources Management skills are presented in Table 4.10.

Table 4.10

Administrators' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Financial and Human Resources Management Skills

Item	$\bar{X}$	SD	Interpretation
1. Ability to prepare realistic budget for the department/ university	3.83	1.004	Very Adequate
2. Ability to reasonably allocate financial resources and implement projects within the limits of the approved budget.	4.23	0.945	Very Adequate
3. Ability to get employees totally involved in task accomplishment and goal achievement.	4.26	0.872	Very Adequate
4. Competence in designing and implementing staff training and development programs for skills and competence enhancement.	4.09	0.917	Very Adequate
5. Ability to set realistic goals and objectives for the department/ university and to evaluate and monitor employees' efforts towards goal accomplishment.	4.00	1.064	Very Adequate
Average	4.08	0.16	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

As shown in the above table, the administrators rating on this particular variable was Very Adequate as indicated by the mean score of 4.08 with a standard deviation of 0.160. This means that the Performance Appraisal System provides very adequate data on the administrators' financial and Human Resources Management skills.

Specifically, the table shows that item 3 (Ability to get employees totally involved in task accomplishment and goal achievement) had the highest mean rating of 4.26 with a standard

deviation of 0.872 while item 1 (Ability to prepare realistic budget for the department/university) had the lowest mean rating of 3.83 with a standard deviation of 1.004. According to Noe, et.al. (2000) and Guest and Kenny (1983), one purpose of performance appraisal is to audit management planning skills, especially Human Resource planning, which are necessary for effective performance of managerial function. This is supported by the finding on this particular variable.

The above findings have the implication that the Performance Appraisal System provides a Very Adequate measure of the administrators' abilities and competence in preparing departmental budget, allocating financial resources and implement projects based on the approved budget, motivate employees towards achievement of goals and objectives, design and implement staff training and development programs, and set achievable goals and objectives and evaluate and monitor employees' efforts towards accomplishment of the same.

The highest mean rating on item 3 further suggests that the Performance Appraisal System provides the most accurate data on the administrators' ability to influence employees to be totally involved in the accomplishment of certain tasks and the achievement of goals and objectives of the organization.

Thus, the system can be used as a basis for promotion and rewards since it measures the administrators' financial and Human Resources Management skills Very Adequately.

Negotiation Skills

Table 4.11 presents the perceptions of the administrators on the adequacy of the Performance Appraisal System as basis for promotion and rewards in terms of negotiation skills.

Table 4.11

Administrators' Perceptions on the Adequacy of the Performance Appraisal System as a Measure of Negotiation Skills

Item	$\bar{X}$	SD	Interpretation
1. Ability to deal with critics diplomatically and obtain their support successfully.	4.72	0.833	Highly Adequate
2. Skill in winning others on critical cases.	4.49	0.792	Very Adequate
3. Ability to listen to others and accept their ideas on work-related matters.	4.36	0.928	Very Adequate
4. Ability to deal and communicate with concerned authorities and employees on matters affecting organizational performance.	4.49	0.882	Very Adequate
5. Ability to deal with and treat subordinates with maximum degree of impartiality and justice.	4.42	1.089	Very Adequate
6. Ability to initiate good relationship with employees and resolve conflicts among them.	4.57	0.880	Highly Adequate
Average	4.51	0.110	Highly Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

As presented in the table above, the administrators assessed the system as Very Adequate in terms of measurement of negotiation skills as indicated by the weighted mean of 4.51 with a standard deviation of 0.110. This means that the system provides very adequate data on the administrators' negotiation skills. One of the functions of performance appraisal is to measure employees' ability to handle situations involving human behaviors. Conflicts, interpersonal relations, and communication are key issues that require administrators' negotiation skills. These according to Noe, et.al (2000) and Kleiman (2000) should be accurately measured by an effective performance appraisal.

Specific findings show that item 1 (Ability to deal with critics diplomatically and obtain their support successfully) had the highest mean score of 4.72 (interpreted as Highly Adequate) with a standard deviation of 0.833 while item 3 (Ability to listen to others and accept their ideas on work-related matters) had the lowest mean score of 4.36 (interpreted as Very Adequate) with a standard deviation of 0.928

The findings imply that the Performance Appraisal System provides a Very Adequate measure of the administrators' skills and abilities to relate diplomatically with their critics and successfully win their support, establish and maintain good working relationship with fellow employees and facilitate conflict resolution, deal and communicate with concerned authorities and employees on issues

affecting organizational performance, win people's support on critical issues affecting the organization, treat employees fairly and objectively, and listen to people's suggestions and welcome their opinions and ideas.

The Highly Adequate assessment on item 1 further indicates that the system is a highly dependable tool for assessing the administrators to use diplomatic means of dealing with employees critical of the organization, establishing good relations with them and successfully obtaining their support later for the success of any organizational undertaking.

Hence, the system can be used as a basis for promotion and rewards since it measures the administrators' negotiation skills Very Adequately.

Summary of the Administrators' Perceptions on the Adequacy of the Performance Appraisal System

Table 4.12 presents the summarized data on the administrators' perceptions on the adequacy of the system as basis for promotion and rewards.

Table 4.12

**Summarized Data on the Administrators' Perceptions of the Adequacy
of the Performance Appraisal System as Basis for Promotion
and Rewards at the University of Bahrain**

Item	$\bar{X}$	SD	Interpretation
1. Work Awareness	4.01	0.09	Very Adequate
2. Planning and Development Skills	3.94	0.16	Very Adequate
3. Managerial and Leadership Attributes	4.28	0.13	Very Adequate
4. Financial and Human Resource Management Skills	4.08	0.16	Very Adequate
5. Negotiation Skills	4.51	0.11	Highly Adequate
Overall Average	4.19	0.14	Very Adequate

Legend

Range	Interpretation
4.50 – 5.00	Highly Adequate
3.50 – 4.49	Very Adequate
2.50 – 3.49	Moderately Adequate
1.50 – 2.49	Slightly Adequate
1.00 – 1.49	Inadequate

It can be gleaned from Table 4.12 that the administrators' overall assessment of the Performance Appraisal System was Very Adequate as indicated by the general average of 4.19. This denotes that overall, the system can be applied in determining who among the administrators can be given rewards and be promoted to higher positions since it was found to measure Very Adequately certain skills and abilities attributed to effective performance of managerial and leadership functions.

The highest weighted mean on negotiation skills (4.51) denotes that the administrators strongly agreed that the Performance Appraisal System provides a Highly Adequate measure of their skills to negotiate

with people on matters relating to the effective performance of employees and the organization.

The system was found to provide Very Adequate measures of managerial and leadership attributes (4.28), work awareness (4.10), financial and Human Resource Management Skills (4.08), and planning and development skills (3.94).

Based on the above data, it can be concluded that the Performance Appraisal System currently applied at the University of Bahrain is Very Adequate in measuring skills and abilities required for administrative jobs such as work awareness, planning and development skills, managerial and leadership attributes, financial and Human Resources Management skills, negotiation skills. Thus, it can be used as a very adequate basis for promotion and rewards among administrators at the University of Bahrain.

Implications to Human Resource Management

The following are the implications of the findings of the study to Human Resource Management:

1. The Highly Adequate assessment of the administrators on negotiation skills implies that the system provides Highly Adequate measures of the administrators' ability to negotiate with people in the organization on matters relating to the improvement of organizational performance. As part of their administrative functions, negotiation skills

enable managers to deal with different people effectively on the professional levels through efficient communication, diplomatic human relations, conflict resolution, and other means of winning support from employees for the successful accomplishment of tasks and improvement of organizational performance. Thus, administrators who are evaluated very favorably on negotiation skills can be promoted to significant positions requiring these skills and can be rewarded accordingly. This can serve as motivation for them to raise their level of performance and ultimately contribute significantly to the achievement of the university goals and objectives. The job of the Human Resource Manager, therefore, is to ensure that performance appraisal sufficiently covers an objective evaluation of these aspects of administrators' jobs.

2. The employees' Highly Adequate assessment on work commitment has the implication that the system provides Highly Adequate measures of the employees' sense of commitment and dedication to their jobs. This can serve as a sound basis for the selection of employees to be given rewards as a form of motivation so that they will continue doing well in their jobs. Those found to have very high commitment to their jobs based on the results of the evaluation can be considered for promotion to higher positions. With dedicated and committed employees, the university can realize its vision, perform its mission, and achieve its goals. The Human

Resource Department therefore is responsible for identifying those who are highly dedicated and committed to their jobs and provide necessary rewards and incentives to them. Efficient and effective management of human resources requires careful attention to the recognition and reward aspects of the job

3. Overall, the Very Adequate assessment of the system by both the administrators and the employees imply that it provides Very Adequate measures of the different skills, abilities, and competencies of both the administrators and employees of the University of Bahrain. Because of this, the system can be utilized as a sound basis for granting rewards, merits, bonuses, and other forms of recognition to high performing employees and promoting them to higher level positions within the university.

4. The findings further imply that although the system was found to be Very Adequate to serve its administrative purposes, that is, as basis for promotion and rewards, certain inadequacies are possible to be found in terms of its strategic and developmental purposes. Thus, it may be necessary for the Human Resource Department of the University of Bahrain to initiate necessary steps to devise a strategic performance management system in order to utilize results of performance appraisal for further development of its staff.

5. The Human Resource Department of the University of Bahrain may coordinate with the Research Department for purposes of

establishing an Information System wherein necessary data/information on the performance university's staff may be stored and accessed for various purposes such as further development of employees for enhanced effectiveness and productivity, evaluation of employees' accomplishments, provision of rewards and incentives, compensation adjustment.

6. The results of the study also imply that both the administrators and employees can initiate steps towards keeping communication networks within the university more open for purposes of improving performance. As employees' performance is continuously appraised, dialogues between superiors and subordinates are very necessary in order to promote better understanding of individual and organizational goals.

7. In any organization, performance appraisal serves as a key tool in Human Resource Planning. It provides data on employees' talents, abilities, competencies, etc. which may be utilized in designing and implementing strategic plans for the organization. The University of Bahrain can do this using the results of the study. It can prepare strategic Human Resource plan in line with the overall strategic plan of the organization.

8. Lastly, since human resources are the most crucial factor in the effective operation of any organization, it is very necessary that

effective, valid, reliable, and objective performance appraisal systems
be used for strategic, administrative, and developmental purposes.

Chapter 5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions drawn from the findings, and recommendations offered based on the significant findings and conclusions.

Summary

The study generally aimed to determine the adequacy of the Performance Appraisal System at the University of Bahrain as basis for promotion and rewards. Specifically, it sought answers to the following questions:

1. As perceived by the employees, what is the degree of adequacy of the Performance Appraisal System at the University of Bahrain as a measure of the following:

- 1.1 work awareness;
- 1.2 productivity and performance;
- 1.3 interpersonal relationships;
- 1.4 personal attributes; and
- 1.5 work commitments?

2. As perceived by the administrators, what is the degree of adequacy of the Performance Appraisal System at the University of Bahrain as a measure of the following?

2.1 work awareness;

2.2 planning and development skills;

2.3 managerial and leadership attributes;

2.4 financial and Human Resources Management skills; and

2.5 negotiation skills?

3. As perceived by the employees and administrators, what is the overall level of adequacy of the Performance Appraisal System at the University of Bahrain to be used as basis for promotions and rewards?

4. What are the implications of the findings of the study to Human Resource Management?

The following assumptions were made by the researcher in conducting the study:

1. The Performance Appraisal System at the University of Bahrain can adequately measure employees' work awareness, productivity and performance, interpersonal relationship, personal attributes, and work commitment.

2. The Performance Appraisal System at the University of Bahrain can adequate measure the administrators ' work awareness, planning

and development skills, managerial and leadership attributes, financial and Human Resource Management skills, and negotiation skills.

3. The Performance Appraisal System at the University of Bahrain is an adequate and valid basis for promotions and rewards.

This study assessed the adequacy of the Performance Appraisal System at the University of Bahrain as perceived by the employees and administrators as basis for promotion and rewards. It was conducted within the university campus, with consideration of outside information from the Civil Service Bureau and other government institutions in certain circumstances.

There were some limitations in the conduct of the study since its coverage was only the administrative managers and employees in the university.

This study was exclusively conducted to suit the University of Bahrain's quality employment needs and requirements in the areas of promotion and rewards.

In general, it can help evaluate all aspects affecting all levels of employees – regardless of their positions in the organization.

The descriptive method of research was used with questionnaire as means of data collection. The respondents were 53 administrators and 53 employees who were selected randomly.

The data were processed through the computer software Excel specifically computing the means and the standard deviation.

The following are the major findings of the study.

1. Based on the employees' assessment, the Performance Appraisal System at the University of Bahrain was a Very Adequate measure of their work awareness (4.28), productivity and performance (4.19), interpersonal relationship (4.42), and personal attributes (4.38). It was a Highly Adequate measure of work commitment (4.52).

2. Based on the administrators' assessment, the Performance Appraisal System at the University of Bahrain was a Very Adequate measure of their work awareness (4.10), planning and development skills (3.94), managerial and leadership attributes (4.28), and financial and Human Resource Management skills (4.08). It was a Highly Adequate measure of negotiation skills (4.51).

3. The administrators' overall assessment of the Performance Appraisal System as basis for promotions and rewards was Very Adequate (4.19). It was also assessed as Very Adequate by the employees (4.05).

Conclusions

The following conclusions were drawn based on the findings:

1. The Performance Appraisal System at the University of Bahrain generally provides very adequate measures of the administrators' work awareness, planning and development skills, managerial and leadership attributes, and financial and Human Resource Management skills, and Highly Adequate measure of negotiation skills.

2. The Performance Appraisal System at the University of Bahrain generally provides Very Adequate measures of the employees' work awareness, productivity and performance, interpersonal relationship, and personal attributes, and Highly Adequate measure of work commitment

3. Overall, the Performance Appraisal System at the University of Bahrain can be used as a Very Adequate basis for promotion and rewards.

Recommendations

Based on the significant findings and the conclusions drawn from the findings, the following are highly recommended:

1. The Performance Appraisal System should be fully implemented in the university since it provides very adequate measures of the different aspects of the administrators' and employees' job

performance. Undoubtedly, it can measure performance with maximum accuracy and objectivity.

2. The system should be utilized in making decisions relating to promotion of administrators and employees to higher positions. Likewise, it should be utilized in determining who among the administrators and employees should be given rewards for very good performance.

3. Since the system provides very adequate measures of different skills, abilities, and competencies of the administrators and employees, results of particular performance evaluation can also be linked with the design and implementation of faculty and staff development programs aimed at further enhancing skills and competencies of administrators and employees who fail to meet performance standards.

4. The University of Bahrain can design its own Performance Appraisal System that best suits its needs, goals and objectives, and performance standards instead of relying on what the Civil Service Bureau has developed. Contextualizing such a system can help the university greatly in terms of streamlining its strategies, processes, policies, and guidelines for better performance.

5. Performance appraisal is the assessment and giving of feedback on employee's job performance which occurs in a social and legal context. The effectiveness of performance appraisal system is

influenced not only by the accuracy of performance information but also by social factors and sense of fairness. The University of Bahrain should consider the following activities in the implementation of performance appraisal system:

- 5.1. Gathering information
- 5.2. Appraising Employees.
- 5.3. Communicating Results

6. Follow-up studies should be done to look into the other aspects/dimensions of the system such as the following:

- 6.1. Further analysis of the strengths and weaknesses of the system and their implications to effective performance management.
- 6.2. Factors affecting the validity of the instrument.

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APPENDICES

Appendix A

Dear Sir/Madam:

Please find attached questionnaire survey for you to fill up. This questionnaire survey is a part of my MBA thesis entitled "Performance Appraisal System as Basis for Promotion and Rewards at the University of Bahrain."

I will appreciate your cooperation in helping us improve the quality of the work environment.

Please send your reply to: The University of Bahrain, Sakhir,
Coordination and Follow-up Department,
PO Box 32038

You can kindly fax your reply at 17-449023 or send it through my e-mail address at mamali@admin.uob.bh. Please call me at 17-438083 for any inquiry at your convenience.

Sincerely,

Mahmood Asad Mohammed Ali
Director, Coordination and Follow-up Department

Appendix B
Survey Questionnaire

Part I: Personal Data

1-Age Group:

- ☐ Less than 25 years.
- ☐ 25-30 years.
- ☐ 31-35 years.
- ☐ 36-40 years.
- ☐ 41-45 years.
- ☐ 45 – above.

2-Sex:

- ☐ Male.
- ☐ Female.

3-Highest Degree Attained:

- ☐ Secondary School Certificate or less.
- ☐ High School Diploma.
- ☐ Bachelor's degree.
- ☐ Master's degree.
- ☐ Others.

4-Work Experience:

- ☐ Less than 5 years.
- ☐ 5-10 years.
- ☐ 11-15 years.
- ☐ 16-20 years.
- ☐ 20 - above

5-Number of Years in the Present Job:

Performance Appraisal System

Instructions:

Please indicate your perception of the Performance Appraisal System at the University of Bahrain as to its adequacy in measuring the different items enumerated in the questionnaire. Use the scale below as your guide.

- 5 - Highly Adequate
- 4 - Very Adequate
- 3 - Moderately Adequate
- 2 - Slightly Adequate
- 1 - Inadequate

I. FOR ADMINISTRATORS

No.	Job Performance Qualities/Descriptions	5	4	3	2	1
A.	Work Awareness					
1.	How adequate is the Performance Appraisal System as a measure of your work awareness in terms of the following? Awareness of the requirements of managerial and leadership job.					
2.	Knowledge and Understanding of the scope of your duties and responsibilities.					
3.	Clear understanding of the nature of your job.					
4.	Clear understanding of how your job should be done..					
5.	Clear understanding of certain work schedules to follow.					
6.	Clear understanding of the content of your job.					

		5	4	3	2	1
Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of work awareness?						
B.	Planning and Development Skills					
	How adequate is the Performance Appraisal System as a measure of your planning and development skills in terms of the following?	5	4	3	2	1
1.	Skill in designing and implementing work plans and schedules.					
2.	Ability to prepare and implement skills development and competence enhancement programs.					
3.	Ability to put performance mechanism in place for purposes of continuous periodic evaluation and feedback.					
4.	Ability to solicit suggestions from concerned employees for the development of work measures and standards.					
5.	Competence in implementing programs for continuous improvement of work performance.					
	Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of your planning and development skills?	5	4	3	2	1
C.	Managerial and Leadership Attributes					
	How adequate is the Performance Appraisal System as a measure of your managerial and leadership attributes in terms of the following?	5	4	3	2	1
1.	Ability to direct efforts towards accomplishment of work targets.					
2.	Ability to influence subordinates towards task accomplishment.					
3.	Willingness to accept additional duties and responsibilities.					
4.	Ability to make important decisions on matters relating to effective job performance.					
5.	Ability to take necessary measures for effective evaluation and monitoring of performance.					
	Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of your planning and development skills?	5	4	3	2	1

D.	Financial and Human Resource Management Skills					
	How adequate is the Performance Appraisal System as a measure of your financial and Human Resource Management skills in terms of the following?	5	4	3	2	1
1.	Ability to prepare realistic budget for the department					
2.	Ability to reasonably allocate financial resources and implement projects within the limits of approved budget					
3.	Ability to get employees totally involved in task accomplishment and goal achievement.					
4.	Competence in designing and implementing staff training and development programs for skills and competence enhancement.					
5.	Ability to set realistic goals and objectives for the department/university and to evaluate and monitor employees' efforts towards goal accomplishment.					
	Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of your financial and HRM skills?	5	4	3	2	1

E.	Negotiation Skills					
	How adequate is the Performance Appraisal System as a measure of your negotiation skills in terms of the following?	5	4	3	2	1
1.	Ability to deal with critics diplomatically and obtain their support successfully.					
2.	Skill in winning others on critical cases.					
3.	Ability to listen to others and accept their ideas on work-related matters.					
4.	Ability to deal and communicate with concerned authorities and employees on matters affecting organizational performance.					
5.	Ability to deal with and treat subordinates with maximum degree of impartiality and justice.					
6.	Ability to initiate good relationship with employees and resolve conflicts among them.					
	Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of your financial and HRM skills?	5	4	3	2	1

	Indicate your overall perception on the adequacy of the Performance Appraisal System at the University of Bahrain as basis for promotions and rewards based on the abovementioned factors.	5	4	3	2	1
	Grand Total					

I. For Employees

A.	Work Awareness					
	How adequate is the Performance Appraisal System as a measure of your work awareness in terms of the following?	5	4	3	2	1
1.	Awareness of the requirements of your job.					
2.	Clear understanding of the scope of your duties and responsibilities					
3.	Knowledge and understanding of the means by which tasks can be completed.					
4.	Clear understanding of the content of your job.					
5.	Clear understanding and awareness of certain work schedules to follow.					
	Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of your work awareness?	5	4	3	2	1

B.	Productivity and Performance					
	How adequate is the Performance Appraisal System as a measure of your productivity and performance in terms of the following?					
1.	Ability to complete certain tasks within a given time frame.					
2.	Skill in using time wisely and productively for maximum effectiveness.					
3.	Accuracy in doing assigned tasks.					
4.	Innovativeness in the performance of jobs.					
5.	Creativity in carrying out certain tasks.					

6.	Acceptance of challenges and opportunities for improved performance.					
	Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of your productivity and performance?					

C.	Interpersonal Relationship					
	How adequate is the Performance Appraisal System as a measure of your interpersonal relationship in terms of the following?	5	4	3	2	1
1.	Willingness and ability to react positively to feedback from students and co-workers.					
2.	Ability to establish smooth relationship with colleagues.					
3.	Ability to work well with others and discuss work-related issues with them professionally.					
4.	Ability to cope with group and organizational norms and work productively and effectively with groups and teams.					
5.	Ability to communicate effectively with superiors and co-employees.					
	Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of your interpersonal relationship?	5	4	3	2	1

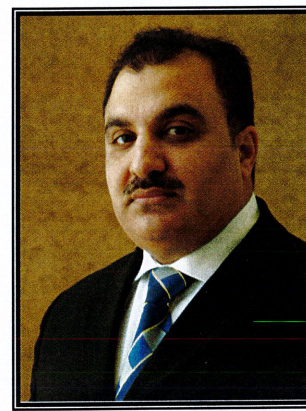
D.	Personal Attributes					
	How adequate is the Performance Appraisal System as a measure of your interpersonal relationship in terms of the following?	5	4	3	2	1
1.	Ability to solve work-related problems.					
2.	Ability to cope with working conditions.					
3.	Ability to adjust to people and work with them as a team.					
4.	Willingness to welcome and accept new ideas for improved performance and effectiveness.					
5.	Willingness to take part in functional training and development programs.					
	Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of personal attributes?	5	4	3	2	1

E.	Work Commitment					
	How adequate is the Performance Appraisal System as a measure of your interpersonal relationship in terms of the following?	5	4	3	2	1
1.	Conformance with work guidelines and university policies and procedures.					
2.	Willingness to protect confidentiality of university documents and other classified sources of information.					
3.	Determination to work within set time frame for successful task completion.					
4.	Close observance of instructions and special procedures or guidelines related to effective task accomplishment.					
	Overall, how adequate is the Performance Appraisal System as basis for promotion and rewards in terms of personal attributes?	5	4	3	2	1
	Indicate your overall perception on the adequacy of the Performance Appraisal System at the University of Bahrain as basis for promotions and rewards based on the abovementioned factors.	5	4	3	2	1

Appendix C CURRICULUM VITAE

PERSONAL INFORMATION:

NAME: Mahmood Asad Mohamed Ali
NATIONALITY: Bahraini
DATE OF BIRTH: 18 FEB 1968
POSTAL ADDRESS: House No.79, Road No. 1702,
East Riffa 917.
MARITAL STATUS: Married
CONTACT NUMBERS: Mobile : 39682727
Res. : 17772099
Office : 17438088
Fax : 17449023



EMAIL ADDRESS mamali68@admin.uob.bh
mamali68@hotmail.com

JOB SOUGHT: A Challenging, promising carrier that provides the experience necessary to fulfill my career development.

CHARACTERISTICS:

1. Long-term planner.
2. Setting objectives.
3. Creative thinking.
4. Good team leader.

EDUCATION:

September 2003 - Present MBA – concentration: Marketing
AMA international University – Kingdom of Bahrain
Thesis Title: Performance Appraisal System as Basis for
Promotion and Rewards at the University of Bahrain.

September 1992 Master of Business Administration Program:
Attended Part 1 / Master of Business Administration Program
as a part time student

January 1990 B.A. in Arts, Majoring in English language
King Abdul Aziz University

Other Qualifications

Participation the following courses:

2005 Effective Management Skills

2004 Creative Thinking & Change Management
2004 Total Innovation Management.
2003 Scan Reading.
2003 Interpersonal Communication Skills.
1994 Computer Applications- IT Center in UOB:
Introduction to MS Windows.
Introduction to MS Word 2.0(with Arabic support).
Introduction to MS Excel 2.0 (with Arabic support).
June 1993 Regulation, Procedures & Document
Program Civil Service Bureau

1993 Computer Applications- IT Center in UOB:
Introduction to MS DOS.
1993 Organizing Document- Civil Service Bureau.

Language: Fluency in Arabic and English spoken & written

Experience:

University of Bahrain
May 2003 - Present

Director of Co-ordination & Follow-up Dept.

Transfer the Co-ordination and Follow-Up Office into a department consisting of the following two divisions:

- A- Co-ordination and Follow-Up Division.
- B- Information and statistics Division.

Major Responsibilities:

1. Follow-up the implementation of the board of trustees' & the university council's resolutions.
2. Follow-up the implementation of the open panel's resolutions with concerned departments.
3. Issue and distribute the board of trustees' resolution directory and the university council resolution directory.
4. Follow-up the implementation of committees' resolutions formed by the president.
5. Co-ordinate and follow-up the university participation in various GCC committees.
6. Co-ordinate and follow-up the preparations for the annual graduation ceremony.
7. Issue and distribute the University's annual report.
8. Follow-up the implementation of the university's various contracts with suppliers.
9. Follow-up the implementation of the university's various agreements, protocols and memorandum of understanding with other university or institutions, and co-ordinate in the process of signing bilateral matters.
10. Collect required university data and information to create a reliable, centralized and organized database system.

11. Monitor the operation of collecting and categorizing useful information and suggesting procedures to reinforce its usage.
12. Make reports and calculate statistics that are required from the president.
13. Perform responsibilities that are related to the departments' specialization.

Director of Co-ordination & Follow-up Office

Establish the Co-ordination and Follow-Up Office which include three main units:

1. Co-ordination Unit.
2. Follow-up Unit.
3. Information Unit.

• Major responsibilities include:

1. Following-up University Council & Board of Trustees decisions, then co-coordinating the process of implementing them, and removing any barriers in the process of implementation.
2. Following-up the open Council decisions, co-coordinating the process of implementing them, and removing any barriers in the process of implementation
3. Setting contact plans for (UOB), in co-ordination with other departments based on the information they provide regarding their activities.
4. Following-up & communicating (UOB) external relations, and Following them up with its contracts & Protocols with Government agencies, foreign agencies and universities.
5. Providing the President of (UOB) with information regarding communications & data collection activities, in order to help in the process of decision making
6. Reporting, sorting, co-coordinating, and following-up data regarding co-ordination & Follow-up Office.
7. Co-coordinating through formal letters the venues for which the president is intending to visit with his formal escort.
8. Implementing necessary steps in case of signing contracts & Protocols regarding (UOB) & following them up.

July 2000- May 2003

9. Answering all enquiries & complaints addressed to the president.
10. Co-coordinating, and following-up all matters in regard to (UOB) with all involving departments.
11. Co-coordinating, and following-up all contracts, executive programs and Protocols signed by (UOB), and taking the necessary steps to execute and renew them in collaboration with the involved parties.
12. Co-coordinating, and following-up all Preparations for (UOB) Annual Reception Party and the Annual Graduation Ceremony.
13. Co-coordinating and following-up procedures to choose "distinguished" faculty and administrative staff.
14. Co-coordinating and following-up meetings for heads and managers of the higher education institutes in the G.C.C countries.
15. Preparation of UOB Annual Report.

Jun 2000 – Jul 2000

Acting Director

Information & Public Relations Department

Establish the office:

Responsibilities: managing four divisions:

1. Conferences & Ceremonies.
2. Protocols & Public Relations.
3. Information & Documentation.

Jun 1997 – Jun 2000

Head of Conferences & Ceremonies

Department of Information & Public Relations

Responsibilities:

1. Establish the Conferences & Ceremonies Department of Information & Public Relations.
2. Coordinating and following-up with functions and events inside & outside the University with other departments and sections, with proper arrangements like: hall bookings, I.D preparations, gifts, etc2.
3. Coordinating and following-up with hotel reservations, making Proper arrangements for the accommodation of (UOB) contractors, guests and visitors.
4. Coordinating and following-up with letters to the involved parties, banners preparations, exhibitions and making necessary payment arrangements for functions and events inside & outside the University. Plus, preparing proper budget estimations for such events & functions.

5. Co-coordinating and following-up set-ups for the secretaries' offices and equipping them with the necessary equipments to hold events & functions in conjunction with other involved departments.

6. Coordinating and following-up with the proceedings for the Annual Reception Party and making the necessary setups for it, starting with proper sound systems, videoing, seating preparations, and preparing budget expectations for the event.

7. Listing immediate and future needs for the department, then reporting them back to the head of the department

Aug. 1996 – May 1997

Head of Buildings Inspection & Maintenance

Responsibilities:

1. Establish the Building Inspection & Maintenance Division.
2. Regular inspections of buildings in the premises of (UOB).
3. Providing necessary preventive measures.
4. Scheduling renovation work.

Jan. 1996 – Aug. 1996

Head of Sale in the Bookshop

Responsibilities:

1. Supervising & executing procedures regarding the purchase of books.
2. Managing daily office activities, which include supervising office staff.
3. Conducting budget planning & preparing financial reports regarding the annual expenditure plus handling various official agreements.

1995 – 1996:

Head of Expatriate Service Section

Responsibilities:

1. Supervising & executing procedures regarding: housing, travel, visas, managing & arranging Hotel matters, e.g., banquets, meetings seminars, and conferences.
2. Managing daily office activities, which include supervising office staff and various other official agreements.
3. Conducting budget planning & preparing financial reports regarding the annual expenditure.
4. Supervising all aspects of expat Staff formalities with different Governmental agencies.
5. Adminstrating all staff medical claims.

1995 – 1992

Acting Head of Expatriate Service Section

1990 – 1991

**Site Administrator/Inspector
Associated Consulting Engineers**

Responsibilities:

1. Preparing daily reports.
2. Responding to the office correspondence.
3. Co-coordinating office activities regarding site progress.

Providing assistance in the preparation of monthly progress report.

1990

**Head of Division
Administration Department
EMCE Construction & Maintenance**

Responsibilities:

1. Managing daily office activities.
2. Handling Company's general purchasing.
3. Responding to Company's general Correspondence.
4. Preparing daily reports

Contributions, Participations, and Awards

- | | |
|-------------|--|
| 2003 | - Certificate of appreciation for participating in the Fifth International Conference on Islamic Economy Committees 7-9 Oct. 03. |
| 2001 | - The 14 th Annual Graduation Ceremony |
| 1999 | - Award of Recognition in Management Work – University Of Bahrain.
- Organization of the Seminar about Humanities.
-Preparation for the Jordanian University's representatives visit to the University of Bahrain
-Organization of the Seminar about "The Future of Arabic Education under Globalization: Obstacles and Opportunities".
-Grand Musical Concert held on the occasion of the National Day. |
| 1998 | - Certificate of appreciation for participating in the Safety on Roads International Conference. |
| 1997 | - Organization of the "Arab University Union" meeting. |
| | - Grand Musical Concert held on the occasion of the National Day.
- University's celebrations on the occasion of the National Day. |
| 1995 | - Organization of the "International Mathematics conference. |
| 1993 | - Organization of the "Literary Criticism" conference. |
| 1992 | - Completion of the proceedings of the Contract Staff Services.
- Completion of the transfer operation from the University campus in Isa Town to the University campus in Sakhir. |

Member in Committees :

2003	- Auditing University bylaws. - Auditing Financial bylaws. - Auditing Academic bylaws. - Auditing Administrative bylaws. - Auditing Scholarship bylaws. - Auditing Training bylaws. - Auditing Scientific Research bylaws. - Auditing Registration & Acceptance bylaws. - High Emergency committee.
October 2002	- Carnival Preparation Committee which is organized by the students' societies on the occasion of the Student Council Elections. - 15th Annual Graduation Ceremony preparation Committee.
April 2002	-Bilateral Agreements Committee.
November 2001	- Joint committee between UOB & The supreme Council for Youth & Sports.
October 2001	- National Day celebrations steering committee.
May2001	- 14th Annual Graduation Ceremony preparation Committee.
March 2001	- Bahraini – French committee.
1999	Energy Conference Steering Committee.
1998-1999	National Day celebrations steering committee.
October 1998	- Bahrain Training and Development Society.
1991-1995	Housing Committee responsible for contract Staff.
1993 - 1994	Investigation Committee for the employer Saqer Al Ataei.
1992	Isa Town to Sakhir campus transfer operation Seering Committee.

References:

1. Dr. Mohammed Bin Jassim Al Ghatam – Former President of the University and Minister of Education – Chairman of the Bahrain Center for Research and Studies.
2. Dr. Hassan Al Bastaki – Former Vice President for Administration and Finance Affairs – Former Assistant Secretary for Administration and Finance
3. Affairs in the Ministry of Education – General Secretary of the Bahrain Center for Research and Studies.
4. Dr. Emad Taqi – Former Vice President for Planning and Community Services – Assistant Secretary for Curriculum and Training in the Ministry of Education .
5. Dr. Shaikh Khalid Bin Khalifa Al Khalifa – Former Vice President for Academic Programs and Scientific Research – Head of the Security and External Affairs Committee in the Consultative Council.
6. Dr. Khalid Jassim Bumtai – Director of the Quality Management Office.
7. Dr. Sameer Qasim Fakhro – Former Vice President of the Arab Open University.
8. Mr. Abdulrazaq Al Abbasi – Former Director of Personnel – First Lecturer in the College of Business.